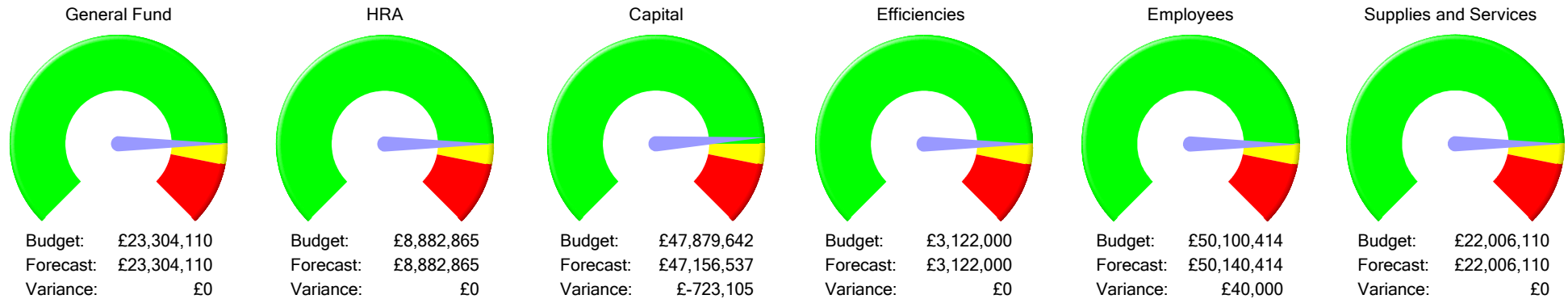


# Appendix A

## Corporate Integrated Report Q1 2015/16

### Financial Performance



### Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Meeting Housing Need	0 (0%)	1 (20%)	0 (0%)	4 (80%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	4 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (25%)	3 (75%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (11%)</b>	<b>2 (11%)</b>	<b>15 (79%)</b>
	No Data	Red	Amber	Green
Previous Quarter	1 (7%)	2 (14%)	0 (0%)	11 (79%)

### Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Meeting Housing Need	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Strong and Active Communities	0 (0%)	1 (50%)	1 (50%)	0 (0%)
Cleaner Greener Oxford	0 (0%)	1 (25%)	1 (25%)	2 (50%)
An Efficient and Effective Council	0 (0%)	1 (50%)	0 (0%)	1 (50%)
<b>Total</b>	<b>0 (0%)</b>	<b>5 (38%)</b>	<b>3 (23%)</b>	<b>5 (38%)</b>

### Risk Management

Service	No Data	Red	Amber	Green
Strong and Active Communities	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	3 (100%)	0 (0%)
<b>Total</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>4 (67%)</b>	<b>2 (33%)</b>

### Direction of Travel

Service	No Data	Declining	No change	Improving
Strong and Active Communities	2 (100%)	0 (0%)	0 (0%)	0 (0%)
Cleaner Greener Oxford	1 (100%)	0 (0%)	0 (0%)	0 (0%)
An Efficient and Effective Council	3 (100%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>6 (100%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>

## **CORPORATE SUMMARY**

### **1 Overall Summary Position**

- 1.1 The overall financial position is above target at the service level with additional unbudgeted expenditure being anticipated on the General Fund; this is proposed to be funded from a combination of corporate contingency and earmarked reserves. The Housing Revenue Account is being forecast as on target overall.
- 1.2 Of the Corporate performance targets, 15 (79%) are being delivered as planned, two (11%) are below target but within acceptable tolerance limits and two (11%) are not meeting their target. There are no red corporate risks.

### **2 Finance Overall and Corporate Budgets**

#### **General Fund**

- 2.1 The forecast General Fund outturn position as at the end of Quarter 1 shows a net £0.385 million unbudgeted expenditure being forecast.

#### **Housing Revenue Account (HRA)**

- 2.2 The forecast Housing Revenue Account (HRA) outturn position is a nil variance overall as at Q1. Within this there are a number of individual variances which are detailed in Appendix D2.

#### **Capital**

- 2.3 The capital monitoring position as at 30<sup>th</sup> June 2015 is shown in more detail at Appendix F2. The forecast outturn shows a net forecast variance of 0.921 million. Key variations are detailed below: -

##### General Fund

##### Over / (Under) spends

- i. The Work of Art at Said Business School is now going to be delivered by Oxfordshire County Council as part of the works to Frideswide Square, saving the Council £(0.050) million
- ii. The Barns Road settlement has now been agreed resulting in additional expenditure of £0.035 million
- iii. Additional budget for 2015/16 activity is requested for parks works of £0.115k which will be financed from grant funding received

##### Budget movements between years

- iv. The refurbishments to the Covered Market are now forecast to commence in April 2016 resulting in a movement of budget from 2015/16 to 2016/17 of £(0.227) million
- v. Works on Bury Knowle House are now forecast to commence in April 2016 resulting in a movement of budget from 2015/16 to 2016/17 of £(0.088) million
- vi. The £0.500 million contribution towards the County Council Western Conveyance Channel project is not likely to be needed until 2016/17 due to delays relating to grant funding bid results.
- vii. A match funding bid is being submitted for the Stage 2 Museum of Oxford Development, the results of which will not be known until March 2016; the budget of £0.434 million is therefore expected to slip into 2016/17.

##### HRA

##### Virements

- viii. It is proposed to vire £0.025 million from the Investment Programme Delivery budget to Heating to provide a budget for the Lambourn Road air source heat pump.

#### **Savings and Efficiencies**

- 2.6 The Council's budget identifies £1.228 million of efficiencies, £0.526 million of service reductions and £1.368 million of additional fees and charges for 2015/16; a total of £3.122 million savings and efficiencies. As at the end of June it is anticipated that all savings and efficiencies will be delivered.

- 2.7 Cumulative efficiencies, service reductions and additional fees and charges achieved as at the end of June were £0.777 million.

### **3 Corporate Performance Exceptions**

- 3.1 **Overall the Council's performance against its corporate targets is Good** with 15 (79%) being delivered as planned, two (11%) below target but within acceptable tolerance limits and two (11%) not meeting their targets. Exceptions to targeted performance are set out below

#### **Amber:**

- 3.2 **Vibrant and Sustainable Economy:** The number of training places and jobs created as a result of Council investment and leadership – current performance is 432 jobs and training places against a first quarter target of 456. However, information has not yet been received from two construction contractors, and so may be higher than shown. We are pressing for missing data
- 3.3 **Efficient and Effective Council:** The delivery of the Council's efficiency savings – savings to date are £776,567 and marginally under the June target of £780,000. The budgeted £17k Policy Review service reduction in the Assistant Chief Exec's section is currently not being achieved against the profile, although it is currently expected to be achieved by the end of the year.

#### **Red:**

- 3.3 **Vibrant and Sustainable Economy:** The number of Council apprenticeships created through Council investment for those who live in Oxford – 18 apprentices were employed in June, short of the target of 26. However, information has not yet been received from two construction contractors, and so may be higher than shown. We are pressing for the missing data.
- 3.4 **Meeting Housing Need:** The number of affordable homes for rent delivered – The number of units delivered stood at 20 for June against a profiled target of 60. The remaining 40 units at Minchery Farm, along with units at Bradlands, are expected to be handed over during Quarter 2.

### **4 Corporate Risk Exceptions**

#### **Red:**

- 4.1 The Corporate risk register has been reviewed in the first quarter of the year and this has identified no current red risks.

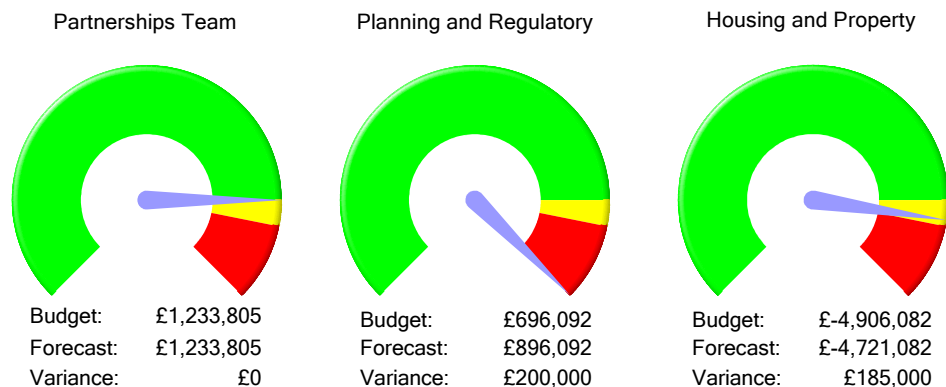
#### **Amber:**

- 4.2 There are four amber risks identified on the Corporate Risk Register relating to resilience of the ICT function, ensuring savings are delivered as outlined in the Medium Term Financial Plan, the risk of the potential reduction in funding to our partners and recruitment and retention.

# Appendix B

## City Regeneration Integrated Report Q1 2015/16

### Financial Performance



### Performance Summary

Service	No Data	Red	Amber	Green
Housing and Property	0 (0%)	0 (0%)	0 (0%)	7 (100%)
Planning & Regulatory	0 (0%)	2 (40%)	0 (0%)	3 (60%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (17%)</b>	<b>0 (0%)</b>	<b>10 (83%)</b>

### Risk Summary

Service	No Data	Red	Amber	Green
Housing and Property	0 (0%)	1 (7%)	9 (60%)	5 (33%)
Planning & Regulatory	0 (0%)	0 (0%)	9 (90%)	1 (10%)
<b>Total</b>	<b>0 (0%)</b>	<b>1 (4%)</b>	<b>18 (72%)</b>	<b>6 (24%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (23%)	0 (0%)	10 (77%)

### Direction of Travel

Service	No Data	Declining	No Change	Improving
Housing and Property	0 (0%)	5 (63%)	1 (13%)	2 (25%)
Planning & Regulatory	0 (0%)	4 (80%)	1 (20%)	0 (0%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>9 (69%)</b>	<b>2 (15%)</b>	<b>2 (15%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	12 (44%)	3 (17%)

### Direction of Travel

Service	No Data	Declining	No change	Improving
Housing and Property	14 (100%)	0 (0%)	0 (0%)	0 (0%)
Planning & Regulatory	10 (100%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>24 (100%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>

## **REGENERATION AND HOUSING DIRECTORATE**

### **1. Directorate Overview**

- 1.1 There is a financial pressure within the Directorate overall.
- 1.2 For the Directorate as a whole 10 (83%) performance measures are on target with 2 (17%) off target. There is 1 red risk and 18 amber risks within the Directorate.

### **2. Directorate Financial Performance**

- 2.1 The Directorate is currently estimated to have a projected outturn position of £(2.591) million against a budget of £(2.976) million which is an adverse variance of £0.385 million.

#### **Partnerships Team**

- 2.2 The Partnerships Team is projecting no variance to budget at this stage.

#### **Planning and Regulatory**

- 2.3 There has been exceptional staff turnover this year which will mean additional costs in the short term estimated at £0.200 million. Officers are currently working to rectify the problems and ensure that the service is placed in a more sustainable position going forward. The additional costs will be funded from Corporate contingencies.

#### **Housing and Property**

- 2.4 Homechoice payments are expected to exceed the budget by £0.185 million. This will be managed by drawing down funds from the Homelessness Reserve.

#### **Housing Revenue Account**

- 2.5 The summarised HRA position as at 30<sup>th</sup> June 2015 is shown in Appendix F3. The HRA is forecasting a nil variance at this stage. There are, however, some matters of note considered below.

#### **Income**

- 2.6 Dwelling rents – the income is over budget to date due to some affordable housing properties coming on line mitigating the effect of right to buys. Whether this additional income results in a year end favourable position depends very much on future right to buy sales.

#### **Expenditure**

- 2.7 General Management is forecasting a nil variance. Additional expenditure of £0.039 million has been incurred relating to invoices received from the Department for Work and Pensions (DWP) which will be financed from the Direct Payments Project Arrears earmarked reserve that was set up for this purpose. These payments represent the collection of rent arrears that originally arose from the Council being involved in the DWP Direct Payments pilot project several years ago.

#### **HRA Rent Arrears**

- 2.8 HRA arrears, adjusted to exclude debt that is subject to direct payments and excluding rechargeable repairs, totalled £1.200 million at the end of June 2015, an increase of £0.140 million on the previous June's position. Former tenant arrears stood at £0.373 million as at the end of June 2015, which is £0.027 million higher than that for a year previously. Current tenant arrears stood at £0.827 million as at the end of June 2015, which is £0.113 million higher than that for a year previously.

### **3. Directorate Performance – Exceptions**

#### **Planning and Regulatory**

- 3.1 Processing minor planning applications – performance to June 2015 was 50% of applications meeting their processing target, compared to a target of 70%. We have cleared many out of time applications under the 'blitz initiative' and performance should start increasing towards target levels again
- 3.2 Processing other planning applications – performance to June 2015 was 67% of applications meeting their processing target, compared to a target of 82%. As with minor planning applications, we have cleared many out of time applications under the 'blitz initiative' and performance should start increasing towards target levels again

#### **4. Risk Performance- Exceptions**

- 4.1 There is one red risk identified in Housing & Property relating to the HRA Business Plan. There are also 18 amber risks, the amber risks are listed below. All these risks are currently being managed as part of day to day business activity and are not currently expected to rise to a level of red risk

##### **Planning and Regulatory**

- 4.3 Nine amber risks have been identified in this area relating to various service issues: service failure on ICT, not embedding HMO licensing, managing workloads, meeting income targets, public health protection, new partnership challenges, opposition to emerging statutory plans, external delays to council projects and changes to government legislation.

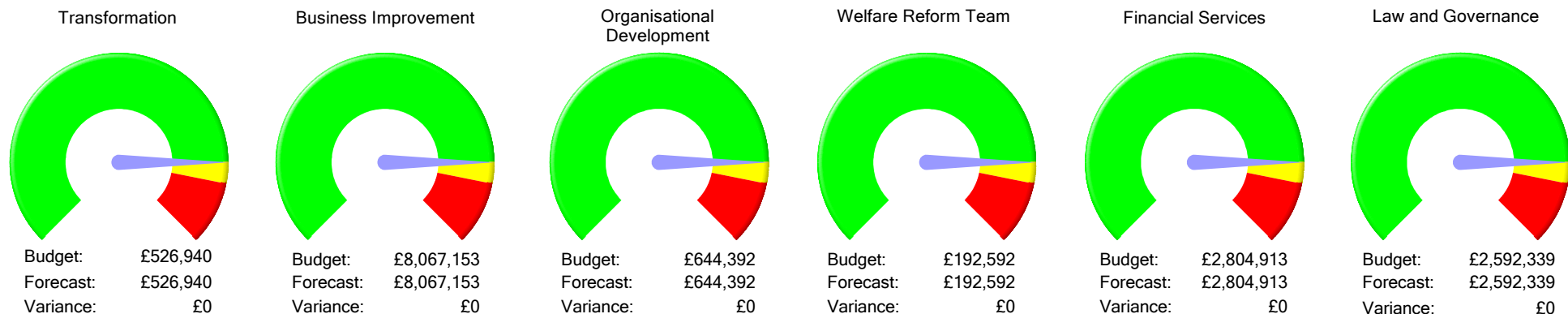
##### **Housing and Property**

- 4.4 Nine amber risks have been identified in this area relating to various service issues: staff recruitment and retention, increased costs on homelessness, fluctuating property market conditions, insurance claim costs, delivery failure of adult homelessness, investment portfolio strategy performance report not developed, delivery failure of affordable housing, ICT provisions and budget overruns.

# Appendix C

## Organisational Development and Services Integrated Report Q1 2015/16

### Financial Performance



### Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Financial Services	0 (0%)	1 (11%)	2 (22%)	6 (67%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Organisational Development	0 (0%)	0 (0%)	3 (100%)	0 (0%)
<b>Total</b>	<b>0 (0%)</b>	<b>1 (6%)</b>	<b>5 (29%)</b>	<b>11 (65%)</b>

### Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Financial Services	0 (0%)	0 (0%)	2 (22%)	7 (78%)
Law and Governance	0 (0%)	0 (0%)	4 (67%)	2 (33%)
Organisational Development	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Welfare Reform	0 (0%)	0 (0%)	0 (0%)	1 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>10 (48%)</b>	<b>11 (52%)</b>

	No Data	Red	Amber	Green
Previous Quarter	1 (6%)	5 (29%)	0 (0%)	11 (65%)

	No Data	Red	Amber	Green
Previous Quarter	2 (10%)	0 (0%)	7 (27%)	12 (39%)

### Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Financial Services	0 (0%)	5 (56%)	0 (0%)	4 (44%)
Law and Governance	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Organisational Development	0 (0%)	0 (0%)	0 (0%)	3 (100%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>6 (38%)</b>	<b>1 (6%)</b>	<b>9 (56%)</b>

### Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement	3 (100%)	0 (0%)	0 (0%)	0 (0%)
Financial Services	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Law and Governance	6 (100%)	0 (0%)	0 (0%)	0 (0%)
Organisational Development	2 (100%)	0 (0%)	0 (0%)	0 (0%)
Welfare Reform	1 (100%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>21 (100%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>

## **ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE**

### **1. Directorate Overview**

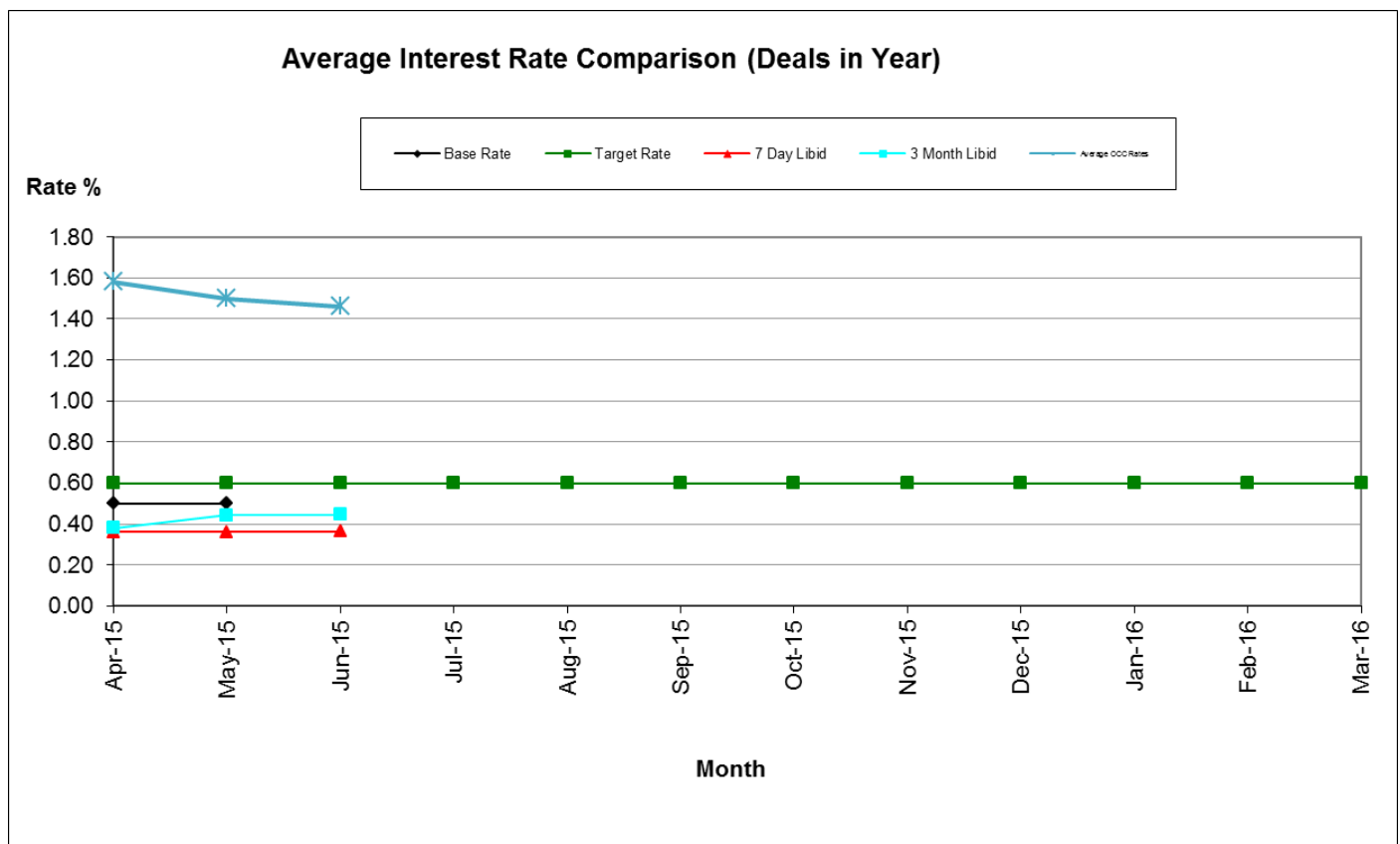
- 1.1 Financial performance within Organisational Development and Corporate Services is projected as being on target for the year.
- 1.2 For the Directorate as a whole 9 (56%) performance measures are on target with 5 (31%) below target but within tolerance limits and 1 (6%) off target. One measure had no data at the time of writing. Risk management is currently reporting no red risks for these service areas and 13 amber risks.

### **2 Directorate Financial Performance**

- 2.1 The Directorate is currently estimated to have a projected outturn position of £14.828 million, which is the same as the latest budget.
- 2.2 However outside of service budgets themselves there are other matters worthy of note as follows.

#### **Treasury Management**

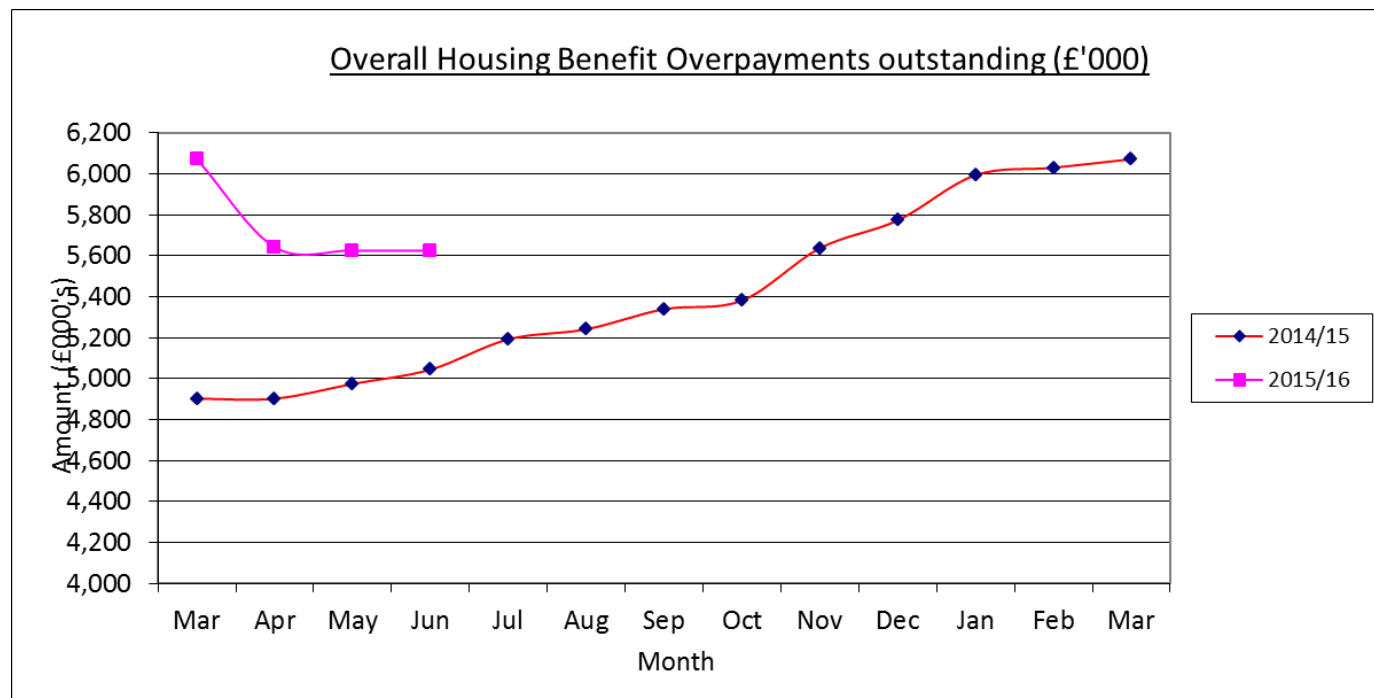
- 2.3 Base rate remains at 0.5%. Total investments at the end of the quarter were £60.6m with £18.6m of this being held in Money Market Funds. There were no significant changes to the investment portfolio during the quarter. The average rate of return is fractionally lower than the previous month which is mainly due to the reinvestment of funds into the Bank of Scotland but at a lower interest rate than before due to a general decline in market rates.





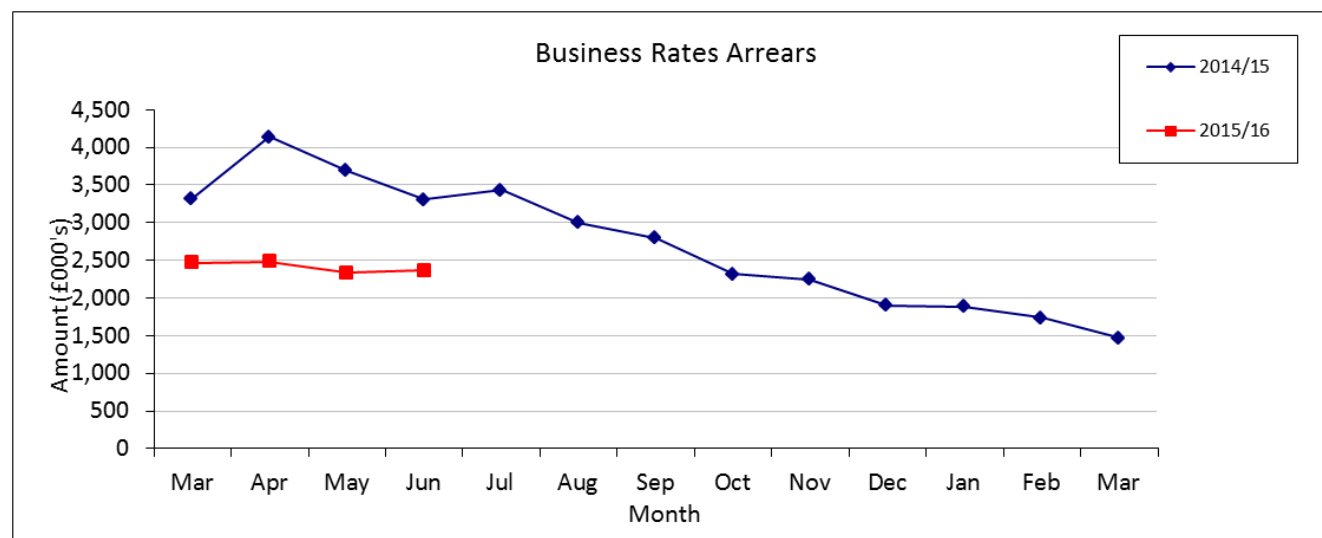
### Housing Benefit Overpayments

- 2.4 The overall value of HB Overpayments outstanding has dropped by £0.447 million since 1<sup>st</sup> April primarily due to debt being written off against the bad debt provision (£4.136 million as at 31<sup>st</sup> March 2015).
- 2.5 However, the value of overpayments outstanding at the end of June 2015 was £5,625k, an 11% increase on June 2014. Officers are currently reviewing all outstanding arrears to identify any debt that is not collectible with a view to writing this off.



### Business Rates Collection

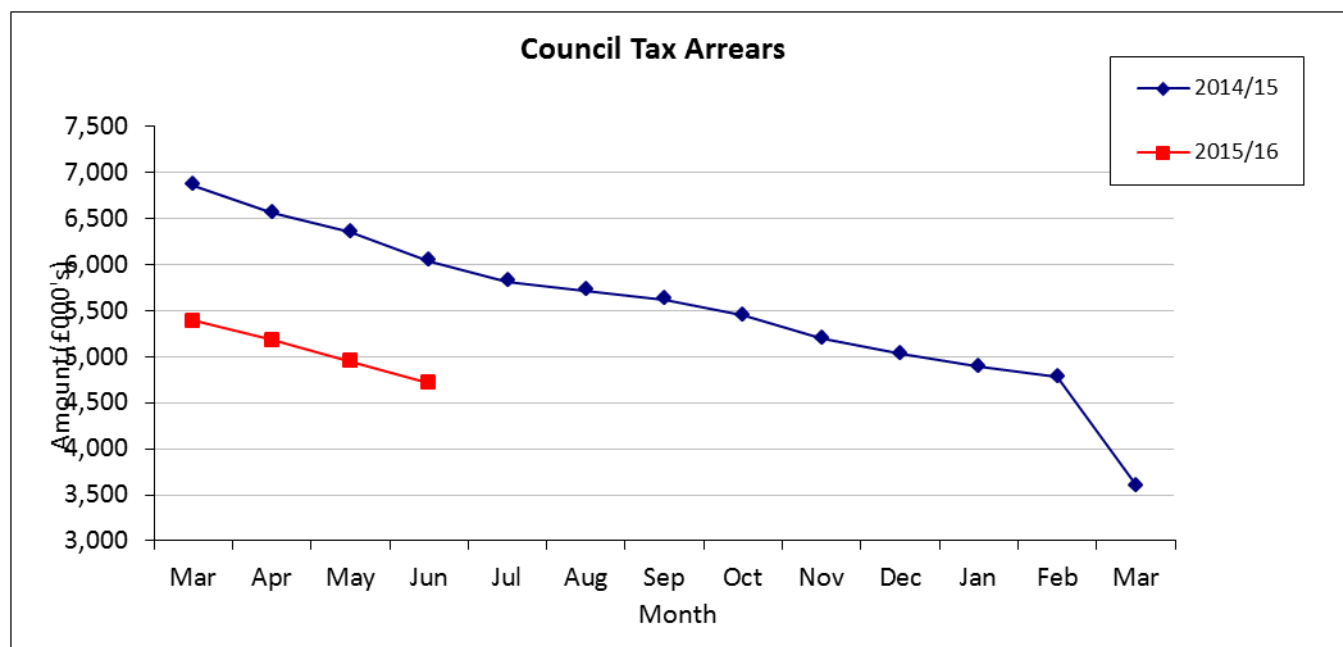
- 2.6 Arrears of non-domestic rates carried forward on April 1st 2015 were £2.469 million which is £0.854 million (25.7%) down on the corresponding figure 12 months earlier.



- 2.7 Over the first quarter of 2015/16 net arrears fell by £0.102 million with the end of June figure being £2.367 million. This is 28.5% less than the figure 12 months ago.
- 2.8 The 2015/16 collection rate was 31.84% at the end of the quarter which is better than the profiled target of 30% and an improvement on the previous year's equivalent of 31.04%. June in particular was a good month with 9.49% of the year's collectable debit being recovered within the month. The collection rate for 2014/15 has moved on from 98.80% at the end of 2014/15 to 98.93% three months later.

### Council Tax Arrears Collection

- 2.9 Arrears of Council Tax (i.e. payments due for years 1993-94 up to 2014/15) carried forward on 1<sup>st</sup> April 2015 were £5.392 million, a 21.4% decrease on the corresponding figure 12 months earlier. That total included outstanding Court Costs of £0.378 million.



- 2.10 Over the first quarter of 2015/16 arrears fell by £0.674 million to £4.718 million (including Court Costs of £0.512 million), a 21.8% improvement on the level of arrears 12 months before. Payments (net of refunds) received in the first quarter totalled £0.687 million and write offs of £0.058 million have been processed. Court Costs totalling £0.046 million have been raised in respect of previous years' Council Tax and debit adjustments (cancelling of discounts and exemptions, and banding increases) amounted to £0.025 million.
- 2.11 The collection rate for 2015/16 at the end of the quarter was 31.05%. The corresponding figure 12 months previously was 30.97%. The collection of arrears has exceeded the end of quarter profiled target of 30% by £0.780 million. The collection rate for 2014/15 has moved on from 97.67% at the end of 2014/15 to 98.10% three months later.

## **3. Directorate Performance - Exceptions**

### **Organisational Development**

- 3.1 Days lost to sickness to June 2015 was at 1.52 days across the Council, just above the target of 1.50 days.
- 3.2 Percentage of employees with a disability – At June 2015, 8.72% of staff were identified as having a disability,

against a target of 10%. Staff numbers have remained stable at around/ close to this figure for a number of months. The Council recently hosted a series of workshops with external partners such as Restore based on workplace resilience and will be piloting disability awareness sessions for customer services in August. HR will be exploring ways of developing a workplace pilot for work experience for people with disabilities

- 3.3 Percentage of black and ethnic minority employees – At June 2015, 7.4% of staff were from target communities, compared to a target of 9.0%. Numbers remain relatively stable. HR are planning two BME focus groups/ external community engagement workshops in the autumn to sell the benefits of working for the council and to pick up views on any perceived barriers to applying/ working here. An internally focused action plan will be drawn up to progress improvements.

#### **Financial Services**

- 3.4 Percentage of rent collected – 91.77% for June 2015 was marginally below the year to date target of 92.50%.
- 3.5 Percentage of invoices paid on time – Currently 85.20% of invoices are being paid on time compared to the target of 98%. Financial Services staff will be working with service managers to deliver improvements in this area for future months.
- 3.6 Time to process new benefits claims – As at the end of June, 1,097 new applications for Housing benefit and Council Tax support had been processed in the current financial year. Average processing time was 15.66 days. This is over the target of 14 days and the situation will be closely monitored over the coming months.

#### **4. Risk Performance- Exceptions**

- 4.1 There are no red risks in the Directorate but there are 9 amber risks detailed below. All these risks are currently being managed as part of day to day business activity and are not currently expected to rise to a level of red risk.

#### **Business Improvement**

- 4.2 Four amber risks have been identified in this area relating to the volume of ICT projects, the lack of resources to ensure resilience in the contact centre, not achieving savings targets and potential data protection breaches.

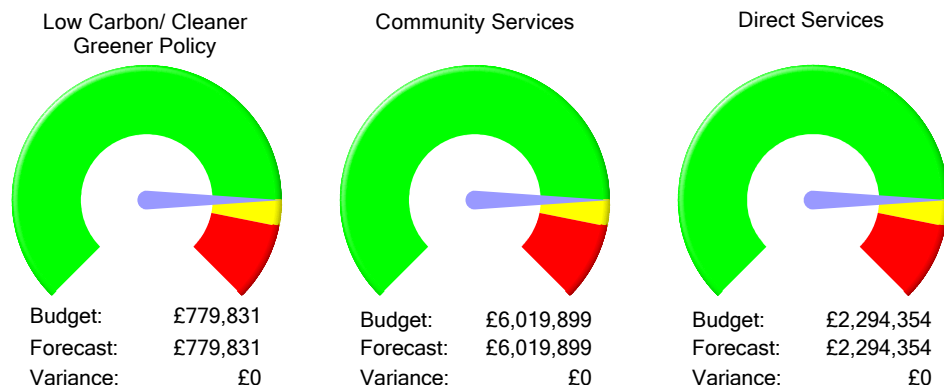
#### **Law and Governance**

- 4.3 The amber risks identified in this area relate to the resilience of the service, ensuring secure permanent safe keeping of city archives, ensuring the electoral register is accurate and complete, ICT support is sufficient and ensuring public safety at St Giles Fair.

# Appendix D

## Community Services Integrated Report Q1 2015/16

### Financial Performance



### Performance Summary

Service	No Data	Red	Amber	Green
Community Services	0 (0%)	0 (0%)	1 (8%)	11 (92%)
Direct Services	0 (0%)	0 (0%)	0 (0%)	8 (100%)
Low Carbon/ Cleaner, Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>1 (5%)</b>	<b>20 (95%)</b>

### Risk Summary

Service	No Data	Red	Amber	Green
Community Services	0 (0%)	0 (0%)	3 (30%)	7 (70%)
Direct Services	0 (0%)	1 (9%)	2 (18%)	8 (73%)
Low Carbon/ Cleaner, Greener Oxford	0 (0%)	0 (0%)	0 (0%)	3 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>1 (4%)</b>	<b>5 (21%)</b>	<b>18 (75%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	2 (10%)	0 (0%)	19 (90%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	7 (32%)	8 (35%)

### Direction of Travel

Service	No Data	Declining	No Change	Improving
Community Services	0 (0%)	8 (67%)	2 (17%)	2 (17%)
Direct Services	0 (0%)	2 (29%)	2 (29%)	3 (43%)
Low Carbon/ Cleaner, Greener Oxford	0 (0%)	0 (0%)	1 (50%)	1 (50%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>10 (48%)</b>	<b>5 (24%)</b>	<b>6 (29%)</b>

### Direction of Travel

Service	No Data	Declining	No change	Improving
Community Services	10 (100%)	0 (0%)	0 (0%)	0 (0%)
Direct Services	11 (100%)	0 (0%)	0 (0%)	0 (0%)
Low Carbon/ Cleaner, Greener Oxford	3 (100%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>24 (100%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>

## **COMMUNITY SERVICES DIRECTORATE**

### **1. Directorate Overview**

- 1.1 Financial performance within Community Services is projected as being on target for the year.
- 1.2 For the Directorate as a whole 20 (95%) of the performance measures were on target with one (5%) below target but within acceptable tolerance limits.

### **2. Directorate Financial Performance**

- 2.1 The Directorate is currently estimated to have a projected outturn position of £9.094 million, which is the same as the latest budget.

#### **Low Carbon / Cleaner Greener Policy**

- 2.2 The budgets are forecast to be on target for the financial year.

#### **Community Services**

- 2.3 The service is forecast to be on target for the financial year.

#### **Direct Services**

- 2.4 A budget pressure was identified in December 2014 in relation to the cost of disposal of dry recyclate. The financial impact for 2015/16 is in the region of £480k and a reserve was created as at 31<sup>st</sup> March 2015 to put mitigating actions in place. Officers are currently taking specialist advice and working up options to mitigate the pressure going forward. The in-year pressure is currently anticipated to be mitigated by utilising surpluses. The year to date position is as follows:
- Building Services income – currently ahead of the profiled budget by £0.096 million. Any surplus at year end is shared between the General Fund and the HRA under current financial regulations
  - Fuel prices are reducing again and costs to date are currently £0.050 million below budget
  - Establishment Underspend – £0.270 million to date due to vacancies within the service area representing 1% of the total annual budget. Where there is a lack of capacity due to vacancies, external contractors are used which is represented by an overspend of £0.200 million to date. There is the potential for a full year underspend; this position is being closely monitored.
  - Other additional trading income is anticipated to contribute towards the pressure.

### **3. Directorate Performance – Exceptions**

#### **Community Services**

- 3.1 Effective delivery of the capital programme – Capital projects are generally progressing well, with 80% meeting more than 80% of their milestones. This falls just short of the 85% target for the year.

### **4. Risk Performance- Exceptions**

- 4.1 There is one red risk identified within Direct Services relating to the ICT service and three amber risks relating to the management of trees, high levels of sickness absence and the increased costs of waste disposal. All risks are currently being managed as part of day to day business activity.

#### **Community Services**

- 4.2 There are two amber risks within this service, relating to threats to public safety (there is an enforcement schedule for the night-time economy to ensure compliance with licensing criteria and that matters are dealt with at an early stage; a regular “Nightsafe” meeting, run by the police, ensures public safety issues are responded to effectively), environmental quality and economic viability and safeguarding of vulnerable groups (with the

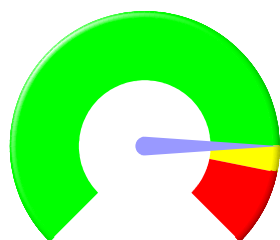
mitigations that are in place such as good policy and procedures, appropriate DBS checks, safeguarding training, good governance, regular audits and checks it is unlikely that this risk will happen).

# Appendix F

## Integrated Report- Assistant Chief Executive Q1 2015/16

### Financial Performance

Assistant Chief Executive



Budget: £839,236  
Forecast: £839,236  
Variance: £0

### Performance Summary

Service	No Data	Red	Amber	Green
Assistant Chief Executive	0 (0%)	0 (0%)	0 (0%)	6 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>6 (100%)</b>

### Risk Summary

Service	No Data	Red	Amber	Green
Assistant Chief Executive	0 (0%)	0 (0%)	0 (0%)	3 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>3 (100%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	1 (17%)	0 (0%)	5 (83%)

### Direction of Travel

Service	No Data	Declining	No Change	Improving
Assistant Chief Executive	0 (0%)	3 (50%)	3 (50%)	0 (0%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>3 (50%)</b>	<b>3 (50%)</b>	<b>0 (0%)</b>

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

### Direction of Travel

Service	No Data	Declining	No change	Improving
Assistant Chief Executive	3 (100%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>3 (100%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>

## **ASSISTANT CHIEF EXECUTIVE**

### **1. Overview**

- 1.1 Financial performance within the Assistant Chief Executive's service (which includes Community Strategy and Partnerships, External Affairs, Communications, Corporate Consultation, Corporate Plan, Research & Policy Development, Business Partnerships, Safeguarding Adults and Children) is projected as being on target for the year.
- 1.2 The Service's 6 (100%) performance measures are on target.

### **2. Financial Performance**

- 2.1 The Service is currently estimated to have a projected outturn position of £0.839 million which is the same as the latest approved budget.

### **3. Directorate Performance – Exceptions**

- 3.1 There are no exceptions

### **4. Risk Performance- Exceptions**

- 4.1 There were no red or amber risks identified for the Service at the end of Q1.



GF Outturn Report 15/16 @ 30th June, 2015	Latest Budget	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 30th June, 2015	Projected Outturn against Latest Budget @ 30th June, 2015	PO Variance
	£000's	£000's	£000's	£000's	%	£000's	£000's
<b>Directorates</b>							
Assistant Chief Executive	839	174	147	26	21%	839	
<b>Assistant Chief Executive</b>	<b>839</b>	<b>174</b>	<b>147</b>	<b>26</b>	<b>21%</b>	<b>839</b>	
Partnerships Team	1,234	42	97	(55)	3%	1,234	
Planning and Regulatory	696	413	207	206	59%	896	200
Housing and Property	(4,906)	(3,259)	(3,188)	(71)	66%	(4,721)	185
<b>Regeneration &amp; Housing</b>	<b>(2,976)</b>	<b>(2,804)</b>	<b>(2,884)</b>	<b>80</b>	<b>129%</b>	<b>(2,591)</b>	<b>385</b>
Low Carbon / Cleaner Greener Policy	780	168	195	(27)	22%	780	
Community Services	6,020	2,150	2,171	(20)	36%	6,020	
Direct Services	2,294	131	513	(382)	6%	2,294	
<b>Community Services</b>	<b>9,094</b>	<b>2,450</b>	<b>2,879</b>	<b>(429)</b>	<b>63%</b>	<b>9,094</b>	
Transformation	527	51	132	(81)	10%	527	
Business Improvement	8,067	2,113	2,210	(96)	26%	8,067	
Organisational Development	644	129	161	(32)	20%	644	
Welfare Reform Team	193	113	48	64	58%	193	
Financial Services	2,805	715	853	(138)	26%	2,805	
Law & Governance	2,592	546	577	(31)	21%	2,592	
<b>Organisational Development &amp; Corporate Services</b>	<b>14,828</b>	<b>3,667</b>	<b>3,981</b>	<b>(313)</b>	<b>161%</b>	<b>14,828</b>	
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>	<b>21,785</b>	<b>3,487</b>	<b>4,123</b>	<b>(636)</b>	<b>16%</b>	<b>22,170</b>	<b>385</b>
<b>SLA's &amp; Capital Charges</b>	<b>(257)</b>	<b>150</b>	<b>(182)</b>	<b>333</b>	<b>(58%)</b>	<b>(257)</b>	
<b>Corporate Accounts</b>	<b>499</b>	<b>392</b>	<b>1,462</b>	<b>(1,070)</b>		<b>499</b>	
<b>Contingencies</b>	<b>2,955</b>					<b>2,755</b>	<b>(200)</b>
<b>Total Corporate Accounts &amp; Contingencies</b>	<b>3,454</b>	<b>392</b>	<b>1,462</b>	<b>(1,070)</b>	<b>11%</b>	<b>3,254</b>	<b>(200)</b>
<b>Net Expenditure Budget</b>	<b>24,982</b>	<b>4,029</b>	<b>5,403</b>	<b>(1,373)</b>	<b>16%</b>	<b>25,167</b>	<b>185</b>
Transfer to / (from) Ear Marked Reserves	(1,678)	64	64		(4%)	(1,863)	(185)
<b>Net Budget Requirement</b>	<b>23,304</b>	<b>4,093</b>	<b>5,467</b>	<b>(1,373)</b>	<b>18%</b>	<b>23,304</b>	
<b>Funding</b>							
External Funding (RSG)	4,463	(2,028)	1,116	(3,144)	(45%)	4,463	
External Funding (NNDR Retention)	6,048		1,598	(1,598)	0%	6,048	
Council tax	12,072		3,018	(3,018)	0%	12,072	
Less Parish Precepts	(172)	(98)	(43)	(55)	57%	(172)	
Collection Fund Surplus	547		137	(137)	0%	547	
Section 31 Grants	346				0%	346	
<b>Total Funding Available</b>	<b>23,304</b>	<b>(2,126)</b>	<b>5,826</b>	<b>(7,952)</b>		<b>23,304</b>	
<b>(Surplus) / Deficit for year</b>		<b>6,220</b>	<b>(359)</b>	<b>6,579</b>			

Capital Budget and Spend as at 30th June 2015									
Capital Scheme	Latest Budget 2015/16	Profiled Budget	Spend to 30th June 2015	Variance to Profiles Budget	% Spend Against Latest Budget	Forecast Outturn	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£						£	£	£
C3039 ICT Infrastructure	90,365	22,591	30,370	7,778	34%	90,365	0		
C3044 Software Licences	177,000	177,000	159,137	(17,863)	90%	177,000	0		
C3045 Mobile Working	69,902	17,476	20,865	3,390	30%	69,902	0		
C3047 Oracle 11g Upgrade	25,000	0	0	0	0%	25,000	0		
C3048 Server 2008 Upgrade for Idox			5,950	5,950					
C3053 New Council website	101,119	16,853	42,850	25,997	42%	101,119	0		
C3054 Purchase of web service (API's)	78,050	13,008	2,500	(10,508)	3%	78,050	0		
G6013 Superconnected Cities	844,860	211,215	168,394	(42,821)	20%	844,860	0		
S03 Business Improvement & Technology Total	1,386,296	458,143	430,065	(28,078)	31%	1,386,296	0	0	0
S106 Funded Schemes									
F1323 Bridge Over Fiddlers Stream	228,016	0	0	0	0%	228,016	0		
F7007 Woodfarm / Headington Community Centre	19,887	0	0	0	0%	19,887	0		
F7009 CCTV Gipsy Lane Campus	60,000	0	0	0	0%	60,000	0		
F7010 Work of Art Said Business School	50,000	0	0	0	0%	0	(50,000)		(50,000)
F7011 Headington Environmental Improvements	59,004	0	0	0	0%	59,004	0		
F7012 Rose Hill Recreation Ground Improvements	3,300	0	0	0	0%	3,300	0		
F7019 Work of Art Rose Hill	2,288	0	0	0	0%	2,288	0		
F7020 Work of Art Shotover View	14,635	0	0	0	0%	14,635	0		
F7022 Wyatt Road Recreation Ground	1,830	0	0	0	0%	1,830	0		
F7024 St Clements Environmental Improvements	50,000	0	0	0	0%	50,000	0		
West End Regeneration									
M5014 West End Partnership	335,000	0	0	0	0%	335,000	0		
M5022 Investment Purchase - Oxpens	2,000,000	0	0	0	0%	2,000,000	0		
S11 City Development Total	2,823,960	0	0	0	0%	2,773,960	(50,000)	0	(50,000)
E3511 Renovation Grants	50,000	12,500	508	(11,992)	1%	50,000	0		
E3521 Disabled Facilities Grants	640,000	106,667	104,831	(1,836)	16%	640,000	0		
E3554 Additional SALIX Plus funding	342,649	78,000	77,678	(322)	23%	342,649	0		
E3555 Flood Alleviation at Northway & Marston	1,467,951	0	0	0	0%	1,467,951	0		
E3556 Additional CCTV to Speedwell street	40,000	0	0	0	0%	40,000	0		
F0015 Cycle Oxford	164,910	82,455	66,624	(15,831)	40%	164,910	0		
G6014 CCTV Project	25,000	0	0	0	0%	25,000	0		
S12 Environmental Development Total	2,730,510	279,622	249,641	(29,980)	9%	2,730,510	0	0	0
Community Centres									
B0033 Community Centres	547,012	19,000	18,543	(457)	3%	547,012	0		
Covered Market									
B0027 Covered Market - Improvements & Upgrade to Roof	49,789	24,895	13,052	(11,843)	26%	49,789	0		
B0028 Covered Market - New Roof Structures to High St Entrances	75,598	0	633	633	1%	75,598	0		
B0036 Investment ~ Covered Market	244,604	0	16,420	16,420	7%	244,604	0		
Investment Properties									
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	27,000	0	0	0	0%	27,000	0		
B0040 Investment ~ Broad Street	92,087	0	0	0	0%	92,087	0		
B0041 Investment - Misc. City Centre Properties	35,090	0	910	910	3%	35,090	0		
B0043 Investment George Street	163,340	0	0	0	0%	163,340	0		
B0044 Investment - Outer City	127,908	0	0	0	0%	127,908	0		
B0045 Investment ~ St. Michael's Street	6,035	0	0	0	0%	6,035	0		
B0046 Investment - Ship Street	52,184	0	93	93	0%	52,184	0		
B0072 23-25 Broad Street	-		0	0					
Miscellaneous Council Properties									
B0032 Bury Knowle House	87,900	0	0	0	0%	0	(87,900)	(87,900)	
B0067 Fencing Repairs Across the City			1,430	1,430		1,430	1,430		1,430
B0077 Direct Services Depots	404,131	60,000	60,664	664	15%	404,131	0		
B0078 Allotments	51,150	0	0	0	0%	51,150	0		
B0079 Street Sports Sites	10,720	0	0	0	0%	10,720	0		

Capital Scheme	Latest Budget 2015/16	Profiled Budget	Spend to 30th June 2015	Variance to Profiles Budget	% Spend Against Latest Budget	Forecast Outturn	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
B0082 Garages	123,309	30,827	3,297	(27,530)	3%	123,309	0		0
B0088 Barns Road Car Park	128,254	128,254	163,000	34,746	127%	163,000	34,746		34,746
<b><u>Parks &amp; Cemeteries</u></b>									
B0048 Leisure - Cemeteries	16,977	0	0	0	0%	16,977	0		
B0050 Leisure ~ Depots	18,760	0	0	0	0%	18,760	0		
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	40,000	6,000	945	(5,055)	2%	40,000	0		
<b><u>Town Hall &amp; St Aldates Chambers</u></b>									
B0054 Town Hall	256,940	60,940	43,738	(17,202)	17%	256,940	0		0
B0068 Town Hall - Conference System Refurbishment	78,841	38,000	43,443	5,443	55%	78,841	0		0
B0075 Stage 2 Museum of Oxford Development	434,390	0	0	0	0%	0	(434,390)	(434,390)	
B0090 St Aldates Security	4,000	4,000	3,113	(887)		4,000	0		
B0091 Town Hall Boiler Replacement	157,500	0	0	0	0%	157,500	0		
<b><u>General Fund Housing Projects</u></b>									
M5019 Homelessness Property Acquisitions	2,547,488	360,000	351,681	(8,319)	14%	2,547,488	0		
M5020 Empty Homes CPO Revolving Fund	750,000	0	0	0	0%	750,000	0		
M5021 Equity Loan Scheme for Teachers	150,000	0	0	0	0%	150,000	0		0
<b>S13 Housing and Property Total</b>	<b>6,681,007</b>	<b>731,916</b>	<b>720,962</b>	<b>(10,954)</b>	<b>11%</b>	<b>6,194,893</b>	<b>(486,114)</b>	<b>(522,290)</b>	<b>36,176</b>
<b><u>Community Facilities</u></b>									
G3015 NE Marston Croft Road Recreation Ground	13,151	0	0	0	0%	13,151	0		
G3018 St Ebbes Deaf and Hard of Hearing Centre	50,000	0	0	0	0%	50,000	0		
G3019 Wood Farm Neighbourhood Community Facility Improvements	75,000	0	0	0	0%	75,000	0		
<b><u>Indoor Sports</u></b>									
A4808 Blackbird Leys Leisure Centre Improvements	168,278	21,380	36,773	15,393	22%	168,278	0		0
A4810 New Build Completion Pool	102,827	25,707	13,970	(11,737)	14%	102,827	0		
A4814 Leisure Centre Substantive Works		0	3,065	3,065					
A4815 Leisure Centre Improvement Work	302,992	0	0	0	0%	302,992	0		
A4835 Biomass store at Cutteslowe Park to supply new pool	53,160	0	0	0	0%	53,160	0		
A4829 Oxford Spires Academy	500,000	150,000	150,000	0	30%	500,000	0		
<b><u>Sports Pavilions</u></b>									
A4816 Sandy Lane Pavilion	186,232	93,116	82,528	(10,588)	44%	186,232	0		
A4840 Cutteslowe Lower Pavilion	481,181	0	0	0	0%	481,181	0		
A4832 Blackbird Leys Leisure Centre Pavilion	28,000	0	0	0	0%	28,000	0		
<b><u>Outdoor Sports</u></b>									
A3129 Donnington Recreation Ground Improvements	44,375	0	0	0	0%	44,375	0		
A4820 Upgrade Existing Tennis Courts	101,738	16,956	2,250	(14,706)	2%	101,738	0		
A4821 Upgrade Existing Multi-Use Games Area	46,714	0	0	0	0%	46,714	0		
A4833 Horspath Athletics Ground	300,000	0	0	0	0%	300,000	0		
A4834 Cutteslowe Park Splash Feature	-		0	0		0	0		
A4839 New Skate Park -Northway, Bertie Place and Rosehill	70,000	0	0	0	0%	70,000	0		
							0		
<b><u>Parks &amp; Cemeteries</u></b>									

Capital Scheme	Latest Budget 2015/16	Profiled Budget	Spend to 30th June 2015	Variance to Profiles Budget	% Spend Against Latest Budget	Forecast Outturn	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	51,037	51,037	54,063	3,026	106%	166,326	115,289		115,289
A4826 Parks Works									
A4830 Develop new burial space	35,275	8,819	4,900	(3,919)	14%	35,275	0		
S22 Leisure & Communities Total	2,609,960	367,015	347,548	(19,466)	13%	2,725,249	115,289	0	115,289
Vehicles									
R0005 MT Vehicles/Plant Replacement Programme.	3,318,589	438,054	269,162	(168,892)	8%	3,318,589	0		
T2275 MOT Service Bay Extension			0	0					
T2280 - Heavy Goods Vehicle Testing Facility	51,288	51,288	45,000	(6,288)	88%	51,288	0		
Cleansing Services									
T2269 Toilet improvements	20,000	20,000	20,848	848	104%	20,000	0		
T2277 Food waste collection from flats	204,839	51,210	31,725	(19,485)	15%	204,839	0		
T2282 Solar Compacting Bins	25,000	0	0	0	0%	25,000	0		
Car Parking & Highways									
	84,361	21,090	12,517	(8,573)	15%	84,361	0		
B0037 Car Parks									
B0081 Car Parking Oxpens	542,804	180,935	154,933	(26,002)	29%	542,804	0		
B0086 Extension to Seacourt Park & Ride	359,928	9,000	9,466	466	3%	359,928	0		
F0011 Pay & Display Parking in the Car Parks			4,379	4,379					
T2273 Car Parks Resurfacing	452,703	0	0	0	0%	452,703	0		
T2274 Gloucester Green Car Park Waterproofing	88,170	48,017	49,838	1,821	57%	88,170	0		
T2279 Dunnocks Way Parking Project	83,124	0	0	0	0%	83,124	0		
T2283 Sandy Lane Resurfacing	105,285	0	0	0	0%	105,285	0		
S23 Direct Services Total	5,336,091	819,594	597,868	(221,726)	11%	5,336,091	0	0	0
B0074 R & D Feasibility Fund	401,841	0	0	0	0%	401,841	0		
C3052 Fraud Solutions and Data Warehouse	41,000	0	35,000	35,000	85%	41,000	0		
S32 Finance Total	442,841	0	35,000	35,000	8%	442,841	0	0	0
Cycling and Public Realm	500,000		0		0%	500,000	0		
Western Conveyance Channel	500,000		0		0%	0	(500,000)	(500,000)	
Third Party CIL Funding	1,000,000	0	0	0	0%	500,000	(500,000)	(500,000)	0
GF Total	23,010,665	2,656,289	2,381,084	(275,205)	83%	22,089,840	(920,825)	(1,022,290)	101,465
Housing Revenue Account Capital Programme									
External Contracts									
N6384 Tower Blocks	5,781,717	57,817	25,175	(32,642)	0%	5,781,717	0		
N6386 Structural	231,000	12,474	5,949	(6,525)	3%	231,000	0		
N6387 Controlled Entry	211,000	0	0	0	0%	211,000	0		
N6389 Damp-proof works (K&B)	95,000	10,830	7,036	(3,794)	7%	95,000	0		
N6392 Roofing	308,000	77,000	50,265	(26,735)	16%	308,000	0		
N6393 External Doors	301,000	0	0	0	0%	301,000	0		
N6394 Windows	113,000	1,130	894	(236)	1%	113,000	0		
N7026 Communal Areas	178,000	1,780	1,075	(705)	1%	178,000	0		
N7033 Energy Efficiency Initiatives	363,000	36,300	180,238	143,938	50%	363,000	0		
N7036 Food Waste Collection	57,427	5,743	2,018	(3,725)	4%	57,427	0		
N7037 Solar Panels	715,000	8,223	8,651	428	1%	715,000	0		
N7038 Insulation Works	780,000	0	0	0	0%	780,000	0		
N7039 Investment Programme Delivery	156,000	0	0	0	0%	131,000	(25,000)		(25,000)
New Build									

Capital Scheme	Latest Budget 2015/16	Profiled Budget	Spend to 30th June 2015	Variance to Profiles Budget	% Spend Against Latest Budget	Forecast Outturn	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
B0034 Rose Hill Community Centre	4,028,355	1,007,089	547,034	(460,055)	14%	4,028,355	0		
N7029 HCA New Build	2,143,483	2,143,483	934,863	(1,208,620)	44%	2,143,483	0		
N7031 Homes at Barton	619,376	619,376	18,415	(600,961)	3%	619,376	0		
N7032 Great Estates: Estate Enhancements and Regeneration	1,149,379	94,722	89,057	(5,665)	8%	1,149,379	0		
N7040 Blackbird Leys Regeneration	416,000	0	0	0	0%	416,000	0		
Internal Contracts									
N6385 Adaptations for disabled	573,000	114,600	191,113	76,513	33%	573,000	0		
N6390 Kitchens & Bathrooms	3,177,491	635,498	600,700	(34,798)	19%	3,177,491	0		
N6391 Heating	1,633,509	550,493	400,661	(149,832)	25%	1,658,509	25,000		25,000
N6388 Major Voids	764,000	255,310	116,457	(138,853)	15%	764,000	0		
N6395 Electrics	356,000	83,268	66,860	(16,408)	19%	356,000	0		
N7020 Extensions & Major Adapions	623,000	62,300	71,641	9,341	11%	623,000	0		
N7027 Environmental Improvements	95,240	95,240	8,336	(86,904)	9%	95,240	0		
Housing Revenue Account	24,868,977	5,872,675	3,326,436	(2,546,239)	13%	24,868,977	0	0	0
Grand Total	47,879,642	8,528,964	5,707,521	(2,821,443)	12%	46,958,817	(920,825)	(1,022,290)	101,465

HRA Outturn Report 15/16 @ 30 June, 2015	Latest Budget	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 30 June, 2015	Projected Outturn against Latest Budget @ 30 June, 2015	PO Variance
	£000's	£000's	£000's	£'000's	%	£000's	£000's
Dwelling Rent	(41,705)	(10,683)	(10,426)	(256)	26%	(41,705)	
Service Charges	(1,244)	(377)	(311)	(66)	30%	(1,244)	
Furniture & Other Rent	(757)	(239)	(160)	(79)	32%	(757)	
Net Income	(43,705)	(11,299)	(10,897)	(401)	26%	(43,705)	
General Management	5,533	1,211	1,277	(65)	22%	5,533	
Special Services	2,431	580	581	(1)	24%	2,431	
Other Expenditure	2,858	320	366	(47)	11%	2,858	
Bad Debt Provision	346	81	78	2	23%	346	
Responsive & Cyclical Repairs	10,091	2,829	2,443	385	28%	10,091	
Interest Paid	7,922	1,981	1,981		25%	7,922	
Depreciation	5,849	1,462	1,462		25%	5,849	
Total Expenditure	35,030	8,463	8,189	275	24%	35,030	
Net Operating Expenditure/(Income)	(8,675)	(2,835)	(2,708)	(127)	33%	(8,675)	
Interest Received	(40)	(10)	(10)		25%	(40)	
Other HRA Reserve Adjustments	(3,482)	(5,174)	(5,170)	(3)	149%	(3,482)	
Revenue Contribution to Capital	12,405	1,822	1,822		15%	12,405	
Total Appropriations	8,883	(3,362)	(3,359)	(3)	(38%)	8,883	
Total HRA (Surplus)/Deficit	208	(6,197)	(6,067)	(130)		208	