

# **Agenda Item 7 Supplement - Integrated Performance Report for Finance Panel (Panel of the Scrutiny Committee) - Tuesday 25 February 2020**

7. Integrated Performance Report Q3 (Pages 3 - 18)

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**To:** Cabinet

**Date:** 11 March 2020

**Report of:** Head of Financial Services  
Head of Business Improvement

**Title of Report:** Integrated Performance Report for Quarter 3 2019/20

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update Cabinet on Finance, Risk and Corporate Performance matters as at 31 December 2019.
<b>Key decision:</b>	No
<b>Cabinet Member:</b>	Councillor Ed Turner, Finance and Asset Management
<b>Corporate Priority:</b>	Efficient and Effective Council.
<b>Policy Framework:</b>	Corporate Plan 2016-2020
<b>Recommendation(s): That the Cabinet resolves to:</b>	
1.	Note the projected financial outturn as well as the current position on risk and performance as at 31 December 2019.

<b>Appendices</b>	
Appendix A	General Fund - Dec 2019 Forecast Outturn
Appendix B	HRA - Dec 2019 Forecast Outturn
Appendix C	Capital Programme – Dec 2019

## **Introduction and background**

1. This report updates the Cabinet on the financial, corporate performance and corporate risk positions of the Council as at 31st December 2019. A brief summary is as follows:

## Financial Position

- **General Fund** – the outturn position is forecast to be a favourable variance of £0.039 million against the latest net budget of £23.205 million (0.17%), and £0.609 million against the service area expenditure (2.03%);
  - **Housing Revenue Account** – The budgeted surplus agreed by the Council in February 2019 was £0.492 million. A revision to the Housing Revenue Account (“HRA”) budget and Business Plan was reported to Cabinet on 20 May 2019 which outlined the reason for and requested approval of the change in budget to reflect the impact of the dwellings to be acquired for Oxford City Housing Ltd (“OCHL”). The revised budget resulted in a surplus of £1.205 million and the outturn position is forecasting a favourable variance of £280k against this;
  - **Capital Programme** – The budget, as approved at Council in February 2019, was set at £101.526 million. This area has been subject to a major review, to get to a deliverable and well-timetabled programme. A revised budget was approved at Cabinet on the 19 December 2019, and it now stands at £59.962 million. The latest forecast outturn is £47.100 million, this represents a favourable variance of £13.035 million against the revised budget;
2. **Performance** – 46% (6) of the Council’s corporate performance targets are being delivered as planned, 23% (3) are showing as below target but within acceptable tolerance limits, 8% (1) is currently at risk. However there are 23% (3) that are showing as no data available, as described in paragraphs 13 to 16;
  3. **Corporate Risk Management** – There is one red corporate risk at the end of quarter three, which relates to actions taken to ensuring housing delivery and supply for the city and enabling sufficient house building and investment. There are nine amber risks and two green risks, more details of risks can be found in paragraphs 17 to 18;

## Financial Position

### General Fund Revenue

4. The overall Net Budget Requirement agreed by the Council in February 2019 was £23.205 million. Since setting the budget, service area expenditure has increased by a net total of £1.541 million, this is a combination of virements within service areas and release from reserves. The Net Budget Requirement remains unchanged.
5. Virements between service areas, were authorised under delegated powers by the Council’s Head of Financial Services totalling £0.170 million, the most notable of which relates to the realignment of the training budget and release of contingency to cover Non-Domestic Rates pressures.
6. The release from reserves totals a net movement of £0.638 million, made up of the release from Transformation Funds for ongoing projects, such as the Rent Guarantee model; Team Oxford Communications; the Corporate Scanning project; Idox upgrade; Business Process Automation pilot, release of grant funding into the service areas for ongoing expenditure, and release of budgets carried forward into the current year.

7. At 31<sup>st</sup> December 2019 the General Fund Service Area expenditure is projecting an adverse variance of £0.609 million against the latest budget of £29.957 million, this is in part offset by a release from the General Fund Repairs and Maintenance reserve and capital financing reserve, of £0.335 million and a revised forecast on net interest of £0.393 million, resulting in an overall favourable variance of £0.039 million against the latest Net Budget Requirement of £23.205 million. The key variances are:

- **Housing Services** - £0.485 million – £335k of this adverse variance is due to unbudgeted expenditure relating to surveys for the Town Hall, Asbestos and Health and Safety and works to the Town hall ceilings, these costs have been mitigated by use of reserves in year and therefore have no net impact on the overall budget, with £150k of the adverse variance relating to a pressure on the reactive maintenance budget, to mitigate this pressure there has been a pause on non-essential reactive maintenance in the last quarter of the year.
- **Business Improvement** – whilst there is no overall variance, ICT currently has a c£100k favourable variance, in the main due to a refund on telephony charges and establishment savings, this is offset by an adverse variance of a similar level due to additional spend on equalities and additional consultancy work.
- **Law & Governance** - £0.064 million - adverse variance due to a pressure in the Directors salary budget and within Electoral registration budget these are offset by unbudgeted SLA income due to be received from work undertaken for the Housing Company.
- **Oxford Direct Services** - £0.060 million – adverse variance due to savings predicated on the development of the Recycling Transfer Station not materialising in year due to the scheme not yet being implemented which is partly offset by additional car parking income.
- **Transfer to /from Earmarked Reserves** - £0.335 million – use of the General Fund Repairs and Maintenance reserve to cover the expenditure relating to Town Hall surveys and works.
- **Interest Payable/Receivable** - £0.393 million – favourable variance due to increased returns on investments and less interest payable on external borrowing arising from slippage in the Councils capital programme.

### **Housing Revenue Account**

8. The updated budgeted surplus agreed by the Council in July 2019 was £1.250 million, this was following a revision to the HRA budget and Business plan to include the financial impact of dwellings acquired by the HRA from the Councils housing company in terms of rental income, maintenance spend, interest payments and debt redemption. The Housing Revenue Account is currently forecasting a favourable variance of £0.280 million against this surplus, the most notable variations include:

- Dwelling Rent - £340k favourable variance due to lower than expected RTB sales and more properties than expected moving to formulae rents since the budget was set;
- Service Charges - £650k favourable variance due to tenant service charge income continuing to be higher than that budgeted (£270k), and leaseholder service charge income which is due to more leaseholders and recharges for major works, which are a one off increase in income (£380k);
- Garage income - £30k favourable variance due to an increase in the charge which had not been reflected in the budget;
- Miscellaneous income – £90k favourable variance due to higher than anticipated income for telecommunications;
- Management & Services - £176k adverse variance due to increase caretaking costs and some additional temporary staff to cover long term absences within the team;
- Other revenue spend - £512 adverse variance due to a pressure caused by increased legal costs , feasibility costs for phase 2 of the OCHL development programme, decant costs associated with the ongoing developments and consultancy fees relating to the implementation of a new QL Housing system;
- Responsive & cyclical repairs – £203k adverse variance due to security at the Tower blocks that was put in place until the beginning of June;

## Capital

9. The budget, as approved at Council in February 2019, was set at £101.526 million. This area has been subject to a major review, to get to a deliverable and well-timetabled programme. A revised budget was approved at Cabinet on the 19 December 2019, and it now stands at £59.962 million. The latest forecast outturn is £47.100 million, this represents a favourable variance of £13.035 million. The main items which are being re-timetabled or where there are over/underspends are:

### General Fund

- Windows 2008 Server Replacement - £0.030 million re-timetabled as work continues into 2020/21 financial year;
- 1-5 George Street - £0.036 million overspend. This project was reviewed by Development Board and following consideration it was decided that the revised cost/benefit ratio did not justify a full redevelopment solution and that as a result this approach should be dis-continued. Pursuant to this decision, Willmott Dixon's account has been determined. Attention is now being given to alternative uses for 1-3 George Street, including various levels of refurbishment and meanwhile uses. A further report to Cabinet will come forward approve any subsequent budget required;
- Seacourt Park and Ride Extension - £2.049 million re-timetabled into next year due to the project being at standstill due to adverse weather. It is expected that contractors will be back on site in March;
- Feasibility was only agreed in December and procurement will take place by the end of the financial year, therefore spend will be in 2020/21;
- Floyds Row Refurbishment - £0.928 million – work on remaining two wings will be completed in Spring 2020;

- Gloucester street car park ventilation (H&S) - £0.191 million re-timetabled – pre-site meeting completed but issues with design and siting of the residential car park air handling unit that need to be resolved;
- Major Capital works at Covered Market - £0.114 million re-timetabled – Internal redecoration, external redecoration, refurbishment of gents toilets and decoration of brickwork undertaken. Orders have been raised for the redecoration of High Street Avenues and Ladies traders toilets and work will be started in February but continue into 2020/21;
- Housing Company loans - £5.231 million re-timetabled – Three of the largest development schemes that began this year have experienced delays due to ongoing re-profiling issues following contractor appointment. Seven of the nine extension/new build schemes planned to start at the end of the current financial year have been deferred to 2020/21 (£1.731 million) due to resourcing issues that have now been resolved, as has the Elsfield/Cumberlege new build scheme (£1.678 million). There is also slippage in schemes at Rosehill of £0.778 million (groundworks have taken longer than anticipated due to poor local ground conditions), £0.325 million associated with the Harts Close scheme has been deferred due to requiring a revised planning application as a result of costing enquiries and Bracegirdle is experiencing £0.719 million of re-profiling following the appointment of ODS. There is still the possibility of bringing forward some spend amounting to c.£2.1 million into the current financial year associated with land acquisitions on development sites at Elsfield and Between Towns Road. For prudent reasons as this is not as yet confirmed it has been excluded from the current projected outturn for the year. Furthermore OCHL has recently appointed two Non-Executive Directors as well as a permanent Managing Director and two new developments which will improve capacity within the company to enhance delivery. In addition providing cash flow requirements to the Council should improve the alignment of borrowing by the Council with forecast spend of the company;
- Oxford and Abingdon Flood Alleviation Scheme - £0.250 million re-timetabled, the contribution is delayed until Kennington Bridge is replaced, therefore the spend is unlikely to be prior to 2021/22 financial year;
- OxPops (Electric Vehicle Charging) - £0.087 million re-timetabled – the project is approaching completion and the trial is complete and the prototypes will be removed;
- Clean Bus Technology Grants - £0.499 million re-timetabled, the project is on track to be delivered by end of Sept, this is grant funded work where the Council is the accountable body. Progress dependent on the bus companies completing their retrofits and making their claims;
- Motor Transport – Vehicle/Plant Replacement Programme - £1.854 million re-timetabled due to lead in times for vehicles, particularly Electrical Vehicles, having increased with delivery being in 2020/21;
- Car Park resurfacing - £0.112 million re-timetabled into 20/21; the works on Gloucester Green car park have been re scheduled to be undertaken in next financial year when the weather will be more suitable for the works to be carried out;

- Depot Rationalisation - £0.396 million re-timetabled, the feasibility work has been completed, ODS is now drafting the Outline Business Case which will be submitted to Development Board, now expected to be Summer 2020;

## HRA

- Structural - £0.180 million re-timetabled into 2020/21 – works are progressing and Stowford Path will be completed and paid for April 2020;
  - Doors and Windows - £0.110 million underspend – Programme has been rescheduled to allow for a virement into the Fire Doors budget;
  - Communal Areas - £0.200 million underspend – Programme has been rescheduled to allow for a virement into the Fire Doors budget;
  - Fire Doors – £0.310 million overspend with funding to be vired from Doors and Windows and Communal Areas budgets;
  - Energy Efficiency Initiatives - £0.100 million re-timetabled – Delays to the insulation programme have been encountered due to low resident take up. The balance of the budget will be proposed to be carried forward to 2020/21 to continue the EPC validation and upgrade of efficiency measures;
  - Extensions & Major Adaptations - £0.305 million re-timetabled – underspend to be carried forward to 2020/21. Delays have been experienced due to the need for revised design for the adaptations to meet changing client needs and then the need to reschedule ODS resources to accommodate.;
  - Lift Replacement Programme - £0.210 million re-timetabled – procurement has delivered a framework of suppliers during 2019/20 with the delivery now moved to 2020/21;
  - HRA Stock condition survey - £0.140 million re-timetabled – There has been good progress with the survey and the balance of the budget is to be carried forward into the structural budget for 2020/21 to address serious structural issues identified as part of the SCS exercise;
10. The Council's current capital programme assigns a status to each capital scheme, in line with the Council's Capital Gateway. The programme is split into:
- a. **One off projects** – These are split into idea, feasibility, design, delivery and completion
  - b. **Rolling programme** – These items relate to schemes which are ongoing in nature ie HRA planned maintenance; vehicle replacements and ICT software and hardware
  - c. **Other Capital Spend** – This largely consists of the General Fund Loans to the housing company
11. Of the one off projects approx 47% are in the delivery stage with a further 4% being in design & technical specification.



Status of capital project/scheme	2019/20 Budget Book	Latest Budget	Spend to 30/12/2019	Forecast Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
Idea	1,779,599	1,779,599	217,813	1,438,461	-341,138	-378,000	36,862
Feasibility	1,066,280	1,240,280	175,939	743,009	-497,271	-497,271	
Design & Technical Specification	945,675	945,675	127,496	697,326	-248,349	-248,349	
Pipeline	339,440	339,440	129,348	339,440	0	0	
Delivery	12,055,712	12,205,712	3,456,060	8,836,402	-3,369,310	-3,422,677	53,367
Completed	6,737,353	6,737,353	6,277,493	6,815,872	78,519		78,519
Sub Total	22,924,059	23,248,059	10,384,149	18,870,510	-4,377,549	-4,546,297	168,748
Rolling Programme	17,755,952	17,605,952	8,233,465	14,678,390	-2,927,562	-2,913,137	-14,425
Other Capital Spend	19,281,596	19,281,596	7,747,614	13,551,535	-5,730,061	-5,730,061	
Sub Total	37,037,548	36,887,548	15,981,079	28,229,925	-8,657,623	-8,643,198	-14,425
Total Capital Programme	59,961,607	60,135,607	26,365,228	47,100,435	-13,035,172	-13,189,495	154,323

12. In line with new processes that are now in place as previously reported, there are several projects that have been allocated money from the approved feasibility budget by the Development board and in order to keep Cabinet members sighted on such schemes a summary is given as an exempt appendix. When and if the business cases for each of these projects are approved these will be brought forward for formal budget approval in the normal way.

### Performance Management

13. There are thirteen corporate performance measures that are monitored during the financial year. 46% (6) of the Council's corporate performance targets are being delivered as planned, 23% (3) are showing as below target but within acceptable tolerance limits, 8% (1) is currently at risk.
14. However there are 3 (23%) of the measures that are currently showing no data available, as they have not been updated this quarter.
15. Of the six measures that are being delivered as planned, one relates to Cleaner Greener Oxford, one to Meeting Housing Needs, one relates to Strong and Active Communities and three to an Efficient and Effective Council.
16. The measures that is not meeting its targets is as follows:
- **Number of people from our target groups using our leisure facilities** – Target of 599,200 and an actual of 550,040 up to the end of December. Visits are consistent with where they were 2 years ago. Targets set for the reporting year were ambitious. The leisure market remains highly competitive with budget and boutique gyms. The Council is working closely with Fusion Lifestyle to continuously improve their targeted outreach work across the city's communities. This includes the introduction of additional partnership work and Marketing and Communications Steering Groups.

### Corporate Risk

17. There is one red risk on the current Corporate Risk Register, which is as follows:
- **Housing** – the Council has key priorities around housing which include ensuring housing delivery and supply for the City of Oxford and enabling sufficient house building and investment. Insufficient housing in Oxford leads to an increase in homelessness which has an impact on residents. There are

also health and quality of life issues. The Council is implementing delivery methods for temporary accommodation and accommodation for homelessness prevention which include a rent guarantee scheme, a growth deal to facilitate additional affordable housing and a tranche of property purchases to be delivered via real lettings. In addition the Council's housing companies are in the process of constructing new affordable homes and the Cabinet has approved plans which will result in the Council's Housing Revenue Account ("HRA") purchasing the social housing using its new borrowing headroom, following the removal of the HRA borrowing cap by central government.

18. The table below shows the level of Red, Amber and Green current risks over the last 12 months:

<b>Current Risk</b>	<b>Q4 201/19</b>	<b>Q1 2019/20</b>	<b>Q2 2019/20</b>	<b>Q3 2019/20</b>
Red	1	1	1	1
Amber	9	10	8	9
Green	2	1	3	2
<b>Total Risks</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### **Financial implications**

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

### **Legal issues**

20. There are no legal implications arising directly from this report.

### **Level of risk**

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

### **Equalities impact**

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

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<b>GF Outturn Report 19/20 @ 31st December 2019</b>	Approved Budget (per Budget book)	Previous Months Budget	Virements & Ear Marked Reserve Transfers in November	Latest Budget	Projected Outturn against Latest Budget @ 31st December 2019	PO Variance	PO Variance (Prev Month)	PO Variance Mvt from Previous Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Directorates</b>								
S03 Business Improvement	8,865	9,446	150	9,596	9,596			
S15 Regulatory Services & Community Safety	1,316	1,382		1,382	1,382			
S22 Community Services	5,029	4,881	(100)	4,781	4,781			
<b>Communities &amp; Customers</b>	<b>15,209</b>	<b>15,709</b>	<b>50</b>	<b>15,759</b>	<b>15,759</b>			
S10 Regeneration & Economy	(9,378)	(9,333)		(9,333)	(9,333)			
S16 Planning Services	545	536		536	536			
<b>Development</b>	<b>(8,832)</b>	<b>(8,797)</b>		<b>(8,797)</b>	<b>(8,797)</b>			
S01 Assistant Chief Executive	783	1006		1006	1,006			
S13 Housing Services	5,227	4,650	270	4,921	5,406	485	975	(490)
<b>Assistant Chief Executive</b>	<b>6,010</b>	<b>5,656</b>	<b>270</b>	<b>5,926</b>	<b>6,411</b>	<b>485</b>	<b>975</b>	<b>(490)</b>
S20 Environmental Sustainability	897	890		890	890			
S26 Oxford Direct Services	9,142	9,511		9,511	9,571	60	60	
<b>ODS Development Director</b>	<b>10,038</b>	<b>10,401</b>		<b>10,401</b>	<b>10,461</b>	<b>60</b>	<b>60</b>	
S32A Accountancy	1,320	1,226		1,226	1,226			
S32D Corporate Finance	216	280		280	292	12	12	
S32E Investigations	97	129		129	129			
S32F Procurement & Payments	494	499		499	451	(48)	(48)	
S32G Revenues & Benefits	871	861		861	881	20	20	
S32H Incomes	112	112		112	152	40	40	
S32I Welfare Reform Team	136	262		262	238	(24)	(24)	
S32 Financial Services	3,246	3,369		3,369	3,369			
S34 Law & Governance	2,745	2,689		2,689	2,753	64	84	(20)
<b>Corporate Services</b>	<b>5,991</b>	<b>6,058</b>		<b>6,058</b>	<b>6,122</b>	<b>64</b>	<b>84</b>	<b>(20)</b>
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>	<b>28,416</b>	<b>29,028</b>	<b>320</b>	<b>29,348</b>	<b>29,957</b>	<b>609</b>	<b>1,119</b>	<b>(510)</b>
<b>SLA's &amp; Capital Charges</b>	<b>(3,722)</b>	<b>(4,804)</b>		<b>(4,804)</b>	<b>(4,804)</b>			
<b>Corporate Accounts</b>	<b>(2,103)</b>	<b>(958)</b>		<b>(958)</b>	<b>(1,231)</b>	<b>(393)</b>		<b>(393)</b>
<b>Contingencies</b>	<b>382</b>	<b>111</b>		<b>111</b>	<b>191</b>	<b>80</b>	<b>80</b>	
<b>Total Corporate Accounts &amp; Contingencies</b>	<b>(1,722)</b>	<b>(847)</b>		<b>(847)</b>	<b>(1,040)</b>	<b>(313)</b>	<b>80</b>	<b>(393)</b>
<b>Net Expenditure Budget</b>	<b>22,971</b>	<b>23,377</b>	<b>320</b>	<b>23,698</b>	<b>24,113</b>	<b>296</b>	<b>1,199</b>	<b>(903)</b>
Transfer to / (from) Ear Marked Reserves	234	(171)	(320)	(492)	(492)	(335)	(975)	640
<b>Net Budget Requirement</b>	<b>23,205</b>	<b>23,206</b>		<b>23,206</b>	<b>23,622</b>	<b>(39)</b>	<b>224</b>	<b>(263)</b>
<b>Funding</b>								
External Funding (RSG)								
External Funding (NNDR Retention)	9,263	9,263		9,263	9,263			
Council tax	14,202	14,202		14,202	14,202			
Less Parish Precepts	(260)	(260)		(260)	(260)			
Collection Fund Surplus								
Section 31 Grants								
<b>Total Funding Available</b>	<b>23,205</b>	<b>23,205</b>		<b>23,205</b>	<b>23,205</b>			
<b>(Surplus) / Deficit for year</b>		<b>1</b>		<b>1</b>	<b>417</b>	<b>(39)</b>	<b>224</b>	<b>(263)</b>

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HRA Report 19/20 @ December 2019	Approved Budget (per Budget book)	Latest Budget @ 31st December 2019	% Budget Spent to 31st December, 2019	Projected Outturn against Latest Budget @ 31st December 2019	Project Outturn Variance	Project Outturn Variance Mvt from Previous Month
	£000's	£'000's	%	£'000's	£000's	£'000's
Dwelling Rent	(41,342)	(41,682)	76%	(41,682)	(340)	
Service Charges	(1,467)	(1,867)	93%	(2,117)	(650)	(250)
Garage Income	(215)	(215)	87%	(245)	(30)	(30)
Miscellaneous Income	(783)	(764)	99%	(878)	(95)	
<b>Net Income</b>	<b>(43,807)</b>	<b>(44,528)</b>		<b>(44,922)</b>	<b>(1,115)</b>	<b>(280)</b>
Management & Services (Stock Related)	9,529	9,238	71%	9,705	176	
Other Revenue Spend (Stock Related)	2,246	2,641	26%	2,758	512	
Misc Expenditure (Not Stock Related)	329	285	33%	285	(44)	
Bad Debt Provision	646	565	74%	646		
Responsive & Cyclical Repairs	12,728	10,568	79%	12,930	203	
Interest Paid	7,957	7,957	75%	7,957		
Depreciation	8,721	8,721	75%	8,721		
<b>Total Expenditure</b>	<b>42,155</b>	<b>39,974</b>		<b>43,001</b>	<b>846</b>	
<b>Net Operating Expenditure/(Income)</b>	<b>(1,652)</b>	<b>(4,554)</b>		<b>(1,921)</b>	<b>(269)</b>	<b>(280)</b>
Investment Income	(153)	(153)	75%	(153)		
Other HRA Reserve Adjustment	(250)	(261)	(15%)	(261)	(11)	
Transfer (to)/from MR/OR	850	850	(4%)	850		
<b>Total Appropriations</b>	<b>447</b>	<b>436</b>		<b>436</b>	<b>(11)</b>	
<b>Total HRA (Surplus)/Deficit</b>	<b>(1,205)</b>	<b>(4,118)</b>		<b>(1,485)</b>	<b>(280)</b>	<b>(280)</b>

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Capital Budget and Spend as at 31st December 2019													
Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2019/20 Agreed Budget	Latest Budget	Spend to 31/12/2019	% Budget Spent	Variance to Profile Budget	19/20 Forecast Position			
					£	£	£	£	£	£	£	£	£
					2019/20 Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend	2019/20 Forecast Outturn					
C3039	ICT Infrastructure - minor costs	Gordon Mitchell	Rocco Labellarte	8. Rolling Programme	55,582	55,582	8,899	16%	(32,787)	(14,425)	-	(14,425)	41,157
C3044	ICT Software and Licences	Gordon Mitchell	Rocco Labellarte	8. Rolling Programme	220,000	220,000	218,296	99%	(1,704)	-	-	-	220,000
C3058	CRM Lagan Replacement	Gordon Mitchell	Neil Lawrence	2. Feasibility	-	-	7,994	∞	7,994	7,994	7,994	-	7,994
C3060	End-Point Devices (Desktops/Laptops)	Gordon Mitchell	Purnima Gore	5. Delivery	590,546	590,546	558,939	95%	(31,607)	39,942	-	39,942	630,488
C3065	ODS Network Upgrade	Gordon Mitchell	Kevin Wigham	5. Delivery	88,000	88,000	23,100	26%	(20,909)	14,425	-	14,425	102,425
C3066	Telephony Device Refresh	Gordon Mitchell	Rocco Labellarte	8. Rolling Programme	127,320	127,320	124,390	98%	51,614	-	-	-	127,320
C3067	Paris Payment System, Replacement / PCI DSS	Gordon Mitchell	Niall Barker	5. Delivery	78,705	78,705	30,145	38%	(14,842)	(8,000)	(8,000)	-	70,705
C3068	Windows 2008 Server Replacement	Gordon Mitchell	Kevin Wigham	3. Design & Technical	110,450	110,450	52,870	48%	(2,366)	(30,450)	(30,450)	-	80,000
C3070	Business Process Automation Full Rollout	Gordon Mitchell	Purnima Gore	3. Design & Technical	35,225	35,225	-	-	(8,806)	(24,725)	(24,725)	-	10,500
C3072	Council Internet Accessibility Compliance	Gordon Mitchell	Neil Lawrence	5. Delivery	22,375	22,375	15,870	71%	(911)	-	-	-	22,375
C3075	Netcall	Gordon Mitchell	Rocco Labellarte	1. Idea	-	-	-	-	0	-	-	-	0
C3077	Info@Work Enterprise Upgrade Rollout	Gordon Mitchell	Rocco Labellarte	1. Idea	17,000	17,000	17,734	104%	4,984	734	-	734	17,734
G6013	Superconnected Cities	Gordon Mitchell	N/A	6. Completed	-	-	-	-	-	-	-	-	0
A4845	CCTV Suite Upgrade	Nadeem Murtuja	Richard Adams	2. Feasibility	-	-	-	-	-	-	-	-	0
E3511	Renovation Grants	Nadeem Murtuja	Ian Wright	5. Delivery	30,000	30,000	8,636	29%	(13,864)	(7,000)	(7,000)	-	23,000
E3521	Disabled Facilities Grants	Nadeem Murtuja	Ian Wright	9. Other Capital Spend	1,481,529	1,481,529	946,498	64%	(164,648)	-	-	-	1,481,529
A3129	Donnington Recreation Ground Improvements	Nadeem Murtuja	Paul Backman	7. Closed	-	-	-	-	-	-	-	-	0
A4820	Upgrade Existing Tennis Courts	Nadeem Murtuja	Hagan Lewisman	8. Rolling Programme	-	-	-	-	-	-	-	-	0
A4833	Horspath Sports Park	Nadeem Murtuja	Hagan Lewisman	5. Delivery	619,116	619,116	461,707	75%	(157,409)	-	-	-	619,116
A4841	Skate Parks (Manzil Way Gardens)	Nadeem Murtuja	Chris Bell	5. Delivery	52,860	52,860	41,336	78%	1,691	-	-	-	52,860
A4842	Florence Park Tennis Courts	Nadeem Murtuja	Hagan Lewisman	7. Closed	-	-	-	-	-	-	-	-	0
A4848	Barton Fit Trail	Nadeem Murtuja	Hagan Lewisman	6. Completed	-	-	-	-	-	-	-	-	0
A4867	Five Mile Drive Pavilion	Nadeem Murtuja	Paul Backman	6. Completed	70,000	70,000	89,422	128%	19,422	19,422	-	19,422	89,422
B0075	Stage 2 Museum of Oxford Development	Nadeem Murtuja	David Hunt	5. Delivery	1,700,000	1,700,000	237,654	14%	(1,037,346)	-	-	-	1,700,000
B0083	East Oxford Community Centre	Nadeem Murtuja	Hagan Lewisman	2. Feasibility	250,000	250,000	93,069	37%	(94,431)	-	-	-	250,000
B0084	Jericho Community Centre	Nadeem Murtuja	Steven Clews	4. Pipeline	-	-	-	-	-	-	-	-	0
B0095	Barton Community Centre	Nadeem Murtuja	Julia Castle	6. Completed	70,859	70,859	102,653	145%	49,509	31,794	-	31,794	102,653
B0096	Bullingdon Community Centre	Nadeem Murtuja	Hagan Lewisman	3. Design & Technical	50,000	50,000	59,826	120%	22,326	20,826	20,826	-	70,826
C3071	Idox / Uniform Improvement Project	Nadeem Murtuja	Niall Barker	5. Delivery	70,000	70,000	42,435	61%	7,428	-	-	-	70,000
T2305	Parks Paths	Nadeem Murtuja	vacant	1. Idea	90,690	90,690	-	-	(90,690)	-	-	-	90,690
A4847	Rose Hill Community Centre - Parking	Nadeem Murtuja	Dave Morrell	2. Feasibility	10,000	10,000	-	-	(7,500)	-	-	-	10,000
<b>Communities and Customers Directorate Total</b>					<b>5,840,257</b>	<b>5,840,257</b>	<b>3,141,473</b>	<b>54%</b>	<b>(1,514,854)</b>	<b>50,537</b>	<b>(41,355)</b>	<b>91,891</b>	<b>5,890,794</b>
A4853	Cycling Infrastructure Matched Funding	Tom Bridgman	Ian Nicholson	9. Other Capital Spend	30,000	30,000	-	-	(22,500)	-	-	-	30,000
B0098	1-5 George Street	Tom Bridgman	Nick Twigg	1. Idea	151,909	151,909	188,037	124%	74,105	36,128	-	36,128	188,037
B0099	Ship Street & New Road	Tom Bridgman	Julia Castle	6. Completed	494	494	494	100%	124	-	-	-	494
B0110	Covered Market Vacant Unit Works	Tom Bridgman	Julia Castle	5. Delivery	170,000	170,000	34,585	20%	(101,347)	-	-	-	170,000
B0111	Town Hall Dry Risers	Tom Bridgman	Keith Reynolds	3. Design & Technical	-	-	14,800	∞	14,800	36,000	36,000	-	36,000
B0081	Car Parking Oxpens	Tom Bridgman	Steven Clews	2. Feasibility	-	-	-	-	-	-	-	-	0
B0086	Seacourt Park & Ride Extension	Tom Bridgman	Douglas Kerrigan	5. Delivery	2,987,000	2,987,000	606,865	20%	(1,633,385)	(2,049,200)	(2,049,200)	-	937,800
B0074	R & D Feasibility Fund	Tom Bridgman	Steve Clews	2. Feasibility	111,000	-	9,734	∞	9,734	9,734	9,734	-	9,734
B0112	ODEON Redevelopment	Tom Bridgman	Nick Twigg	2. Feasibility	-	-	-	-	-	-	-	-	0
B0112-5	Feasibility Funding (various schemes)	Tom Bridgman	Gavin Cumberland	2. Feasibility	-	285,000	-	-	-	(285,000)	(285,000)	-	0
B0113	New Theatre Refurbishment	Tom Bridgman	Jenny Barker	2. Feasibility	-	-	-	-	-	-	-	-	0
B0114	Diamond Place Redevelopment	Tom Bridgman	Trudy Godfrey	2. Feasibility	-	-	-	-	-	-	-	-	0
B0115	Covered Market Redevelopment	Tom Bridgman	Ted Maxwell	2. Feasibility	-	-	-	-	-	-	-	-	0
F0026	Pedestrianisation of Queen Street	Tom Bridgman	vacant	1. Idea	-	-	-	-	-	-	-	-	0
F7020	Work of Art Littlemore	Tom Bridgman	vacant	6. Completed	-	-	-	-	-	-	-	-	0
F7024	St Clements Environmental Improvements	Tom Bridgman	Lorraine Freeman	1. Idea	-	-	-	-	-	-	-	-	0
<b>Development Directorate Total</b>					<b>3,450,403</b>	<b>3,624,403</b>	<b>854,516</b>	<b>24%</b>	<b>(1,658,468)</b>	<b>(2,252,338)</b>	<b>(2,288,466)</b>	<b>36,128</b>	<b>1,372,065</b>
B0108	Floyds Row Refurbishment	Paul Leo	Polly McKinlay/ Dave	5. Delivery	1,845,000	1,845,000	362,084	20%	(604,511)	(928,200)	(928,200)	-	916,800

Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2019/20 Agreed Budget	Latest Budget	Spend to 31/12/2019	% Budget Spent	Variance to Profile Budget	2019/20 Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend	2019/20 Forecast Outturn
					£	£	£		£	£	£	£	£
C3057	Housing System Replacement	Paul Leo	Dave Shaw	5. Delivery	718,045	718,045	478,555	67%	(59,979)	-	-	-	718,045
B0100	Gloucester Green Car Park (H&S)	Paul Leo	Keith Reynolds	5. Delivery	230,000	230,000	2,307	1%	(227,693)	(191,000)	(191,000)	-	39,000
B0101	Major capital works at Covered Market	Paul Leo	Katharine Gould	5. Delivery	314,000	314,000	87,333	28%	(148,167)	(114,000)	(114,000)	-	200,000
B0102	Replace or refurbish Lifts	Paul Leo	Jonathan Gould	8. Rolling Programme	154,000	154,000	34,516	22%	(80,984)	(54,000)	(54,000)	-	100,000
B0103	6 Queen Street works	Paul Leo	Richard Davison	6. Completed	-	-	35,194	∞	35,194	35,194	-	35,194	35,194
B0104	Old Gas Works Bridges	Paul Leo	James Axford	2. Feasibility	30,000	30,000	22,992	77%	492	-	-	-	30,000
B0106	Covered Market Roof Works (Capitalised)	Paul Leo	Jonathan Gould	8. Rolling Programme	555,623	555,623	445,526	80%	28,809	-	-	-	555,623
F7007	Woodfarm / Headington Community Centre	Paul Leo	Katharine Gould	1. Idea	-	-	-		-	-	-	-	0
F7011	Headington Environmental Improvements	Paul Leo	James Axford	5. Delivery	59,004	59,004	-		(44,253)	(30,579)	(30,579)	-	28,425
M5019	Purchase of Homeless Properties	Paul Leo	Dave Scholes	9. Other Capital Spend	238,494	238,494	171,627	72%	(7,244)	-	-	-	238,494
M5021	Equity Loan Scheme for Teachers	Paul Leo	Steve Northey	9. Other Capital Spend	32,813	32,813	32,813	100%	8,203	-	-	-	32,813
M5025	Barton Park - purchase by Council	Paul Leo	Alan Wylde	7. Closed	6,561,000	6,561,000	6,029,744	92%	1,108,994	-	-	-	6,561,000
M5026	Housing Company Loans (excl Barton Park)	Paul Leo	David Watt	9. Other Capital Spend	9,423,000	9,423,000	0	0%	(7,067,250)	(5,231,000)	(5,231,000)	-	4,192,000
M5032	Barton Park - loan to OCHL	Paul Leo	David Watt	9. Other Capital Spend	6,561,000	6,561,000	5,773,156	88%	852,406	-	-	-	6,561,000
<b>Director of Housing (General Fund Projects)</b>					<b>26,721,979</b>	<b>26,721,979</b>	<b>13,475,847</b>	<b>50%</b>	<b>(5,601,471)</b>	<b>(6,513,585)</b>	<b>(6,548,779)</b>	<b>35,194</b>	<b>20,208,394</b>
E3557	Oxford and Abingdon Flood Alleviation Scheme	Tim Sadler	Tina Mould	3. Design & Technical	250,000	250,000	-		-	(250,000)	(250,000)	-	0
E3558	Go Ultra Low Oxford - On Street	Tim Sadler	Tina Mould	5. Delivery	53,175	53,175	11,237	21%	(28,644)	(12,955)	(12,955)	-	40,220
E3560	Go Ultra Low Oxford - Taxis	Tim Sadler	Tina Mould	4. Pipeline	339,440	339,440	129,348	38%	(25,804)	-	-	-	339,440
E3562	OxPops (Electric Vehicle Charging)	Tim Sadler	Tina Mould	5. Delivery	116,743	116,743	61,770	53%	(46,275)	(86,743)	(86,743)	-	30,000
E3563	Clean Bus Technology Grants	Tim Sadler	Mai Jarvis	9. Other Capital Spend	731,760	731,760	232,699	32%	(499,061)	(499,061)	(499,061)	-	232,699
E3564	Energy Superhub Oxford	Tim Sadler	Tina Mould	3. Design & Technical	-	-	-		-	-	-	-	0
C3055	Waste Management System	Tim Sadler	Tim Sadler	5. Delivery	8,400	8,400	13,400	160%	13,400	5,000	5,000	-	13,400
M5028	Property Rationalisation (Depot Project)	Tim Sadler	Oliver Hearn	2. Feasibility	215,280	215,280	-		-	-	-	-	215,280
R0005	MT Vehicles/Plant Replacement Programme.	Tim Sadler	Owain Pearce	8. Rolling Programme	4,044,185	4,044,185	908,332	22%	(2,124,806)	(1,854,250)	(1,854,250)	-	2,189,935
R0010	Electric Vehicles	Tim Sadler	Owain Pearce	8. Rolling Programme	293,000	293,000	-		-	-	-	-	293,000
R0011	Grey Fleet	Tim Sadler	Owain Pearce	8. Rolling Programme	-	-	-		-	-	-	-	0
T2273	Car Parks Resurfacing	Tim Sadler	Tim Sadler	8. Rolling Programme	416,707	416,707	304,820	73%	21,459	(111,887)	(111,887)	-	304,820
T2287	Recycling Transfer Station	Tim Sadler	Oliver Hearn	1. Idea	100,000	-	-		-	18,000	18,000	-	18,000
T2295	Pest Control Equipment	Tim Sadler	Ian Henwood	6. Completed	35,000	35,000	27,110	77%	860	(7,890)	-	(7,890)	27,110
T2299	Controlled Parking Zones	Tim Sadler	Shaun Hatton	5. Delivery	200,000	200,000	-		-	-	-	-	200,000
T2301	Depot Rationalisation	Tim Sadler	Oliver Hearn	1. Idea	486,000	586,000	3,820	1%	(435,680)	(396,000)	(396,000)	-	190,000
T2302	Redbridge Parking	Tim Sadler	Steven Clews	1. Idea	-	-	-		-	-	-	-	0
T2303	Cuttleslowe Compactor	Tim Sadler	Bruce Thompson	5. Delivery	39,000	39,000	29,831	76%	581	(500)	-	(500)	38,500
T2304	Redbridge Compactor	Tim Sadler	Bruce Thompson	5. Delivery	23,000	23,000	17,848	78%	598	(500)	-	(500)	22,500
T2306	Mobile Working and Handhelds	Tim Sadler	Rocco Labellarte	1. Idea	134,000	134,000	8,222	6%	(92,278)	-	-	-	134,000
T2307	Transformation Funding	Tim Sadler	vacant	1. Idea	800,000	800,000	-		(600,000)	-	-	-	800,000
T2308	Additional Technology Requirements	Tim Sadler	Rocco Labellarte	1. Idea	-	-	-		-	-	-	-	0
<b>Transition Director Total</b>					<b>8,285,690</b>	<b>8,285,690</b>	<b>1,748,438</b>	<b>21%</b>	<b>(3,815,650)</b>	<b>(3,196,786)</b>	<b>(3,187,896)</b>	<b>(8,890)</b>	<b>5,088,904</b>
<b>General Fund Total</b>					<b>44,298,329</b>	<b>44,472,329</b>	<b>19,220,275</b>	<b>43%</b>	<b>(12,590,444)</b>	<b>(11,912,173)</b>	<b>(12,066,496)</b>	<b>154,323</b>	<b>32,560,156</b>
<b>Housing Revenue Account Capital Programme</b>													
N6384	Tower Blocks	Paul Leo	Darowen Jones	5. Delivery	1,530,000	1,680,000	163,165	10%	(4,835)	-	-	-	1,680,000
N6385	Adaptations for disabled	Paul Leo	Jonathan Gould	9. Other Capital Spend	783,000	783,000	590,821	75%	16,491	-	-	-	783,000
N6386	Structural	Paul Leo	Bill Chamberlain	8. Rolling Programme	450,000	450,000	186,647	41%	(11,353)	(180,000)	(180,000)	-	270,000
N6387	Controlled Entry	Paul Leo	Bill Chamberlain	8. Rolling Programme	-	-	-		-	-	-	-	0
N6388	Major Voids	Paul Leo	Steve Carter	8. Rolling Programme	409,000	259,000	108,464	42%	34,649	-	-	-	259,000
N6389	Damp-proof works (K&B)	Paul Leo	Chris Scott	8. Rolling Programme	107,000	107,000	104,571	98%	24,321	-	-	-	107,000
N6390	Kitchens & Bathrooms	Paul Leo	Jonathan Gould	8. Rolling Programme	2,423,000	2,423,000	1,651,630	68%	(102,622)	-	-	-	2,423,000
N6391	Heating	Paul Leo	Jonathan Gould	8. Rolling Programme	2,160,000	2,160,000	1,563,173	72%	42,277	-	-	-	2,160,000
N6392	Roofing	Paul Leo	Gary Long	8. Rolling Programme	278,000	278,000	56,038	20%	(2,342)	(98,000)	(98,000)	-	180,000
N6395	Electrics	Paul Leo	Jonathan Gould	8. Rolling Programme	593,000	593,000	517,327	87%	(38,314)	-	-	-	593,000
N6434	Doors and Windows	Paul Leo	Gary Long	8. Rolling Programme	280,000	280,000	78,026	28%	(3,174)	(110,000)	-	(110,000)	170,000
N7020	Extensions & Major Adaptions	Paul Leo	Jonathan Gould	8. Rolling Programme	1,005,000	1,005,000	328,646	33%	(3,004)	(305,000)	(305,000)	-	700,000
N7026	Communal Areas	Paul Leo	Jonathan Stone	8. Rolling Programme	358,000	358,000	45,610	13%	(133,318)	(200,000)	-	(200,000)	158,000
N7032	Great Estates Programme	Paul Leo	Sue Briscoe	8. Rolling Programme	850,000	850,000	402,689	47%	(353,811)	-	-	-	850,000
N7033	Energy Efficiency Initiatives	Paul Leo	Jonathan Gould	8. Rolling Programme	300,000	300,000	70,657	24%	(64,343)	(100,000)	(100,000)	-	200,000



Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2019/20 Agreed Budget	Latest Budget	Spend to 31/12/2019	% Budget Spent	Variance to Profile Budget	2019/20 Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend	2019/20 Forecast Outturn
					£	£	£		£	£	£	£	£
N7041	Electric Heating Conversion to Gas	Paul Leo	n/a	7. Closed	-	-	-		-	-	-	-	0
N7042	Barton Regeneration	Paul Leo	Sue Briscoe	8. Rolling Programme	1,986,535	1,986,535	543,358	27%	(628,698)	-	-	-	1,986,535
N7044	Lift Replacement Programme	Paul Leo	Jonathan Gould	8. Rolling Programme	240,000	240,000	-		-	(210,000)	(210,000)	-	30,000
N7046	Development at Mortimer Drive	Paul Leo	n/a	7. Closed	-	-	(7,124)	#DIV/0!	(7,124)	-	-	-	0
N7047	Social Rented Housing Acquisitions	Paul Leo	Dave Scholes	5. Delivery	398,629	398,629	163,744	41%	306	-	-	-	398,629
N7048	Fire doors	Paul Leo	Chris Scott	8. Rolling Programme	450,000	450,000	531,849	118%	216,849	310,000	-	310,000	760,000
N7049	Compulsory purchase of property	Paul Leo	Dave Scholes	5. Delivery	112,114	112,114	3,513	3%	2,392	-	-	-	112,114
N7050	East Oxford development	Paul Leo	Alan Wylde	2. Feasibility	-	-	-		-	-	-	-	0
N7051	Acquisition of Additional Units	Paul Leo	Dave Scholes	3. Design & Technical	500,000	500,000	-		-	-	-	-	500,000
N7052	HRA Stock Condition Survey	Paul Leo	Jonathan Gould	2. Feasibility	250,000	250,000	42,150	17%	(82,875)	(140,000)	(140,000)	-	110,000
N7053	Development Schemes	Paul Leo	Stephen Clarke	9. Other Capital Spend	-	-	-		-	-	-	-	0
N7040	Blackbird Leys Regeneration	Tom Bridgman	Roo Humpherson	2. Feasibility	200,000	200,000	-		-	(90,000)	(90,000)	-	110,000
<b>Housing Revenue Account</b>					<b>15,663,278</b>	<b>15,663,278</b>	<b>7,144,953</b>	<b>46%</b>	<b>(1,098,530)</b>	<b>(1,123,000)</b>	<b>(1,123,000)</b>	<b>-</b>	<b>14,540,278</b>
<b>Grand Total</b>					<b>59,961,607</b>	<b>60,135,607</b>	<b>26,365,228</b>	<b>44%</b>	<b>(13,688,973)</b>	<b>(13,035,173)</b>	<b>(13,189,496)</b>	<b>154,323</b>	<b>47,100,434</b>

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