

Report of: Head of Finance

To: City Executive Board

Date: 1 September 2010 **Item No:** 6

Title of Report: First Quarter Revenue and Capital Budget
Monitoring Report 2010-11

Summary and Recommendations

Purpose of report: To provide Members with information on the Council's overall financial position as at the 30 June 2010 and the latest forecast outturn position for 2010-11.

Key decision: No

Board Member: Councillor Ed Turner

Scrutiny Responsibility: Value & Performance Scrutiny Committee

Ward(s) affected: All

Report Approved by:

Policy Framework: Transform Oxford City Council by improving Value for Money and Service performance.

Recommendation(s): That City Executive Board:
Note the projected year end financial position, and the steps the Chief Executive and the Corporate Director Finance & Efficiency are taking, including holding back discretionary expenditure, to mitigate the overspend and bring the Council's budget back into balance.

Summary

1. This report sets out the Council's revenue and capital spending position as at the end of the first quarter, together with the projected outturn position for the financial year.
2. Reporting against the approved budget, General Fund net spending is forecast to overspend by £626k and the Housing Revenue Account (HRA) is forecasting surplus of £850k, £350k above budget. The

Capital Programme is forecast to be £1.0 million below budget at this stage .

3. The financial position is set out in detail in the following attached appendices:

Appendix

- 1 General Fund revenue monitoring summary 2010-11 as at 30 June 2010
- 2 HRA revenue monitoring summary 2010-11 as at 30 June 2010
- 3 General Fund and HRA Savings Summary as at 30 June 2010
- 4 Risk Register

4. Mitigating actions are in place to bring the Council's budget back in balance.

General Fund Revenue Monitoring

5. The May monitoring report highlighted that the Council faces significant income shortfalls across several General Fund services in 2010-11. As a result, a review of discretionary expenditure was undertaken with Service Heads to generate ideas for measures to balance the in-year budget pressures. The Corporate Management Team (CMT) and Board Members have reviewed the proposals and discretionary spend reductions of £557k have been agreed. These savings are included within the forecast outturn position.
6. Further discretionary spend proposals that total £290k are under review and will be brought into the full year forecast once agreed. Officers are working to bring the forecast outturn back to budget during the second quarter. A contingency budget of £558k is held but our aim is to bring net expenditure back to budget without drawing on the contingency.
7. Some of the discretionary spend reductions have been identified as ongoing savings and will be presented as part of 2011-12 budget proposals.

8. Table 1 below compares the profiled budget with actual expenditure as at the end of June 2010 and the budget with the forecast outturn.

Table 1 General Fund Revenue Forecasts as at 30th June 2010

General Fund Revenue Budgets	Profiled Budget £'000	Actual to date £'000	Annual Budget £'000	Forecast Outturn £'000	Over/ (under) spend £'000	Discretionary Spend Review £'000	Revised Over/ (under) spend £'000
Directorates							
Chief Executive	1,011	1,108	4,005	4,237	232	(102)	130
City Regeneration	2,764	2,213	9,097	9,386	320	(381)	(61)
City Services	1,371	2,082	7,195	7,855	660	(68)	592
Finance & Efficiency	985	915	3,942	3,942	0	(6)	(6)
Removal of 0.5% pay inflation	0	0	0	(159)	(159)	0	(159)
Subtotal Directorates	6,131	6,318	24,209	25,262	1,053	(557)	496
SLAs and capital charges	(321)	(1)	(1,481)	(1,481)	0	30	30
Concessionary Fares	377	178	1,507	1,307	(200)	0	(200)
Investment Income	(100)	(42)	(399)	(199)	200	0	200
Other corporate accounts	1,432	(3,191)	4,050	4,050	0	50	50
Subtotal Corporate accounts	1,388	(3,056)	3,677	3,677	0	30	30
Total General Fund Expenditure	7,519	3,262	27,886	28,9397	1,053	(527)	526
External funding	((4,192)	(4,816)	(16,767)	(16,767)	0	0	0
Council Tax	(3,069)	91	(12,275)	(12,275)	0	0	0
LABGI	(25)	0	(100)	0	100	0	100
(Use of/ transfer to balances	314	0	1,256	1,256	0	0	0
Total Funding Available	(6,972)	(4,725)	(27,886)	(27,786)	100	0	100
General Fund Total	547	(1,463)	0	1,153	1,153	(527)	626

9. The main forecast variances are as follows:

- **Chief Executive £232k over budget** – this includes costs of the restructure in People & Equalities that will deliver full year savings of £163k. The discretionary spending review reductions include £94k from the learning and development budgets for corporate training programmes.
- **City Regeneration £320k over budget** – commercial property income is forecast to be £300k below budget, and Building Control income £200k below budget, offset by savings in Community Housing & Development. The budgets for both of these income streams will be reviewed as part of setting the budget for 2011-12. In-year discretionary spending savings include £237k mainly from supplies and service budgets in Community Housing & Development.
- **City Services £660k over budget** - Car park income is forecast to be £700k below budget. City centre car park usage is down by 11% compared to the same period in 2009-10. The

forecast has been prepared taking an average of income profiles from the past four years to extrapolate from the year to date position. The Car Parking Manager is considering options for tariff adjustments and promotions to address the income shortfall and stimulate demand. The underlying trends however show usage falling year on year and the pressure on income will be taken into account in setting the 2011-12 budget.

- **Pay inflation £159k below budget** - The budget provision for a pay award of 0.5% is not expected to be required in the light of no offer to increase pay from the local government employers' organisation.
- **Investment Income £199k below budget** – the change in Government and a more aggressive programme of public sector deficit reduction is seen by the financial markets as requiring a compensating reduction in the speed of monetary policy implementation. This means that current interest rate forecasts predict bank base rate rising more slowly than previously expected, reducing the Council's investment income this year and impacting the next two years' forecasts.
- **Concessionary fares £200k under budget** – so far this year concessionary travel usage has risen more slowly than provided for in the budget.
- **LABGI £100k below budget** - all LABGI funding for 2010-11 was cut by central government.

10. Budgets will be adjusted to remove the discretionary expenditure of £557k, pay inflation of £159k and adjustment to SLA recharges to the HRA of £30k from service budgets for 2010-11.

Progress on savings

11. Progress on savings agreed by Council as part of setting the 2010-11 budget is monitored monthly, with Heads of Service updating the status of savings. At the end of the first quarter, £60k of savings are Red. Service Heads will find alternative means of delivering the savings for £45k and £15k is included in the service forecast overspend. Amber savings will be kept under scrutiny to ensure they are on track for delivery.

Housing Revenue Account

12. Table 2 below summarises the Income and Expenditure Account forecast:

Table 2 Housing Revenue Account Forecasts as at 30th June 2010

	Profiled Budget £'000	Actual £'000	Annual Budget £'000	Forecast Outturn £'000	Variance £'000
£'000					
Income and expenditure account					
Income from Rent and Service Charges	(8,709)	(8,816)	(34,146)	(34,129)	17
Expenditure of Repairs and Management	4,011	3,869	16,523	16,233	(289)
Subsidy, finance and appropriations	4,261	4,261	17,124	17,045	(79)
Deficit/ (Surplus)	(437)	(686)	(500)	(850)	(350)

13. The forecast includes detailed budget realignment in addition to savings identified in the first quarter. Key variances are as follows:

- **Repairs & management £309k under budget** – discretionary spend has also been reviewed for the HRA with in-year savings returned to balances and therefore available to contribute to achieving the £500k per annum target surplus in future years. As for the General Fund, the 0.5% pay award provision, £75k, will not be required, and other savings of £105k have been identified. The SLA reduction of £30k in charges from the General Fund is included in the forecast. A backdated business rates rebate for the Horspath Road site of £140k has been received and is included in the forecast.
- **Subsidy, finance and appropriations £79k under budget** – subsidy payments are currently forecast to be £200k below budget, offset by the transfer from balances of £150k being no longer required.

14. The budget will be adjusted to the forecast position, making the £350k underspend available for revenue funding of capital.

Progress on Savings

15. All savings are completed or on track.

Capital Programme

General Fund Projects

16. The 2010-11 budget included £13.0 million for approved schemes and £5.2 million (including maintenance backlog works) for schemes to be prioritised.
17. From the prioritisation list, Offices for the Future was approved by CEB on 30th June 2010 and the budget has been adjusted to reflect the approved scheme phasing. From the approved list, the capitalisation of Icelandic banking losses, £1.9 million, was accounted for in 2009-10 in accordance with the approval granted by CLG. Amounts carried forward from incomplete 2009-10 projects total £2.4m. The total programme is therefore now £18.7 million.
18. In view of the pressures on the General Fund revenue budget, property capital works not contractually committed have been held and schemes due to be revenue funded will be reviewed to help mitigate the pressures on the revenue budget.. The outcome of this review will be brought to CEB and to Council for approval in due course..
19. Table 3 below sets out the expenditure by service area and forecast outturn.

Table 3 General Fund Capital projects as at 30th June 2010

General Fund Capital Budget	Actual to date £'000	Annual Budget £'000	Forecast Outturn £'000	Variance £'000
Service				
City Development	9	1,525	1,525	0
Environmental Development	10	765	765	0
Community Housing & Development	24	3,842	3,842	0
Corporate Assets	425	6,524	6,524	0
City Leisure	17	3,311	2,846	(465)
City Works	17	2,657	2,157	(500)
Finance/ Other	0	18	18	0
Business Transformation	0	50	50	0
Total Services	502	18,692	17,727	(965)

20. The key variances are as follows:
 - **City Works £500k underspend** – following the approval of the new commingled recycling scheme to be implemented in October 2010, vehicle requirements were reviewed and four refuse vehicles due to be replaced in 2010-11 are no longer required.

- **Leisure £465k underspend** – four developer contribution schemes will slip to 2011-12. Budgets will be adjusted in the second quarter.

Council Housing

21. Capital expenditure totals £4.4 million, 94.5% of the profiled budget at the end of the first quarter. No variance against the budget of £20.4 million is forecast at this stage.

Risk Assessment

22. A Risk Register is attached at Appendix 4

Name and contact details of author:

Penny Gardner
Head of Finance
Telephone: (01865) 252759
pgardner@oxford.gov.uk

Background papers: None

Budget Monitoring Summary

01/04/2010 To 30/06/2010

General Fund Services

Service	Approved Budget	Expenditure			Profiled Budget	Income		Total Variance	Probable Outturn	Variance At Year End	Discretionary Spend	Variance At Year End (Inc Dis Spend)
		Profiled Budget	Spend	Variance		Income	Variance					
S33 People & Equalities	1,223	316	378	62	11	0	11	72	1,455	232	(94)	138
S34 Law & Governance	2,782	739	803	64	34	73	(38)	26	2,782	0	(8)	(8)
Chief Executive	4,005	1,056	1,181	125	45	73	(28)	98	4,237	232	(102)	130
S01 Policy, Culture & Communication	1,177	439	453	15	144	220	(76)	(61)	1,192	15	(71)	(56)
S11 City Development	1,550	1,118	1,042	(76)	1,071	1,176	(105)	(181)	1,750	200	0	200
S13 Community Housing & Development	7,858	3,012	2,704	(308)	977	955	22	(286)	7,755	(103)	(237)	(340)
S14 Corporate Assets	(3,358)	1,332	1,270	(61)	1,774	1,675	98	37	(3,150)	208	0	208
S24 Oxford City Homes	1,840	1,314	893	(421)	485	124	361	(61)	1,840	0	(73)	(73)
City Regeneration	9,067	7,214	6,362	(852)	4,450	4,149	301	(552)	9,386	320	(381)	(61)
S12 Environmental Development	1,900	687	729	42	259	287	(27)	15	1,900	0	(18)	(18)
S21 Customer Services	2,231	941	1,022	81	384	250	134	215	2,191	(40)	0	(40)
S22 City Leisure	4,609	1,204	1,269	65	365	285	80	145	4,609	0	0	0
S23 City Works	3,168	2,938	2,853	(85)	2,145	1,951	194	109	3,168	0	(50)	(50)
S23 Car Parks	(4,713)	624	574	(50)	1,871	1,594	277	227	(4,013)	700	0	700
City Services	7,195	6,394	6,448	53	5,023	4,366	657	711	7,855	660	(68)	592
S03 Strategic Procurement & Shared Services	76	44	84	39	25	49	(24)	16	76	0	(1)	(1)
S31 Business Transformation	1,746	495	480	(15)	58	21	37	23	1,746	0	0	0
S32 Finance	2,120	540	445	(95)	10	24	(14)	(109)	2,120	0	(5)	(5)
Finance & Efficiency	3,942	1,079	1,009	(71)	94	94	(0)	(71)	3,942	0	(6)	(6)
Total Excluding SLAs And Capital Charges	24,209	15,744	15,000	(744)	9,612	8,682	930	186	25,421	1,212	(557)	655
SLAs And Capital Charges	(1,481)	5,331	45	(5,286)	5,652	46	5,607	321	(1,481)	0	30	30
S25 Local Cost Of Benefits	(110)	14,499	13,858	(641)	14,527	17,587	(3,060)	(3,701)	(110)	0	0	0
S44 CDC & NDC	719	181	417	236	0	0	0	236	719	0	0	0
S46 Income & Expenditure A/c	(7)	0	0	(0)	2	0	2	2	(7)	0	0	0
Concessionary Fares	1,507	1,161	962	(199)	784	784	1	(198)	1,307	(200)	0	(200)
Transformation Fund	414	137	120	(17)	33	0	33	16	414	0	0	0
Investment Income	(399)	0	0	0	100	42	58	58	(199)	200	0	200
Interest Payable	1,165	291	0	(291)	0	0	0	(291)	1,165	0	0	0
Provision for pressures, recession and high risk savings	558	558	0	(558)	0	0	0	(558)	558	0	0	0
Transfer to Capital Reserves	2,352	588	0	(588)	0	0	0	(588)	2,352	0	0	0
Item 8 Interest Receivable	(1,040)	0	0	0	260	0	260	260	(1,040)	0	0	0
Removal of 0.5% 10-11 Employee Inflation	0	0	0	0	0	0	0	0	(159)	(159)	0	(159)
Total General Fund Expenditure	27,886	38,489	30,402	(8,087)	30,970	27,140	3,830	(4,257)	28,939	1,053	(527)	526
External Funding	(16,767)	0	0	0	4,192	4,816	(624)	(624)	(16,767)	0	0	0
Council Tax (2% Increase)	(12,447)	0	0	0	3,112	0	3,112	3,112	(12,447)	0	0	0
Less: Assumed Parish Precepts	172	43	91	48	0	0	0	48	172	0	0	0
LABGI	(100)	0	0	0	25	0	25	25	0	100	0	100
(Use of)/ transfer to Balances	1,256	314	0	(314)	0	0	0	(314)	1,256	0	0	0
Total Funding Available	(27,886)	357	91	(266)	7,329	4,816	2,513	2,247	(27,786)	100	0	100
General Fund Total	0	38,846	30,493	(8,353)	38,299	31,956	6,343	(2,010)	1,153	1,153	(527)	626

Appendix 2

Housing Revenue Account

Budget 2010-11
Period 03

Jun-10

Revenue Account

Service Description	Approved Budget for 2010-11	Budget to Date	Actual to Date	Variance	Variance %	Discretionary Spend Savings	Revised Forecast Qtr 1 2010/11
INCOME							
Dwellings - Rent	(31,334,426)	(7,833,607)	(7,842,272)	(8,666)	0		(31,334,426)
Service Charges	(616,828)	(183,812)	(324,829)	(141,017)	77		(735,247)
Shops/Garages/Furn./Other Rent	(2,195,305)	(692,082)	(648,626)	43,456	(6)		(2,059,102)
Interest On Balances	(200,220)	(50,055)	(50,075)	(20)	0		(200,220)
Contracting	(14,400,305)	(3,664,829)	(3,101,930)	562,899	(15)		(14,400,305)
Fees/Other	(1,062,875)	(263,619)	(223,701)	39,918	(15)		(1,054,475)
National Subsidy Payment	16,331,419	4,032,855	4,032,855	0	0		16,131,419
Item 8 Interest Payable	1,039,950	259,988	259,988	0	0		1,039,950
Net Income	(32,438,590)	(8,395,161)	(7,898,590)	496,571	(6)	0	(32,612,406)
EXPENDITURE							
Tenancy Services							
Local Housing Management	1,039,009	229,064	241,440	12,376	5	(87,735)	898,994
Rent/Income Collection	1,037,079	310,441	300,057	(10,384)	(3)	(22,139)	948,235
Tenant's Participation	287,682	53,589	43,543	(10,046)	(19)	(600)	285,260
Tower Blocks And Flats	609,138	79,705	140,500	60,795	76	(235)	531,389
Caretaking Services	669,187	176,653	160,402	(16,251)	(9)	(2,262)	692,212
Furnished Tenancies	390,889	96,202	86,919	(9,283)	(10)	(384)	384,423
Contact Centre	563,251	162,404	162,634	230	0	(3,100)	646,515
Contracting Prime Costs	11,905,415	2,979,308	2,651,090	(328,218)	(11)	(32,300)	11,915,426
Repairs Service							
Day To Day Responsive Repairs	3,123,219	740,599	777,640	37,041	5		3,675,486
Planned Maintenance	4,652,832	1,046,200	930,908	(115,292)	(11)	(440)	4,198,751
Operational Management	2,074,594	530,860	506,513	(24,346)	(5)	(9,213)	2,122,727
Overheads							
Management/Infrastructure	4,961,586	1,391,428	1,065,794	(325,634)	(23)	(18,660)	4,757,879
Major Projects/Policy/Technical	671,826	143,290	126,761	(16,529)	(12)	(2,932)	631,255
Depreciation							
	10,017,225	2,504,306	2,504,306	(0)	(0)		10,017,225
Total OCH Expenditure	42,002,932	10,444,048	9,698,506	(745,543)	(7)	(180,000)	41,705,777
Net Cost - OCH	9,564,342	2,048,888	1,799,916	(248,972)	(12)	(180,000)	9,093,371
Appropriations							
AMRA	(10,017,225)	(2,504,306)	(2,504,306)	(0)	0		(10,017,225)
Net Transfer To/From Reserves	(164,000)	0	0	0	0		0
CDC, Pension & Retirement Costs	73,853	18,464	18,100	(364)	(2)		73,854
Net changes made for retirement benefits FRS17	42,935	10,734	10,734	(0)	(0)		42,935
Employers Pension FRS17 Adjustment	(42,935)	(10,734)	(10,734)	0	(0)		(42,935)
Job Evaluation	43,030	0	0	0	0		0
Other Business Units	(10,064,342)	(2,485,843)	(2,486,207)	(364)	0	0	(9,943,371)
Total HRA Surplus -/Deficit for 2010-11	(500,000)	(436,955)	(686,291)	(249,336)	57	(180,000)	(850,000)

General Fund Savings 10/11

Please note the 08/09 or 09/10 savings that have changed in 10/11 are shown as an increase or Decrease from the original 09/10 saving approved

Reference:	Original Description:	Previous yr 2009/10	(Increase)/ Decrease from 09/10	Year 1 2010/2011	N179 Efficiency Target	Status	Comments:	Responsible Officer:
People & Equalities								
11EF3301	Post reduction as a result of restructure			(25,000)	YES	Completed	P&E restructure delivered £163k savings	S Howick
11EF3302	Organisational Development			(20,000)	YES	On-track to be achieved	Assumes deletion of further post or change in L&D budget	S Howick
11EF3304	Reduce Supplies & Services budgets			(20,000)	YES	Partially on Track, some review needed	Need review with Khalid	S Howick
11EF0102	Staff efficiencies			(40,000)	YES	Completed	P&E restructure delivered £163k savings	S Howick
10SHR01	Shared provision with other services or a dedicated outside provider to provide service at reduced cost	(5,000)	(5,000)	(5,000)	YES	Partially on Track, some review needed	Will check with Mark Preston	S Howick
10SHR02	Introduce a combined MIS including self service	0	(10,000)	(10,000)	YES	Partially on Track, some review needed	System live but further development needed. Need to realise savings beyond P&E	S Howick
10SHR07	Green Travel Initiative	(15,000)	(15,000)	(15,000)	NO	Unachievable	HMRC have suspended salary sacrifice for this	S Howick
9SFHR02	Efficiencies in Payroll / HR	(20,000)	(20,000)	(20,000)	YES	Completed	P&E restructure delivered £163k savings	S Howick
Total People & Equalities -		(53,500)	(50,000)	(155,000)				
Law & Governance								
11EF3401	Supplies & Services Budget Reductions			(10,000)	YES	Completed	Ongoing freeze on discretionary items	J Thomas
11EF3402	Employee Budget Reductions			(10,000)	YES	Completed	Member Services officer replaced with lower graded post	J Thomas
1134UNSV	Legal			(20,000)	YES	On-track to be achieved	This saving was a generic one to be found within the service. We are on track to make the saving through a combination recruitment lag and prioritising cases where we can receive external income.	J Thomas
9SFLD03	Printing Committee Agendas - Fewer hard copies	(4,000)	(1,000)	(1,000)	YES	Completed	Paperless agenda project launched and ongoing	J Thomas
11EF0201	FOI budget			(5,000)	YES	Completed	This amount has already been removed from the base budget for the service	M Newman
Total Law & Governance -		(4,000)	(1,000)	(46,000)				
Policy, Culture & Communications								
11EF0101	Web Development			(40,000)	NO	Completed	Saving already taken	P McQuitty
11EF1103	Reduced accommodation costs in Art Development			(20,000)	NO	Completed	Saving already taken. OVADA rates saving due to closure of OFS	P McQuitty
11RC1102	Increased income from Carfax Tower contract			(6,000)	NO	Partially on Track, some review needed	1 month income (c £3k) likely to be lost due to Sept closure for roof repairs	P McQuitty
11RC1103	Town Hall - Increase commercial usage from 50-70%			(30,000)	NO	Partially on Track, some review needed	Marketing now in place but not expected to deliver against budget until year 2. This will be partially addressed through anticipated £10k saving in wages.	P McQuitty
11RC1101	Town Hall Charges			(25,000)	NO	Partially on Track, some review needed	On track for £25k in 2010/11 but required savings increased to £50k as part of budget setting. 50k unlikely until year 3.	P McQuitty
10SCD13	Phase out Museum budget	(90,000)	30,000	30,000	NO	Partially on Track, some review needed	Was £180k in 10/11, reduced to £60k as part of budget process. £30k for 2010-11 is committed towards the museum review.	P McQuitty
Total Policy, Culture & Communications		(90,000)	30,000	(91,000)				
City Development:								
11EF1101	Ramsay House Staffing(pre CRM)			(10,000)	YES	Completed	Achieved. Reduction made as part of the budget preparation process	M Crofton-Briggs
11EF1102	Planning Policy - Reduction in Consultants			(20,000)	YES	Completed	Achieved. Reduction made as part of the budget preparation process	M Crofton-Briggs

11EF1105	Land Charges budget realignment		(25,000)		NO	Completed	Achieved. Income estimate increased as M Crofton-Briggs part of the budget preparation process for this ring fenced account. And revised staff time allocations set to ensure this is a 'saving' to the general fund.		
11TR1101	Carbon Challenging		(15,000)		YES	Completed	Achieved. Reduction in suppliers budgets made as part of the budget preparation process	M Crofton-Briggs	
11TR1102	Building Control carbon		(7,500)		YES	Completed	Achieved. Reduction in suppliers budgets made as part of the budget preparation process	M Crofton-Briggs	
10SCD05	City Development 1 DC post	(20,000)	(14,000)	(14,000)	YES	Completed	Achieved. This was delivered last year 09/10	M Crofton-Briggs	
10SCD12	Tourism	(40,000)	(40,000)	(40,000)	NO	On-track to be achieved	Achieved. DMO has been established. Shadon Board has been set up. Invoice has been sent to County council for £45k	M Crofton-Briggs	
10SCD14	Target Savings	(75,000)	(12,500)	(12,500)	YES	Completed	Achieved. This was delivered last year 09/10	M Crofton-Briggs	
Total City Development -		(135,000)	(66,500)	(144,000)					
Community Housing & Development:									
11CS1301	Reduce spend on Grants		(30,000)		NO	Completed		G Stratford	
11EF1301	Homelessness		(40,000)		YES	On-track to be achieved		G Stratford	
11EF1302	Strategy & Enabling (0.5fte)		(15,000)		YES	Completed		G Stratford	
11EF1303	PCSO's		(9,000)		YES	On-track to be achieved		G Stratford	
11EF1304	Reduced Contract Costs for Housing advice		(2,000)		YES	On-track to be achieved		G Stratford	
11EF1305	Reduce spend in Children's Holiday Activities		(13,000)		YES	Completed		G Stratford	
11EF1306	Saving from Misc Expenses		(15,000)		YES	On-track to be achieved		G Stratford	
11EF1307	Vacant Reg project Co-ordinator post		(21,140)		YES	Completed		G Stratford	
11EF1308	Reduce supplies & service budget		(11,737)		YES	On-track to be achieved		G Stratford	
11EF1309	Reduction by 1 senior street warden		(10,000)		YES	On-track to be achieved		G Stratford	
11TR1301	Reduce spend in Crime Strategy		(3,000)		YES	On-track to be achieved		G Stratford	
11TR1302	Reduce spend in Canact		(4,000)		YES	On-track to be achieved		G Stratford	
10SCHD13	Homelessness Reduced temporary Accommodation	(100,000)	(100,000)	(100,000)	YES	Completed		G Stratford	
9SHNR3	Obtain External Funding for Street Wardens	(10,000)	(5,000)	(5,000)	YES	Partially on Track, some review needed	Made in 09/10 by alternative Saving of reduction of 0.5 FTE. 10k will be received from TVP, but total saving is £30K	G Stratford	
Total Community Housing & Development -		(110,000)	(105,000)	(278,877)					
Corporate Assets:									
11EF1401	Prop & FacM Cleaning		(20,000)		NO	On-track to be achieved		S Sprason	
11EF1402	Property management and admin		(20,000)		YES	On-track to be achieved		S Sprason	
11EF1403	Reduction in R & M Budgets		(24,000)		NO	On-track to be achieved		S Sprason	
10SPFM04	Asset Rationalisation	0	(23,000)	(23,000)	YES		£77k offset by recession provision for 2010-11 only	S Sprason	
11RC1104	Increase income for civil engineering & landscape		(5,000)		NO	On-track to be achieved	Achieved. Increase income target made as part of the budget preparation process	S Sprason	
Corporate Assets:		(119,000)	(23,000)	(92,000)					
Environmental Development:									
11EF1201	Staff reduction relating to capital prog		(12,000)		NO	On-track to be achieved	Consultation as agreed with P&E on track for late July.	J Copley	
11EF1202	Reduction in Energy Management Budget		(5,000)		YES	Completed		J Copley	
11EF1203	Reduction in EHO post		(5,300)		YES	Completed		J Copley	
11EF1204	EHT reduction in post		(17,800)		YES	Completed		J Copley	
11EF1205	Team support Officer reduction		(6,900)		YES	Completed		J Copley	
11EF1206	Reduction in Budget - Transport Efficiencies		(3,000)		YES	Completed		J Copley	
11EF1207	Reduction of 2.5hrs in Env Dev assistant post		(2,000)		YES	Completed		J Copley	
11RC1201	Street Trading		(15,000)		NO	On-track to be achieved	Review of consent slots ongoing.	J Copley	
11RC1202	Taxi licensing		(20,000)		NO	On-track to be achieved		J Copley	

11RC1203	Additional Income - New service to revisit scores of doors rating		(1,500)		NO	Partially on Track, some review needed	Interest from trade subdued at present.	J Copley	
11RC1204	Additional Income - Food business voluntary consultation		(2,500)		NO	On-track to be achieved	In place and interest being expressed.	J Copley	
11RC1205	Additional Income - New accreditation scheme		(2,500)		NO	Partially on Track, some review needed	Planned training cancelled due to lack of J Copley interest; new event being publicised in July.	J Copley	
11RC1206	Additional Income - Leafletting controls in city centre		(1,500)		NO	On-track to be achieved	Preparatory work ongoing as planned.	J Copley	
11TR1201	Full adoption of CRM in service		(16,000)		YES	On-track to be achieved	Some slippage on corporate CRM programme.	J Copley	
10SED11	Establishment Reduction	(75,000)	(12,500)	(12,500)	YES	On-track to be achieved	Saving as agreed in earlier years. Options review ongoing.	J Copley	
9SHEH2	Review Fees & charges for OCC & Residential Health and Food Safety Services	(10,000)	(10,000)	(10,000)	NO	Partially on Track, some review needed	Planned review ongoing at present.	J Copley	
Total Environmental Development -		(85,000)	(22,500)	(133,500)					
Customer Services:									
11EF2101	Housing Benefit - homeworking		(20,000)		YES	Completed	Saving to be taken from Matthew Swapp's post when he leaves	H Bishop	
11EF2102	Recruitment of apprentices		(15,000)		YES	Completed	Saving ready to be taken from remainder of budget allocated to posts occupied by Stefano Belbin and Ashley Richardson	H Bishop	
11EF2103	Supplies and services budgets		(26,000)		YES	Completed	Budgets identified last year	H Bishop	
11RC2101	NNDR -		(3,000)		NO	On-track to be achieved		H Bishop	
10SCS05	Scanning - joint working with post room	(5,000)	(5,000)	(5,000)	YES	Completed	Saving ready to be taken from remainder of budget allocated to posts occupied by Stefano Belbin and Ashley Richardson	H Bishop	
10SCS09	2 FTE Saving as a result of BPI in Customer Services	(40,000)	(40,000)	(40,000)	YES	Partially on Track, some review needed	Potential posts identified	H Bishop	
10SCS11	Review costs of face to face transactions	0	(90,000)	(90,000)	YES	Partially on Track, some review needed	To be agreed with other Heads of Service as part of implementation of SAC one stop shop	H Bishop	
Total Customer Services -		(45,000)	(135,000)	(199,000)					
City Leisure:									
11EF2201	Annualised hours savings, productivity, BH tuesdays		(30,000)		YES	On-track to be achieved	Changes made and savings should be archived	I Brooke	
11EF2202	Parks Management & Administration		(40,000)		YES	On-track to be achieved	Changes made and savings should be archived	I Brooke	
11EF2203	Removal of Oxford in Bloom post & work with Community Groups		(40,000)		YES	Completed	Post is now removed	I Brooke	
11RC2201	Burial Services		(27,000)		NO	Partially on Track, some review needed	F&C will cover 50% of this saving, the remaining 50% will be found from the cems service	I Brooke	
11RC2202	Allotments		(15,000)	(15,000)	NO	Unachievable	The leases run until 2015	I Brooke	
10SCW17	Countryside	0	(20,000)	(20,000)	YES	On-track to be achieved		I Brooke	
10SCW17	Parks other Budgets	0	(20,000)	(20,000)	YES	Partially on Track, some review needed	Was part of Countryside, alternative saving to be found	I Brooke	
Total City Leisure -		0	(40,000)	(192,000)					
City Works:									
11EF2301	Overhead realignment		(60,000)		YES	Completed		P Dunsdon	
11EF2302	Waste management Savings - pre tender		(230,000)		YES	On-track to be achieved		P Dunsdon	
11EF2303	Waste management Savings		(150,000)		YES	Completed		P Dunsdon	
11EF2304	Car Parks Patrollers		(20,000)		YES	Completed		A Bradfield-Barnes	
11RC2302	Review of car parks tariffs (suburban, evening etc)		(165,000)		NO	Completed	Price increases were implemented in 2010, but there is general concern on car park usage as this may result in not achieving the saving	A Bradfield-Barnes	
11EF1104	Shopmobility under Car Park Management		(20,000)		YES	Completed		A Bradfield-Barnes	
10SCW07	Bus Shelters - working in partnership with CCUK	(15,000)	(7,000)	(7,000)	YES	On-track to be achieved		S Hatton	
10SCW18	Fundamental Service Review	0	(300,000)	(300,000)	YES	On-track to be achieved		P Dunsdon	
Total City Works -		(15,000)	(307,000)	(952,000)					

Strategic Procurement & Shared Services								
11TR0301	ICT - unused modules		(10,000)		YES	Partially on Track, some review needed	Project will commence during the summer. Agresso and Corvu systems presentation on functionality arranged for July	J Lubbock
11TR0302	Corporate Advertising		(20,000)		YES	Partially on Track, some review needed	Draft tender documents prepared ready to tender in late August. Saving shortfall will be found through other procurement savings	J Lubbock
11TR0303	G&S retender and prompt payment discount		(30,000)		YES	Completed	Saving over achieved and will fund unachievable saving in the Copier Unit. Funding needs to be removed from budgets	J Lubbock
11TR0304	Print unit / local printing		(30,000)		YES	Unachievable	Saving will be found from other good and services through procurement	J Lubbock
11TR0305	Additional procurement saving		(70,000)		YES	On-track to be achieved	Still on track however budgets need adjustment and HRA savings claimed in some way!	J Lubbock
Total Strategic Procurement & Shared Services		0	0	(160,000)				
Business Transformation:								
11EF3101	Post room and paper handling			(5,000)	YES	Completed		J Lubbock
10SBT03	Invest to Save / Transformation	(100,000)	(100,000)	(100,000)	YES	Partially on Track, some review needed	£60k achieved , £140k still to be achieved this needs to be re aligned to 2012 and savings identified as high risk of double counting and claiming the same saving!!	J Lubbock
9SFACS05	ICT Contract	(82,000)	(127,000)	(127,000)	YES	Completed		J Lubbock
Total Business Transformation		(182,000)	(227,000)	(232,000)				
Finance:								
11EF3201	Dial a ride - saving on budget			(34,000)	YES	Completed	Achieved through re-tender	P Gardner/S Fogden
Total Finance -		0	0	(34,000)				
Total General Fund Savings -		(838,500)	(947,000)	(2,709,377)				
N179 Efficiency Savings		(522,000)	(876,000)	(1,998,377)				

Key:

Completed
On-track to be achieved
Partially on Track, some review needed
Unachievable

HRA Savings 10/11

Reference:	Description:	Year 2 2010/2011	Efficiency Target	Status	Comments:	Responsible Officer:
Oxford City Homes:						
11SHRA1	Job Evaluation Reserve	(184,000)	No	Complete		Graham Bourton
11SHRA2	Sheltered Block Review Fees	(100,000)	No	Complete		Roy Summers
11SHRA3	Consultants Fees	(50,000)	No	Complete		Roy Summers
11SHRA4	Planned Maintenance Fees	(130,000)	No	Complete		Roy Summers
11SHRA5	Staff Restructure	(264,000)	Yes	Complete	Reduction in staff requirements of 6.3 FTE's	Graham Bourton
11SHRA6	Supplier costs	(50,000)	Yes	Complete	Cost increase for 2 major suppliers have been agreed to be less than 1% for 2010-11. Savings are also agreed for consumables and tools for the year	Sean Fry
11SHRA7	CCTV and void property spend	(110,000)	Yes	Ongoing	CCTV monitoring by police, fee has been agreed. Costs of repairs for void properties decreasing as fewer properties become void	Bruce Thompson
11SHRA8	Improved garage sites	(50,000)	No	Complete	Improvement works completed and focus will be on delivering increased rentals and minimising future spend	Lena Dennis
11SHRA9	Transformation Programme recharge	(50,000)	No	Complete	HRA SLAs reduced in 2010-11 net of contribution to the Transformation Programme	Graham Bourton
11SHRA10	Reduction of 1 FTE and minor budget savings	(81,000)	Yes	Complete	Savings that will not impact service delivery	Graham Bourton
Total Oxford City Homes -		(1,069,000)				

Appendix 4

CEB Report Risk Register –Revenue and Capital Budget Monitoring 2010-11

Risk Score **Impact Score:** 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic **Probability Score:** 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P			Q 1	Q 2	Q 3	Q 4	I	P
					Mitigating Control: Level of Effectiveness: (HML)			Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	☹	☹	☹	☹		
1	The projected overspend for the General Fund is not rectified.	3	3	Income pressures for car parking, property and building control and lower investment income not fully offset by savings elsewhere	Monthly budget monitoring; discretionary spending review M	3	2	Reduce Action: Heads of Service continue to identify savings Action Owner: Head of Finance	Outcome required: Net expenditure brought in within budget Review date: 30 th September 2010	☺				3	2
2	Savings budgeted for 2010-11 not fully achieved	3	4	Conditions worsened since savings agreed	Status of each saving reviewed monthly and alternatives required if original saving not achievable M	3	3	Reduce Action: Ongoing review to ensure Amber & Green savings delivered Action Owner: Head of Finance	Outcome required: Savings delivered or alternatives found Review date: 30 th September 2010	☺				3	3
3	The capital programme is not funded	3	3	Need to restrict revenue contributions due to pressure on revenue budgets; risk that Government restrict Prudential Borrowing	Capital receipts held in reserve; prioritisation exercise on whole General Fund capital programme H	3	2	Reduce Action: Completion of prioritisation and adjusted budget approved by Cuncil Prudential borrowing undertaken in 2010-11	Outcome required: Priority capital continues to be funded Review date: 30 th September 2010	☺				3	2

Appendix 4

								Action Owner: Head of Finance								
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