

# Supplement for

## Finance and Performance Panel (Panel of the Scrutiny Committee)

On **Thursday 26 January 2023** At **6.00 pm**

### Agenda including reports

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1.	<b>Apologies</b>	
2.	<b>Declarations of interest</b>	
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	The Panel is asked to note its work plan and to agree any amendments.	
4.	<b>Notes of previous meeting</b>	7 - 10
	<b>Recommendation:</b> that the notes of the meeting on Wednesday 07 December 2022 are approved as a true and accurate record, subject to any corrections.	
5.	<b>Report on Park and Ride/Car parking income</b>	11 - 14
	The Panel requested that the Head of Corporate Property provide a report setting out information on income at car parks and park and ride sites. The Head of Corporate Property will attend to present the report and to answer the Panel's questions.	

6. **MTFS 2024/25 to 2026/27 and 2023/24 Budget**

The Panel is recommended to approve the report of the Budget Review Group, and to delegate to the Scrutiny Officer any minor editorial corrections, for submission to the Scrutiny Committee, recommending that the Committee submits it to Cabinet.

7. **Capital Strategy 2023/24 to 2026/27**

The Capital Strategy will be considered by Cabinet on 08 February 2023. The Head of Financial Services will attend to present the report and to answer questions. The Panel is asked to consider the report and to agree if there are any recommendations it wishes to make to Cabinet.

*This report will now not be received by the Panel.*

8. **Treasury Management Strategy**

The Treasury Management Strategy will be considered by Cabinet on 08 February 2023. The Head of Financial Services will attend to present the report and to answer questions. The Panel is asked to consider the report and to agree if there are any recommendations it wishes to make to Cabinet.

*This report will now not be received by the Panel.*

9. **Scrutiny Performance Monitoring**

The Finance and Performance Panel has agreed to have Scrutiny Performance Monitoring as a standing items on its agendas.

The Panel is recommended to note the performance monitoring update provided by the Head of Corporate Strategy, to identify any questions it wishes to receive written responses to, or to agree to invite relevant officers to a future meeting.

The Panel is also recommended to receive any written responses to questions raised at previous meetings.

10. **Dates of Future Meetings**

The Finance and Performance Panel will meet on 28 March 2023.

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[The agenda, reports and any additional supplements can be found together with this supplement on the committee meeting webpage.](#)



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# Finance and Performance Panel Work Plan

January 2023 to April 2023

Published on 26/01/23

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This work plan is provisional and subject to change, usually relating to changes on the Forward Plan. Changes made outside meetings are agreed in consultation with the Panel Chair.

The work plan covers items due for consideration over a three-month period.

## Finance and Performance Panel

28 March 2023

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
		<i>Business to be confirmed when Forward Plan is updated</i>		

- Scrutiny-selected Performance Monitoring

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## **Minutes of a meeting of the Finance and Performance Panel (Panel of the Scrutiny Committee) on Wednesday 7 December 2022**

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### **Committee members present:**

Councillor Fry (Chair)

Councillor Jarvis

Councillor Latif

### **Officers present for all or part of the meeting:**

Nigel Kennedy, Head of Financial Services

Bill Lewis, Financial Accounting Manager

Anna Winship, Management Accountancy Manager

Richard Doney, Scrutiny Officer

#### **1. Apologies**

No apologies were received.

#### **2. Declarations of interest**

No declarations of interest were made.

#### **3. Finance and Performance Work Plan**

The Panel noted its work plan without amendment.

#### **4. Notes of Previous Meeting**

The Panel approved the notes of the previous meeting. The Panel confirmed its expectation that a report on corporate assets and debts was to be received by the Budget Review Group and one on car parking and fees to be received by the Panel at its next meeting.

#### **5. Integrated Performance Report Q2**

In the interests of time, the Chair asked that no introduction be given to the report and, instead, the Panel raised questions. The Head of Financial Services, the Management Accountancy Manager, and the Financial Accounting Manager answered those questions.

The Head of Financial Services was fairly confident about the Council's assumption that the Leisure Management fee would be paid in full, as set out on page 18, given

that it was being billed and paid on a monthly basis. He reported that there was some hesitation because utilities bills were not being paid with the same ease.

It was explained that the corporate risk register showed leisure services as red on the corporate risk register but that was do with particular issues, primarily related to staffing and recruitment. This issue was raised regularly with client officers and was causing some operational pressures.

It was advised that the adverse variance relating to court cost income described in the paragraph 'Financial Services' on page 19 was compatible with 'successful arrears recovery' because the Council took a proactive approach to arrears. Whilst it had budgeted for income being achieved through the courts for non-payment, that was being achieved without the need to go through the cost of going to court.

The Council was not currently compliant with Payment Card Industry Data Security Standards (PCIDSS). PCIDSS compliance had proved a challenge for many councils but, with the new telephony contract, there was optimism that, from next financial year, it would be easier to achieve.

Slippage on the programme in Housing meant less borrowing on the HRA and that therefore less interest was charged. This was reported as an adverse variance on the revenue account but a favourable one on the capital account.

There was still uncertainty regarding variances with utility cost pressures. It was understood that the Council would not be getting Government support from March. £0.710 million remained the best estimate but had been through several different iterations given the volatility of the market. Looking at forward prices for next year was suggested by the Panel.

The efficiencies section at paragraph 8 showed that the larger savings were on track and the relevant officers were commended for that by the Panel.

'General Minor Works' is a large sum because it covers all repairs to Council homes. The Panel noted that, at £1.262 million, it was a large sum which represented 10% of the housing revenue repairs budget.

The slippage of the capital budget appeared to the Panel to be consistently one quarter of the budget and there was discussion as to the merits of planning for a lower capital programme. The Panel suggested that conversation might be had with the Head of Corporate Property about the matter.

The Panel asked for more detail on "Repairs to 2-4 Gloucester Street and 24-26 George Street" and whether a tenant was already arranged.

Dustcarts cost in the region of £200k and it was suggested that the size of the slippage of vehicle purchases might have related to that. The Panel asked for further information on this.

The Panel commended officers for bringing in the Oxpens Car Park with an underspend.

Information was requested about the slippage on Fire doors.

Members of the Panel expressed their view that terrorism ought not to be on the register as a red risk.

The Panel noted its concern about fire doors and commended officers for work on efficiencies but made no recommendations to Cabinet.



*Information requested by the Panel:*

- The slippage of £2.357 million on vehicle purchases in the General Fund.
- The slippage of £1.838 million on Fire Doors in the HRA.

## **6. Treasury Management Mid-Year Review for April – September 2022**

The Panel thanked the Financial Accounting Manager for the clarity of the report. The Panel and officers regretted that no progress had yet been deemed possible on replacing investments that had been held in the Barclays Green Bond.

It was confirmed that the returns of 3-4% described in paragraph 27 were annualised rather than quarterly.

## **7. Medium Term Financial Strategy 2024-25 to 2026-27 and 2023-24 Budget for Consultation**

The Panel noted the MTFS and Budget papers and agreed that it would share questions with the Scrutiny Officer by email for forwarding to officers for written response in advance of the work of the Budget Review Group.

## **8. Scrutiny Performance Monitoring**

The Panel noted the performance monitoring update and, in doing so, the Panel expressed its concern with the presentation of the data submitted. The Panel considered that the information provided on the various KPIs was too variable to mean that the report as a whole was useful and noted that some information was absent. Some commentary was qualitative which the Panel considered less useful to monitor performance and some was quantitative.

The Panel requested fairly brief comment with clear numbers so that it could monitor performance. The Panel also explained that it would welcome benchmarks being provided too as well as an indication of whether progress was improving or declining.

The Scrutiny Officer and the Head of Financial Services agreed to meet to discuss this.

The Panel requested that information on Fusion and Leisure Services revenue be reported on at a future meeting.

## **9. Dates of Future Meetings**

Members of the Panel agreed to meet virtually as the Budget Review Group on 04, 05, 10, and 19 January 2023.

The Panel will also meet virtually as the Finance and Performance Panel on 23 January and 28 March 2023.

**The meeting started at 6.00 pm and ended at 7.15 pm**

**Chair .....**  
**2023**

**Date: Thursday 26 January**

*When decisions take effect:*

*Cabinet: after the call-in and review period has expired*

*Planning Committees: after the call-in and review period has expired and the formal decision notice is issued*

*All other committees: immediately.*

*Details are in the Council's Constitution.*

**To:** Finance and Performance Panel  
**Date:** 26 January 2023  
**Report of:** Head of Corporate Property  
**Title of Report:** Car parking update

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update the Finance and Performance Panel on car parking revenue
<b>Cabinet Member:</b>	Cllr Ed Turner, Deputy Leader (Statutory) Cabinet Member for Finance and Asset Management
<b>Recommendation: That the Panel notes the report and considers any recommendations it may wish to make.</b>	

## Introduction

1. The Car Park gross income in 19/20 (i.e. pre pandemic) was £7m pa. As a result of Covid this has reduced to £5.5m in 22/23 and is projected to be £6m in 23/24.
2. The annual maintenance cost of the Car Parks is £400,000 and ODS manage this on behalf of the Council via a delegated budget. ODS also manage the day to day operations of the Car Park in line with the policy decisions taken by the Council. In addition to this, there is a £700k Capital Budget car park resurfacing.

## City Centre

3. The Council has an interest in Gloucester Green, Worcester Street and Oxpens Road Car Parks. 19/20 income from the city centre was £3.2m, 22/23 and 23/24 income is forecast to be £2.7m.
4. The Council has a lease on both Worcester Street and Oxpens Car Parks and it is expected that the income will fall away in 2024 due to proposed redevelopment of each of these sites by the freeholders.
5. The reduction in City Centre income from Car Parks is aligned with the Council's ambition to reduce traffic movements within the in City Centre and encourage the use of Park and Ride sites. It also helps to support the regeneration of the City Centre through the redevelopment of brownfield land, to help to improve the efficiency of land use.
6. The current tariffs for the City Centre car parks is shown in appendix 1. It is proposed that within the budget the tariffs will be increased by 10%, when modelled with a 10% resistance factor it shows an increase in income. The

increasing tariff will also help to support the initiative to encourage greater use of the P&R.

## **Westgate**

7. While the Council does hold the Freehold interest of the Westgate site, including the Car Park, there is a long lease in place to the Westgate Alliance. Under the lease, the Council has no direct control over the tariff in place. The lease does however have an obligation on the Tenant to have regard to the charges in place in Worcester St and Gloucester Green car park. The Council meets with the tenant annually to discuss the parking charges and how the Westgate can continue to support the Park and Ride as the most convenient way to access the centre.
8. The Westgate Car Park does include a significant EV parking provision along with the shop mobility for the wider City.

## **Park and Ride**

9. The Council has an interest in Seacourt, Redbridge and Peartree car parks. 19/20 income from the Park and Ride sites was £1.7m, 22/23 and 23/24 income is forecast to be £1.1m. Due to the fluctuating levels of usage of the P&R it is challenging to forecast the income for these sites, we have also had to consider potential change in use patterns should the planned works by Network Rail go ahead and result in a closure of the Botley Road.
10. The Council are undertaking a number of initiatives to encourage a more consistent use (further detail in Paragraph 10-13), particularly on weekdays. The usage on weekends is similar to pre pandemic levels. ODS have strongly recommended that it would not be sensible to assume less than a 10% resistance factor when modelling any increase in the tariff, particularly when considering the levels of usage during the week. A summary of the impact of this is set out below. The resistance factor is the assumed reduction in users as a result of any increase in tariff.
  - 1% increase – would see £37,840 increase with no resistance. If we see 10% resistance at P&Rs there would be a £87,096 loss.
  - 2% increase – would see £46,173 increase with no resistance. If we see 10% resistance at P&Rs there would be a £79,596 loss.
  - 3% increase – would see £56,184 increase with no resistance. If we see 10% resistance at P&Rs there would be a £70,586 loss.
11. The only way to accurately test the resistance factor is to implement the increase, which is not recommended at this point. As the council ambition is to reduce traffic movement in the city it does not seem prudent to increase the tariff.
12. In July 2022 ,Cabinet agreed to establish a permanent change to parking tariffs (1-11 hour became 1-16 hours; 11-24 hours became 16-24 hours) along with a trial in reduced pricing for combined parking and return-journey bus tickets (£4 for 1 adult, £5 for 2 adults).

13. It is thought that combined ticketing is essential for ease of use in general; and the reduced price alongside combined ticketing should increase utilisation of both parking and buses and minimise financial losses compared to "do nothing".
14. An open book review meeting between City, ODS, County and both bus operators took place on 17 January 2023. The conclusions of this review are still in development and will form the basis for a recommended approach by City after the trial ends on 31 March 2023.
15. There is still a commitment from both councils to undertake a wider P&R feasibility review. This hasn't yet received dedicated officer resource to progress the work, which needs to coordinate with wider transport and movement strategies for the City.
16. The Council has a lease of the Peartree P&R site, the lease is due to expire towards the end of 24. A decision will need to be taken as to whether we look to renew this lease as Peartree is not recovering as well as the other P&R sites.

### **Urban and Suburban**

17. The Council has an interest in a number of Car Parks across the city that do not form part of the city centre portfolio, they are primarily located in more residential areas, parks and near community buildings. This also includes the Summertown Car Park, and Union Street. 19/20 income from the urban and suburban was £2.2m, 22/23 is forecast to be £1.7m and 23/24 forecast is £1.5m.
18. While the Council is not proposing an increase in tariff in the urban or suburban car parks, proposals have been made to introduce charging at both Florence Park, and Godstow Road, where the parking is currently free, the proposed tariff is as follows

1. 0-1 Hour	2. £1
3. 1-3 Hours	4. £2
5. 3-5 Hours	6. £4
7. 5-25 Hours	8. £15

19. The proposed tariff is designed to enable users of the local facilities, such as the NHS trust unit at Florence Park to still be able to access, but to also reduce the risk of commuters using either car park to then commute into the city centre. It is acknowledged that users of the NHS trust may not be in agreement with the introduction of charges, however, the NHS will have the option to purchase permits should they wish. This is in line with all of the Council's other car parks, it would be challenging to justify an exception on this car park and to this user group. It would become challenging to enforce.
20. The recommendation not to increase tariffs across this section of the portfolio has been made in order to reduce the risk of users parking on adjacent streets. There is traditionally a high resistance factor to increases on these car parks and

the Council has in the past received complaints due to increased parking on streets.

21. The Council should consider alternative income producing uses to these car parks where appropriate and , for example ,will be reviewing the future use of Union Street within the next MTFP period. This review will consider potential alternative uses of the site. In order to inform this work it will be necessary to balance parking need and income against alternate use benefits.

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Finance & Performance Scrutiny Panel – KPI Performance report Q3/December 2022/23

Measure	Name	Owner	2022/23 target	December Target	December Actual	Comments
BI038	Percentage of staff turnover for the whole organisation	Helen Bishop			7.62%	Staff turnover has reduced over the last couple of months to 7.62% after being between 10 to 11% for most of 2022. It has gradually fallen from 10% in September 2022 to the current level. We are still struggling to recruit to vacant roles so lower turnover is good news. The reasons for the reduction could be attributed to a resistance to move from what is seen as stable employment in local government in the current cost of living crisis and with the threat of recession.
CH001	Days lost to sickness	Gail Malkin	6.5	6.5	5.49	We are performing below target, which is positive. Absence reports are produced monthly to Heads of Service to enable them to monitor absence in their areas. Where absence is higher than target, Heads of Service have plans in place to manage current absence, support returns to work and improve attendance.
CS003	Customers calls answered on the council's main telephone service lines without hanging up	Mark Chandler	93	93	88.3	We achieved a 90% answered call rate in December. There were a number of challenges throughout the month that we had to cope with. In comparison to last December call volumes increased by 2038 calls to 14069 received. We saw the highest amount of Repair calls YTD in December, mainly due to the cold weather causing issues with boilers and frozen pipes. In comparison to last December Council Tax calls increased by 521 as we saw 1988 Council Tax reminders letters sent out and 430 summons letters. There were also 2800 Single person Discount E-mails sent out checking single person status which generated call traffic. YTD (Apr-Dec) we have now received 11,416 more call this year across Council Tax, Benefits Rents than the same period last year. This is due to an increase in council tax reminders, calls about the £150 energy rebate and chase calls about the work sitting in the backlog DIP in financial services. In addition we had 3 away day sessions with a third of our officers out at each 2 hour session. This impacted our ability to pick up calls. Encouragingly the 3 day week after Christmas we did well hitting our 93% answered call rate whilst allowing 47 days of holiday throughout this period.

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Measure	Name	Owner	2022/23 target	December Target	December Actual	Comments
BI001a	The Percentage of Council spend with local business (excluding ODS and OCHL)	Annette Osborne	45	45	32.80	Average year to date actual is 37.96%. This % weighting does not reflect in-direct local business spend i.e. the use of a large contractor who then uses local labour forces / suppliers.
BI001b	The Percentage of ODS spend with local business	Nicky Atkin	60	60	63.44	
BI001c	The Percentage of OCHL spend with local business	Annette Osborne	10	10	13.97	On target.
BV008	Percentage of invoices paid on time for OCC	Anna Winship	95	95	88.43	Possibly a Christmas clear out by colleagues.
CS002	Time to process changes in circumstances	Laura Bessell	15	15	30	Still processing work from Jan 2022 following large volume of UC and ATLAS work uploaded in January following migration.
CS005	Time to process new benefits claims	Laura Bessell	15	15	47	Delays in setting up CTAX a/cs due to Revenues backlog is causing some large new claims SOPs which is skewing our new claims average SOP.
FN008	Investment return above base rate	Bill Lewis	0.002	0.002	0.002	
FN034	Trading Income	Scott Warner	£200,000	£150,000	£122,906	Marginally behind but forecasted to exceed target by approximately £30k by end of financial year.
FN036	Fraud Losses Prevented	Scott Warner	£2,000,000	£1,500,000	£3,447,392	172% of target achieved.
FN052	Percentage of Council spend with SME's	Annette Osborne	35	35	14.19	Average year to date actual is 33.80% and almost on target.
FSC019a	Total income collection as % of plan (Council Tax)	Nigel Kennedy	96.5	56	80.82%	The profiled target should be 83.5%  The formal recovery process via the magistrate's court recommences



Measure	Name	Owner	2022/23 target	December Target	December Actual	Comments
						on the 27th January with fortnightly hearings, work continues to apply the student exemptions and to arrange payment from the housing team of the Council tax outstanding.
FSC019b	Total income collection as % of plan (Business Rates)	Nigel Kennedy	95	53	76.15%	The profiled target is 79.70%.  Collection of NDR remains difficult in the cost of living crisis, this has been made more difficult as we have only recently been able to commence formal recovery action following the revenues system changes. Many account have CARF awards on the 21/22 accounts which could be moved onto the current year we have written to the customers asking permission to do so.
FSC020 17	Discretionary funding won by the Council	Anna Winship, Nigel Kennedy	Tracking indicator	n/a	No know discretionary funding received in year	
LG006	Percentage of missed Data Subject Action Request deadlines	Grace Wigham	5	5	0	
REC002	Number of Oxford Living Wage employers and employees	Carolyn Ploszynski	90	TBC	103	
PSC022	Provide a quarterly update on the five year housing delivery supply	Rachel Williams	567	284	250	This KPI depends upon us managing quarterly monitoring however we are always a quarter behind because of the way the team manage the monitoring process. Our latest data indicates 194 new build only completions between April – September 2022. We also have 56 anticipated windfall commitments (completions from minor applications) within the same period. Thus the cumulative total is 250 to the end of Sept 2022.
CPC017	Oxford residents' satisfaction with City Council services	Mish Tullar	Tracking indicator	N/A	N/A	Oxford Residents Panel currently being refreshed.  New survey planned for summer 2023.

Measure	Name	Owner	2022/23 target	December Target	December Actual	Comments
CSC012	Physically active adults	Ian Brooke	76	76	76	Updated annually.
RS005	Number of cases in the private rented sector, where homelessness prevented following intervention by the Tenancy Relations Officer	Ian Wright			10	
HSC023 18	Number of rough sleepers without an offer of accommodation	Nerys Parry	30	30	26	The estimate for the number of rough sleepers without an offer of accommodation at the end of December was 26. The total number of rough sleepers was 31, 2 of whom were accommodated but sleeping out and 3 had refused an offer of the Somewhere Safe to Stay Service at Floyds Row. This is below the corporate KPI and is a reflection of the hard work being undertaken by all of partners over recent months. Allied to this we now have 13 people accommodated in our Housing First service, many of whom were previously some of our most entrenched rough sleepers. It should be noted that of the 26 people without an offer of accommodation; 11 were suspected to have 'No Recourse to Public Funds' meaning that we as a local authority are not permitted to offer accommodation. We can, and do, offer support that enables the individuals to regularise their immigration status and St Mungo's will lead on this work. Of the remaining 15 individuals the majority are working towards a planned offer of accommodation within supported accommodation but due to the pressures on the system most services are currently running a waiting list.
HSC014	Percentage of council owned stock that has an EPC below C	Nerys Parry	38%	TBC	NA -reporting end of financial year	

Measure	Name	Owner	2022/23 target	December Target	December Actual	Comments
HP011	Households in temporary accommodation	Nerys Parry	95	100	113	We continue to see pressure on our temporary accommodation (t/a). In this quarter, we have seen an increase in the number of households we owed a Relief Duty towards (already homeless) and as a result, we have seen a high number of placements into temporary accommodation. We carried out 109 Initial Assessments under the Homelessness Reduction Act, and 63 of these households were owed a Relief Duty. As comparison, in Q1, a total of 32 households were owed a Relief Duty. Please note – this aforementioned data is provisional until it has been verified by DLUHC. We placed a total of 68 households in temporary accommodation in Q3 compared to 50 in Q2. In Q3, we saw also an increase in the number of households approaching us for assistance, with 269 households having duty appointments/interviews during Q3 compared to 195 in Q2.
19 BIC018	% of staff from minority ethnic groups	Helen Bishop	15.5	15.5	14.52%	We are below target but have now recruited a Diversity and Inclusion Specialist who will be focused on building a more inclusive culture and improving attraction and recruitment to improve the diversity of the workforce. We have begun to advertise more broadly in the local community and we are currently reviewing the recruitment process and considering how process change can support recruitment from a more diverse pool of candidates.
BIC022	Number of online forms completed and submitted as a proportion of total enquiries related to that service for top 10 services	Helen Bishop	Tracking indicator	TBC	KPI under review for consideration as a future indicator	

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