

Agenda

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Value and Performance Scrutiny Committee

Date: **Tuesday 21 June 2011**

Time: **5.00 pm**

Place: **St Aldate's Room, Town Hall**

For any further information please contact:

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Value and Performance Scrutiny Committee

Membership

Chair

Vice-Chair

Councillor Mohammed Abbasi	Cowley Marsh
Councillor Stephen Brown	Carfax
Councillor Michael Gotch	Wolvercote
Councillor Rae Humberstone	Blackbird Leys
Councillor Bryan Keen	Cowley
Councillor Sajjad Malik	Cowley Marsh
Councillor Stuart McCready	Summertown
Councillor Mike Rowley	Barton and Sandhills
Councillor Gwynneth Royce	St.Margaret's
Councillor Scott Seamons	Northfield Brook
Councillor Oscar Van Nooijen	Hinksey Park
Councillor David Williams	Iffley Fields

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AGENDA

Pages

1 ELECTION OF CHAIR FOR 2011/12 COUNCIL YEAR

The constitution states that the Chair must be from an opposition political party.

2 ELECTION OF VICE-CHAIR FOR 2011/12 COUNCIL YEAR

3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4 DECLARATIONS OF INTEREST

5 STANDING ITEM: REPORT BACK ON THE COMMITTEE'S RECOMMENDATIONS TO THE CITY EXECUTIVE BOARD AND ON MATTERS OF INTEREST TO THE COMMITTEE

1 - 14

Contact Officer: Alec Dubberley, Democratic Services Officer
Tel: (01865) 252402, email: adubberley@oxford.gov.uk

Background information
This Committee has made a number of recommendations to City Executive Board and officers. This item reports on the outcomes from these.
Why is the item on the agenda?
To report back on reports submitted to the Board on Quarter 3 Performance, Quarter 3 Finance and the Corporate Plan.
Who has been invited to comment?
The Democratic Services Officer will go through the outcomes and answer questions.
What will happen after the meeting?
Any further follow up will be pursued within the work programme.

6 DESTINATION MANAGEMENT ORGANISATION - BUSINESS CASE

15 - 36

Michael Crofton-Briggs, Head of City Development email: mcrofton-briggs@oxford.gov.uk Tel: 01865 252360

Background information
At its meeting on 22 February the Committee received a report giving details of the establishment of a Destination Management Organisation for the delivery of Tourism Services in Oxfordshire. The Committee requested that the full business plan for the venture should be submitted to a future meeting.
Why is the item on the agenda?
The business case is attached. The Committee was particularly interested in considering information on the operation which is hosted by the City Council. In particular to look at the: <ul style="list-style-type: none">• Membership base• The development of the service offer• Contractual arrangements• Governance
Who has been invited to comment?
Michael Crofton-Briggs (Head of Service) and Councillor Cook (Lead Board Member) have been invited to attend.
What will happen after the meeting
Any requests will be made to officers for further action. Recommendations to City Executive Board will be considered by the Board or the Board Member at a future meeting.

7 PERFORMANCE REPORTING

37 - 72

Contact Officer: Jane Lubbock, Head of Business Improvement email: jlubbock@oxford.gov.uk Tel: 01865 252218. (Quarter 4 performance)
Simon Howick, Head of People and Equalities email showick@oxford.gov.uk
Tel: 01865 252547 (Attendance Management)

Background information
The monitoring of corporate performance is a significant part of the Committee's remit. The report represents performance against targets for the 2010/11 year. In the previous work programme detailed in-year performance was considered by a Finance and Performance Panel. The Committee have also instructed officers to keep them briefed on the

number of staff days lost due to absence. The report attached summarises performance in this area over the previous 12 month period.
Why is the item on the agenda?
To enable the whole Committee to see the delivery against targets for 2010/11 and consider future performance monitoring arrangements.
Who has been invited to comment?
Jane Lubbock and Simon Howick (Heads of Service) and Councillors Turner and Price (Lead Board Members) have been invited to attend.
What will happen after the meeting
Recommendations to City Executive Board will be considered by the Board at its meeting on 22 June.

8 PROVISIONAL OUTTURN REPORT 2010/11

73 - 106

Contact Officer: Nigel Kennedy, Head of Finance email: nkennedy@oxford.gov.uk Tel: 01865 252708

Background information
Delivery of the budget is key to the health of the organisation and the Committee monitored performance throughout 2010/11. In the previous work programme detailed in-year financial monitoring was considered by a Finance and Performance Panel.
Why is the item on the agenda?
To enable the whole Committee to see the budget position for 2010/11 and consider future financial monitoring arrangements.
Who has been invited to comment?
Nigel Kennedy (Head of Service) and Councillor Turner (Lead Board Member) have been invited to attend.
What will happen after the meeting?
Recommendations to City Executive Board will be considered at the meeting on 22 June 2011.

9 PROGRESS ON LEISURE MANAGEMENT CONTRACT 2010/11

107 - 124

Contact Officer: Ian Brooke, Head of City Leisure and Parks, email: ibrooke@oxford.gov.uk Tel: 01865 252707

Background information
At the November 2010 meeting the Committee considered performance within the Fusion Leisure Contract against agreed targets. Members asked to consider the end of year position requesting data to be supported by performance detailed for each leisure centre.
Why is the item on the agenda?
The Committee agreed to monitor the following in relation to leisure contract: <ul style="list-style-type: none">• Value for Money• Increased participation• Improvements to the quality of service• Out reach work• Carbon management
Who has been invited to comment?
Ian Brooke (Head of Service) and Councillor Coulter (Lead Board Member) have been invited to attend.
What will happen after the meeting
Any requests will be made to officers for further action. Recommendations to City Executive Board will be considered by the Board or the Board Member at a future meeting.

10 WORK PROGRAMME

In previous years the Committee has met informally to discuss work programme options for the forthcoming year. One suggested date for this is 20 July.

11 MINUTES

125 - 128

Minutes of the meeting held on 5 April 2011.

12 TIMES AND DATES OF FUTURE MEETINGS

The Committee is reminded of the following dates for future meetings:-

12 September 2011
21 November 2011

30 January 2012
26 March 2012

The Committee must determine at what time future meetings take place.

DECLARING INTERESTS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

Agenda Item 5

Report back on Scrutiny Recommendations – City Executive Board on 9 March and 13 April 2011

Performance Reporting Quarter 3			
Scrutiny Recommendations	Response	Considered by	Date
<p>1. Clarification is provided on achieving level 2 of the Equalities Standard by 31st March 2011. Are we on target to do this or not (paragraph 4)</p> <p>2. That the Equalities Impact Assessment that accompanies the budget is revisited to reflect the issues highlighted here within our workforce (paragraph 5)</p> <p>3. That reassurance is given that the time to process benefits will be stabilised and sustained to at least that being achieved now as the service moves through its fundamental review (paragraph 7)</p> <p>4. That results are provided against the value for money indicators at paragraph 8</p> <p>5. To explain why improvements to target have not materialised within CP16.10 Customers getting through first time to the Council's main line, as promised and to give reassurance that the situation can improve quickly to at least the outcomes of a year ago (paragraph 11)</p> <p>6. To clarify the procurement result matched against the</p>	Agreed	CEB	9/3/11

budget performance (paragraph 12)			
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Financial Reporting for Quarter 3

Scrutiny Recommendation	Response	Considered by	Date
That the Finance and Performance Panel are given access to the monthly monitoring of the budget going forward to complement and better inform their view when considering quarterly reports	Agreed	CEB	9/3/11
That the principle that agreed savings are delivered within the terms set or delayed only within finite considerations is accepted as a working principle by all	Agreed	CEB	9/3/11
That all forward savings are realistically profiled to allow more accurate monitoring	Agreed	CEB	9/3/11

Corporate Plan

Detailed comments from this Committee are appended to this report

Scrutiny Recommendation	Response	Considered by	Date
Various (see appendix)	In response to recommendations of the Scrutiny Committee, to request that officers include, as an appendix to the Plan, a report on achieved corporate targets	CEB	13/4/11

	up to 2011 and an update on agreed targets up until 2013		
	To request that the most up to date information on social deprivation indices is included in the document to reflect the current position.	CEB	13/4/11

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Annex 1.

Comments of the Value and Performance Scrutiny Committee

The Value and Performance Scrutiny Committee met on 23rd February to consider the draft Corporate Plan. VAP's comments, organised into a note covering 14 points, were very useful and have helped to clarify several points in the plan.

The Corporate Plan has significantly reduced the number of measures attached to each of the priorities. Last year's plan had 53 measures; this year's plan has 20. While no measures have been lost, they have been allocated according to a hierarchy. Measures that reflect our corporate strategic ambitions appear in the Corporate Plan. Measures that are more obviously service-related appear in Service Plans.

General Comments

1. The CP lacks a concise view of how it fits within the strategic drive of the Council i.e. the "golden thread" or line of sight through frameworks, strategies, service plans and performance appraisals. The expectation is not of a long laboured description but a concise outline to the reader of its place, status and delivery

Response. The Corporate Plan sets out the strategic drive of the Council over the next four years. It is the Council's key strategic document and it is the source of the "golden thread" that flows through to service plans and individual performance appraisals. Additional copy has been inserted into the Foreword from Group Leaders to reflect this.

This plan explains that the external frameworks and partnership strategies that previous Corporate Plans have fitted within – although still very important to the Council – are being deprived of statutory force. A diagram to reflect these strategic arrangements has been inserted in the *Working with Others* section.

2. The CP year coming to an end outlined a number of delivery targets and promised ("we will") actions by 2013. Whilst accepting that this CP is about the future there should be either under each object or as a separate section:
 - Outcomes against each target for 10/11 with a link to a target for 11/12 if that is appropriate

- A look at forward promises made for March 2013 either linking these to a target in 11/12 or an explanation for the removal or changing of the target if this is the case

Response. Year-end results for 2010-2011 targets are not yet available. These will be reported in the usual way to City Executive Board in July. That report will include information on forward promises made for March as requested in the second bullet point above. The Council's annual report will also be published in July. This will be published in *Your Oxford* and on our website. In future we plan to publish six-monthly progress reports.

A vibrant, sustainable economy

3. In the introductory comments made to this section there is no mention of the significant difficulties in deprived communities around education and skills. These difficulties mean that residents in our deprived wards are economically excluded and as growth becomes more high tech and high brow this exclusion becomes deeper. This is recognised in the Regeneration Framework. In essence the economic drive missing here is for the City Council to use its influence and partnership working to lever support for up skilling and "work readiness" amongst pupils, from those high tech high brow companies wishing to make Oxford or Oxfordshire their base

Response. Agreed, and additional copy has been inserted into that section.

4. The measure reflecting visitor numbers does not reflect our corporate ambition. This is to improve the quality of the "tourism offer" and keep as many of the economic benefits of that within the City. This needs recasting

Response. As discussed in the scrutiny meeting, we agree that this measure does not fully reflect our corporate ambitions. Michael Crofton-Briggs and the tourism staff believe, however, that it is the best measure currently available.

5. The final measure needs to reflect in a more focused way our aim to support people from deprived communities. For example rather than apprenticeships and capital investment project generally we should be looking at positive action to support youngsters from deprived communities into apprenticeships and measuring how we achieve against this.

Response. Agreed. We will use our procurement processes to leverage the positive action set out above. We will do this by using the 'added value' questions in the tender, which can relate to apprenticeships and employment of people from deprived areas of the city. In future tenders we will add a clause to the contract referencing "a KPI agreed with the

supplier prior to contract execution" that will enable us to measure achievement.

Meeting Housing Need

6. Whilst the Core Strategy is mentioned the Housing Strategy and the changes in Housing Finance aren't. Both of these will be a focus for the coming year and beyond with the new Housing Strategy providing our policy response to change and housing finance changes having significant effect within our budgets and delivery potential. Some of these significant strategy responses need to be converted to performance measures

Response. The new Housing Strategy, which will provide our policy response to changes in housing finance is being developed over the coming year and will, in due course, result in performance measures. It is too early for these measures to appear in this Corporate Plan.

7. It is not clear why the number of affordable homes target has been dropped as a corporate drive

The number of affordable homes to be delivered over the next 2 years (2011/12 and 2012/13) is going to be low – around 250 - as a direct result of the impact of the recession in the construction industry in 2008/09. We have delivered against target for 2009/10 and 2010/11 for affordable homes as schemes were in development or plans well advanced and financed when the recession hit. The main focus of the council for delivery of new affordable homes in the short and medium term is going to be in the Barton development so this is being prioritised as an area for corporate focus.

Strong Active Communities

8. It is recognised that we must provide for better and broader engagement and influence by our communities. One of the main focuses for our Communities Development and Regeneration Team is to do exactly this. We need to have a measure that allows us to see how successful we are in this area through the mechanisms we put in place and the outcomes we achieve

Response: The Communities Development and Regeneration Team will be developing these measures, which will appear in their Service Plan.

9. Some of the key targets within the "breaking the cycle of deprivation" programme should be elevated to the corporate plan level to recognise their importance in bringing about sustainable change and allowing a broader public view of progress and achievement.

Response: Key targets within the “breaking the cycle of deprivation” programme are reported to CEB annually. Highlights from this report will be published in the Annual Report.

A cleaner, greener city

10. It is not clear why we do not have a corporate recycling target. This was 50% - in the last CP and our ambitions are beyond this. This target has a high public, corporate and partnership profile so should be here

Response. The Council’s recycling target – contained within the Direct Services service plan - is to maintain 50% in 2011/12 and to increase this to 53% by 2014/15. Tim Sadler feels strongly that, the amount of waste sent to landfill per household per annum is at the top of the waste hierarchy and is the measure that should be included in the Corporate Plan. However, the recycling target does have a high public priority and copy has been added to the relevant section in the Corporate plan stating what the target is. The Annual Report will report on this measure in addition to the new Corporate Plan measure.

11. Environmental targets such as “satisfaction with the cleanliness of our streets” and others are not best judged by a Panel. We would suggest that these are reworked within this objective and given to Area Forums to judge outcomes for their areas

Response: The Council’s consultation officer will be working with the Area Forums to agree a way of achieving this.

12. The Carbon management and reduction theme should be built through all areas of the plan

Response: Agreed, and the Corporate Plan has been amended to reflect this.

Efficient and effective Council

13. The main efficiency drive of the council is through our agreed budget and the effectiveness drive is detailed in service improvement outcomes in the Council 2012 programme and fundamental service reviews. These are mostly all mentioned in the preamble but not converted to measures. These are key service deliverables leading to the delivery of key corporate objectives so the measures here should be rethought to reflect these improved outcomes for service users

Response: The Corporate Plan has been amended to reflect this.

Working with others

14. It is agreed that the national, regional and county picture of partnership working is in flux. The CP is about our drive and priorities for our City

some of which is delivered by others or in partnership with others. Rather than have a section that simply says a group exists but we don't know what will happen, it would be more positive to detail from the City's point of view:

- If we believe the current partnership is fit for purpose
- What we would hope to achieve in the various areas from partnership working
- If there are areas where new or expanded partnership working is needed

In short what we aim to achieve for the City from the various partnerships that exist or maybe don't exist

Response: The Corporate Plan has been amended to reflect this.

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Third Quarter Performance Report – Recommendations from Value and Performance Committee

Responses to Recommendations

Recommendation 1

It is minuted at a previous Scrutiny Panel that we would go for EFLG accreditation in September 2011, moving it from March 2011. VAP Scrutiny were happy with that (and I think actually suggested it would be good idea to do so). We are on track to achieve September, currently completing a dry run assessment against the standard. The focus over the coming months will be measuring core service provision across equalities strands and focusing on some key improvements

Recommendation 2

We are currently producing our annual workforce equalities monitoring report (as required by the new Equalities Act) for publication in April. As part of this report we will pick up the new budget implications across the workforce. As you are aware we've been doing some good work on workforce equalities recently, including:

- Oxford Careers fest presence
- Job shop community coaching
- Mentoring OCVV students
- Caching in interview / confidence building on individual basis
- Mock interview day with Oxon MIND
- Work with Ranstad re Access to Work support for disabled applicants / future employees

Recommendation 3

Performance in respect of NI 181 (Benefit Right Time Indicator), suffered at the start of the year due to a large backlog of work. In the summer of 2010 an Improvement Plan was put in place to first stabilise performance of Benefits Processing, and to embed resilience into the Service, to prevent the build up of any backlogs in the future.

This has seen monthly performance improve significantly since September 2010. New Claims were processed in 13.3 days in January, and Changes in Circumstances in 8.1 days, giving a figure of 8.8 days for NI 181 in that month. However due to the poor performance at the start of the year, the year to date (YTD) position has only improved incrementally each month. At the end of January the YTD figure for NI 181 was 15.4 days. This will continue to fall as weekly processing times are now in single figures for both New Claims and Changes in Circumstances. We are projecting that we will exceed the target of 14 days for the year.

The Service has improved by putting a lot of focus on Performance Management. All staff now have regular 121's where there is a significant focus on their performance. Team leaders also meet regular with the Benefits Manager and Head of Service, to discuss how they are keeping performance on track and what action might be needed to support staff who are not meeting their targets. A resilience contract is also in place to use a third party to help with processing in times of peak workload. This was put into effect in January to deal with the small backlog that occurred following the closure for Christmas. This contract will be maintained for the duration of the Fundamental Service Review, so that current performance levels will be maintained.

Recommendation 4

The VFM indicator was based on a non defined saving for BPI at the start of the year. The saving is being recorded as not achieved via the financial monitoring reports, however the saving will be delivered via the internal programme board benefits being monitored via the 2012 Board. Many of the savings start to come to fruition in 2011/12.

N1 179- This indicator is no longer reported to central government and the calculations that had to be done to provide a result (which could take up to a day a month) are not being done any longer. From 2011/12 we have two new Corporate Plan targets which will provide a VFM result

Cost of Council services per resident

Achievement of savings targets and delivering within budget.

Recommendation 5

In quarter 3, we experienced approximately 100% increase in calls in October at OCH due to the Blue Bin scheme being introduced, with nearly 4000 calls extra being answered with the same number of resources. So far in the last quarter, we have had a further increase in calls due to weather related incidents in January, and in February we have seen a reduction in call volume and an associated increase in the number of calls answered first time, resulting in an abandonment rate for February of 11.68% for both contact centres.

Recommendation 6

The procurement team has achieved the savings target however, some of the savings delivered sit in other service areas, hence the budget monitoring report shows as a different figure.

Recommendation 7

The number of online transactions being measured for this target is only a part of all of the online transactions that can be tracked within our current internet database. There are a larger number of online transactions taking place in relation to invoicing and payments not recorded in this total. The methodology for calculating the target is being reviewed and compared with how other authorities calculate it. We will be able to report back to the Scrutiny panel within the next 4 weeks.

Recommendation 8

The service is currently undergoing a complete restructure, which will result in a change of focus, moving from a performance reporting framework to supporting the delivery of performance improvement. The team is still in the process of being recruited to and the new Performance Improvement Officer commences with the Council on 21st March 2011. The Performance Improvement Manager's post is currently being advertised. The priority for the team is to first bring together the Council's four performance management databases into a single database, CorVu and set this up in time for April. This will enable the Council to have more accessible, user friendly and integrated reports available online. The system will also include risk management and hopefully finance information to facilitate dashboard reporting.

Once this is completed the team will be developing the wider performance improvement framework which will include the Council's approach to benchmarking, external challenge, fundamental service reviews etc and a rationale for developing and managing this approach to ensure that we can demonstrate ongoing continuous improvement and VFM.

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Agenda Item 6

Visit Oxfordshire

Business Plan

2010 – 2013

April 2011

V4

Prepared by:
S Golding

Business Plan

Executive Summary

To be completed

1 Introduction

Oxfordshire is one of England's most popular visitor destinations with its distinctive blend of natural beauty, rural character and world class cultural heritage. Its prime attraction, the city of Oxford, receives over 9 million visitors each year, and is regarded as one of the UK's 'must see' cities.

Oxfordshire's other key 'brand' - the Cotswolds, and the county's rural districts, offer the bustle of market towns or the tranquility of stately homes and gardens, riverside walks and picturesque hamlets.

Consequently, visitors make a significant contribution to the economic prosperity of both city and county, and to the quality of life enjoyed by the people who live and work here. Visitor spend supports around 30,000 jobs within the county; approximately 10% of all employees.

Tourism ensures that Oxford, and towns such as Witney, Henley, Banbury and Bicester sustain a greater range and variety of hotels, shops and restaurants than they would do otherwise, whilst tourists also boost the footfall for museums, visitor attractions and events.

However, in the past there has been a lack of co-ordination across the county in regards to tourism marketing and infrastructure. Improved co-ordinated marketing would help increase visitors' length of stay and thus increase both the direct and indirect economic benefit of tourism to the county.

Furthermore, with increased competition not just from other UK destinations but also international destinations, it is essential to ensure that the region maintains its appeal and keeps pace with the demands of an increasingly sophisticated market.

Therefore the creation of a Destination Management Organisation, Visit Oxfordshire, has been seen as an effective way to unlock the potential and enable improved co-ordination.

The Business Plan has been conceived as an evolving document that must anticipate and react to changes in the market place, learn from best practice, and adapt. It is therefore subject to change and should be read as a work in progress.

1.1 Background

Tourism is one of Oxfordshire's major industries.

It is estimated that there are 29,054 jobs (21,059 full time equivalent) in some 1,150 organisations, with £1.365 billion of total tourism expenditure directly benefiting local

businesses in terms of direct business turnover. In 2009, the total economic benefit of tourism to Oxfordshire was some £1.67 billion or 10.8% of the economy¹.

The total expenditure on tourism of £1.4 billion in 2009 represents an increase of 7.9% compared to 2008, at a time when the global economic was in the midst of recession.

1.1.1 This income was made up of:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips	2.53	565	223.05
Day trips	22.7	843	42.18
2009 total	25.23	1.4	55.70
2008 total	23.8	1.3	54.67

1.1.2 Domestic tourists contributed:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips 2009	1.9	308	158.53
Staying trips 2008	1.8	290	156.63

60% of the domestic visits were for holiday purposes, 24% were those visiting friends and relatives and 13% were business trips. 3% were for other purposes such as education or training, social or sporting events, house hunting, weddings etc.

The average length of stay for domestic overnight trips in 2009 was 2.41 nights (2008: 2.53 nights).

1.1.3 International tourists contributed:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips 2009	0.587	256.49	436.95
Staying trips 2008	0.596	241.68	405.50

37% of the international visits were for holiday purposes, 31% were to visit friends and relatives, 22% were business trips and study purposes (including language students) made up 5%. 5% trips were for 'other' or mixed reasons.

The average length of stay for staying trips was 7.13 nights (2008:7.1 nights)

These figures reflect the impact of foreign language students who generated 22% of the income.

¹ The economic impact of tourism on Oxfordshire 2009 - Tourism South East, October 2010
Total economy based on GVA for Oxfordshire (ONS figures) – a 0.5% growth compared to 2008.

1.1.4 The **Oxford Tourism Study**² carried out in 2008 identified that there was no consistent, integrated approach to tourism across Oxford and the wider county, and that consequently the county lagged behind other destinations. It also highlighted that, although there were numerous agencies involved with initiatives at both local and county level, the approach was generally fragmented, uncoordinated and poorly resourced, making it difficult to manage the visitor economy and realise its full potential.

The report proposed that a DMO would be the most effective way to unlock this potential.

1.1.5 As a follow up to the Tourism Study, an options appraisal workshop was held in March 2009, at which key public and private sector stakeholders examined successful DMO models elsewhere in the UK and considered a range of management options. A county-wide DMO was selected on the basis of its ability to engage widely at a strategic level, attract financial “buy-in” across the sector and deliver best value for money³.

1.1.6 At the end of March 2010, Oxford City Council Executive Board approved a paper to support the set up of a Destination Management Organisation within a public/private partnership. This enabled set-up work for the organisation to begin.

1.1.7 In March 2011, Oxford City Council Executive Board recognised the establishment of Visit Oxfordshire as a stand alone organisation. This paper also recognised that Visit Oxfordshire and Oxford Inspires would be joining together under common leadership, working towards a new not-for-profit organisation.

2 Mission and Objectives

The mission of Visit Oxfordshire is to make Oxford and Oxfordshire a thriving and sustainable world-class destination for visitors, residents, and local businesses.

It should build an effective co-ordinated infrastructure that can develop and support Oxfordshire’s tourism industry and the wider visitor economy, and provide the basis to deliver and build continuous improvement in the sector long into the future with the private and public sectors working together in partnership.

It would achieve this through delivery against seven key objectives:

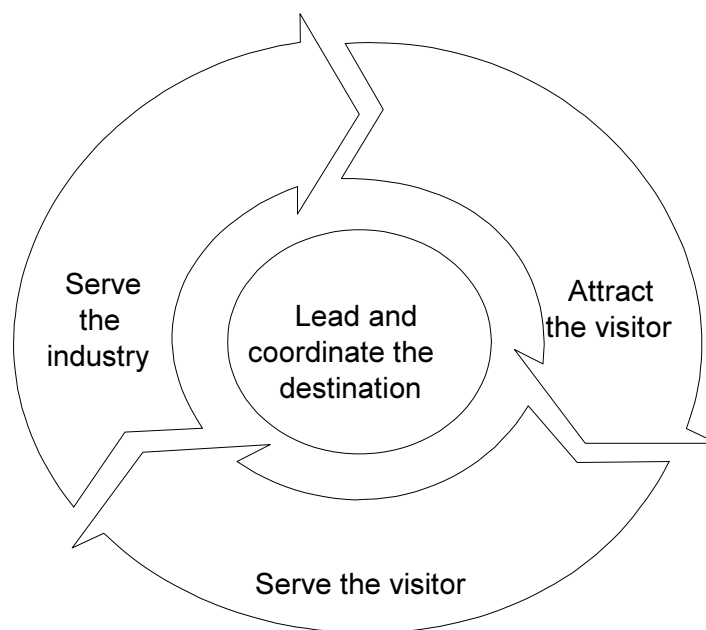
- To undertake and coordinate tourism marketing on behalf of Oxford and Oxfordshire, working with its members and the districts where appropriate, to enhance the visitor offer and promote longer stays
- To develop and implement an integrated tourism strategy that promotes the area’s strengths, whilst enhancing its current brands and destinations
- To increase the value and economic benefit of the visitor economy, providing measurable social, cultural and economic benefits to local residents and businesses alike

² Oxford Tourism Study – The Tourism Company, October 2008

³ Oxford Tourism Management Review Options Appraisal - April 2009

- To engage the energies of businesses and public sector stakeholders including the Local Enterprise Partnership in order to support and sustain a healthy visitor economy
- To work across the sector to improve the visitor experience and to help sustain a world class destination
- To lead on improving the management of resources and infrastructure, and have responsibility for research and dissemination of visitor information
- To represent and promote the tourism industry, championing the sector and speaking with authority on its behalf.

In summary, this can be shown as four inter-relating areas of work, namely to:



3 Governance

3.1 Visit Oxfordshire is a company limited by shares.

3.2 Since April 2010, Visit Oxfordshire has been hosted by Oxford City Council and run in interim mode whilst establishing itself as a fully fledged company with evidence of growing support from the private sector.

3.3 In the initial phase a Shadow Board has been in place with representatives from both the public and private sector and from different areas of the tourism industry.

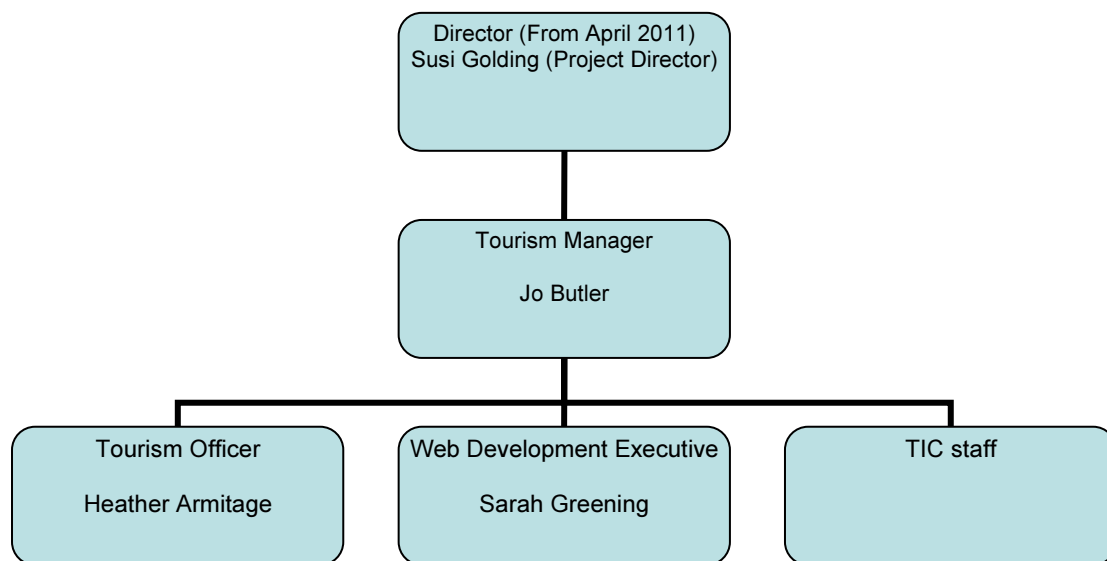
3.4 From April 2011 a new Board will be in place to reflect the joint organisation. It will consist of four tourism representatives, four cultural representatives and representation from Oxford City Council, Oxfordshire County Council, the University of Oxford and Oxford Brookes University.

The Chairman of the Board will be Tony Stratton.

3.5 All organisations that become partners of Visit Oxfordshire will be entitled to attend and vote at general meetings of the company. Partners' liability in the event of a winding up will be limited to £1.

4 Organisation

4.1 The initial structure of Visit Oxfordshire is outlined below. The Tourism Manager, tourism officer, web development executive and TIC staff are all employed by Oxford City Council and are to be seconded to Visit Oxfordshire for an initial period of two years.



All new employment will be made through the new company, with the number of City Council staff therefore gradually reducing.

4.2 Visit Oxfordshire's operations are to be rolled out in a phased manner over a three year period as the agency's capacity increases. The immediate priorities however are to develop its infrastructure and deliver promotional services that provide early benefits for its members.

4.3 The services offered by Destination Oxford are being incorporated into Visit Oxfordshire. Destination Oxfordshire will be initially known as the Visit Oxfordshire Conference Bureau. Location Oxfordshire (the Oxfordshire Film Office) will also gradually be incorporated into Visit Oxfordshire, with the aim of increasing the benefits of film tourism across the county.

5 Operation

5.1 It is proposed that Visit Oxfordshire will be located at the current Tourist Information Centre (TIC) (ground floor and office space above), 15-16 Broad Street, Oxford, OX1 3AS.

5.2 Phase 1 (2010 – 11) – see appendix one for detailed action plan

5.2.5 Membership services – devising and promoting a portfolio of membership packages targeted at local tourism businesses.

5.2.6 Web services – developing and maintaining a Destination Management System (DMS) that provides a Single Point of Entry to information on the county's visitor offer, a database of consumer contacts, and online accommodation booking, event ticketing and e-sales.

5.2.7 Collaborative promotion and marketing – developing a targeted range of activities and publicity: themed local and county-wide campaigns, website and e-marketing, national newspaper and other consumer advertising, travel trade and PR activity, and dedicated print promotions for the UK and near overseas markets.

5.2.8 Future planning for tourism – developing a holistic tourism strategy that enables Oxford and Oxfordshire to better position itself to attract target markets. Engaging with regional promotion / planning towards the 2012 Olympics.

5.2.9 Research – commissioning and collating annual tourism statistics to create benchmarks against which future economic impact can be measured.

5.2.10 Development of Service Level/ Commissioning Agreements with core funders ie Oxford City Council, Oxfordshire County Council.

5.2.11 Development of joint membership agreement with Tourism South East.

5.3 Phase 2 (2011-13) – see appendix one for detailed action plan

5.3.1 Fully incorporating venue finding, conference organisation and event management services. This would include complete integration of Destination Oxford's services into Visit Oxfordshire. In addition, this should include closer integration and co-development of revenue generating opportunities with the University of Oxford, Oxford Brookes University and the Oxford colleges through Conference Oxford.

5.3.2 Integration of film office (Location Oxfordshire) – providing information, advice and services to film and television agencies that wish to use Oxford and Oxfordshire locations. This should include co-development of revenue generating opportunities.

5.3.3 Business development and support – improving the quality and capacity of businesses within the sector through:

- Engaging with the industry to identify needs, and utilising business support agencies to engage and develop tourism SME's
- Developing training courses / workshops to aid businesses; leading on new initiatives similar to West Oxfordshire's successful green tourism scheme
- Enhancing the quality of the visitor experience by increasing the number of quality assured businesses

- Engaging schools and colleges about careers in leisure and hospitality.

5.3.4 Detailed market research – undertaking countywide research and analysis that allows the tourism sector to assess factors such as visitor trends, occupancy rates, business and marketing performance, and to gauge the incremental benefits of tourism and its financial impact on the community. To also include research on potential target markets to enable development of better targeted marketing campaigns.

5.3.5 Development of specific travel trade and groups strategy - ensuring there is a targeted, co-ordinated strategy for the UK and international travel trade, and groups market.

5.4 **Proposed KPIs** – Detailed information to be included in action plans above as measurement indicators

Tangible measures and outputs will be defined, put in place and existing data maintained to measure the impact of activities and the sustainable increase in the value of tourism to Oxfordshire.

These outputs will include:

- Increase in number of unique visitors to the DMS / conference website
- Number of visitor enquiries handled by hub TIC
- Tourism economic indicators (Cambridge model II benchmark)
- Return on Investment of marketing campaigns.
- The value of attracted private sector support towards marketing campaigns
- PR: number and value of press articles
- Increase in subscribers to the tourism contact database
- Converted conference business
- Percentage increase in the number of quality assured accommodation
- Percentage increase in accommodation bookings

6 Marketing strategy

6.1 A full 3-year marketing strategy with detailed annual action plans is in development. See 6.3 for indicative activities.

6.2 An overarching identity will be developed to ensure consistency of co-ordinated marketing. The aim of this is not to dilute the effectiveness of already successful existing key brands of Oxford and the Oxfordshire Cotswolds but rather to act as the glue which adds coherence to all activity and makes the offer simpler for the visitor to access and understand.

6.3 Indicative headline activities for years one/two as part of the draft marketing strategy would be:

6.3.1 Identity

- Development of overarching visual identity that will reflect the county and city offer. This will include the print, website, and the complete visual

identity of Visit Oxfordshire both internally and externally to visitors and stakeholders (see 6.2).

6.3.2 **Markets**

- Revisit how the area is promoted to the UK domestic market and develop new marketing campaigns to our target audiences.
- Select key international markets to focus on in partnership with Tourism South East and Visit Britain and in conjunction with the visitor survey and other market research.
- Increase attendance at key UK trade and consumer shows with partner buy in.
- Engage with group and tour operators and offer high quality, good value group products.
- Business Tourism – Evaluate the effectiveness of current interaction with the corporate/conference buyer and how the county is being marketed to this sector to maximise impact of activity. Work towards full integration of Destination Oxford.

6.3.3 **PR**

- Develop a PR strategy with a time line for press releases and PR activity to ensure a high return of press coverage for the area. The strategy will look at how best to engage with the consumer, trade and conference/incentive media.
- Create a Press and Trade pass for the destination to raise awareness.
- Host and organise press trips for key journalists and travel writers (both national and international).
- Coordinate key marketing themes across the county to ensure the highest level of press coverage is achieved.

6.3.4 **Advertising**

- Create an annual advertising plan ensuring there are calls to action to deliver maximum return on investment. This plan will assist in the distribution of marketing material and drive potential visitors to contact/book by phone/email or through the website.
- E-marketing will be a strong focus in years 1 and 2 through the e-marketing module. This will include the development of bi-monthly newsletters to the trade, consumer and corporate clients.
- Build on existing databases and break them down into sectors for more targeted consumer/trade and conference/business.

6.3.5 **Website**

- Develop the website as the leading channel of communication for Visit Oxfordshire to become a world class portal for information delivery and customer fulfilment.
- Further develop the already successful SEO and increase the number of visitors to the website.
- Develop the commercial focus of the website to increase the number of accommodation bookings and additional online sales through data distribution.
- Develop links/co-ordination with existing websites promoting the county.

6.3.6 **Partnerships**

- Grow and develop existing working relationships with Tourism South East, Visit Britain/Visit England and Heritage Cities.
- Work together with Oxfordshire Cotswolds on combined national and international marketing opportunities.

7 Services

7.1 Seven tiers of membership have been developed with costs ranging from £100 to £10,000 per annum with the level of service and benefits scaled accordingly. A breakdown of membership benefits can be found in Appendix Two.

7.2 Businesses which become members at lower levels will be able to upgrade and/or participate in additional activities for an appropriate cost to allow maximum flexibility.

7.3 As part of their Visit Oxfordshire benefits all members will automatically become members of Tourism South East (TSE). Visit Oxfordshire will work closely with TSE to ensure maximum collaboration and partnership working.

7.4 Only quality assessed accommodation businesses will be allowed to become members of Visit Oxfordshire. This will help ensure that Oxford and Oxfordshire are recognised as promoting a quality offer. Visit Oxfordshire will work with those businesses that are not quality assessed and wish to become part of Visit Oxfordshire to enable them to achieve a rating.

8 Financial forecasts/ budgets

All detailed financial information to be provided separately.

Appendix One - Action Plan 2010 - 2013

Objective 1 – To undertake and coordinate tourism marketing on behalf of Oxford and the county

Ref	Action	Performance indicator	Lead role	Timeline	Progress
1.1	Overarching identity to be established for Visit Oxfordshire	Brief agreed and agency appointed Identity agreed by shadow board	Project Director, Head of City Development, Shadow Board	Q1 2010	Identity agreed
1.2	Develop Marketing strategy	Outline 3 year strategy agreed by shadow board Annual action plan agreed ROI of activity	Project Director, Tourism Manager	Q1 2010 2010 - 2013	Initial draft agreed. Detailed strategy underway.
25 1.3	Develop co-ordinated domestic marketing activity	Evaluate current domestic activity Domestic marketing campaigns agreed Increase in additional membership support	Project Director, Tourism Manager	2010 - 2013	Initial activity carried out from Q2 2010
1.4	Work with TSE on international campaigns	Key markets defined from research ROI Increase in value of visitors from target destinations	TSE, Project Director, Tourism Manager	2010 - 2013	Initial markets defined Q2 2010
1.5	Develop series of international campaigns	ROI, increase in awareness of diversity of destination, Increase in length and value of visitor stays	LAA Reward Grant steering group	2010 – 2012	Reward grant activity in progress from Q2 2010. Ongoing
1.6	Co-ordinated attendance at key trade and consumer exhibitions	Annual exhibition strategy agreed Increase in partner buy-in ROI	Tourism Manager, District Tourism Managers group	2010 – 2013	2010/11 – trade fairs agreed and attended.

1.7	Develop PR strategy	Outline 3 year strategy agreed by shadow board Annual action plan agreed and carried out Increase in PR ROI	Project Director, Tourism Manager	2010 2010 – 2013	Part of Marketing strategy.
1.8	Develop Web and social media strategy	Outline 3 year strategy agreed by shadow board Annual action plan agreed and carried out Increased traffic to website Increased number of e-bookings	Tourism Manager	Q1 2010 2010 – 2013 2011 - 2013	Outline strategy agreed. Traffic to site being monitored.

Objective 2 – To develop and implement an integrated tourism strategy

Ref	Action	Performance indicator	Lead role	Timeline	Progress
2.1	Development of tourism strategy to enable DMO to better position itself to attract target markets	Future strategy agreed by shadow board	Project Director, Tourism Manager, Shadow Board	Q1 – Q2 2010	On hold to Q2 2011
2.2	Development of strategies for the travel trade and groups market	Strategy developed and agreed by shadow board	Project Director/Director Tourism Manager, Shadow Board	2011	
2.3	Research into new target markets	Commission research Develop strategy/action plan to effectively target new markets	Director Tourism Manager	2011 - 2012	

Objective 3 – To increase the value and economic benefit of the visitor economy

Ref	Action	Performance indicator	Lead role	Timeline	Progress
3.1	Commission annual Economic Impact Survey for districts and county	Increase in length and value of stays from baseline	Project Director/ OEP	2010 - 2013	Economic Impact research 2011 (2010 figures) commissioned
3.2	Establish Service Level Agreements with core funders	SLAs agreed with Oxford City Council, Oxfordshire County	Project Director/Chief Executive, Head of City Development,	2010, 2011, 2012	On target

		Council, and TSE Baseline and reporting data agreed			
3.3	Location Oxfordshire to become majority self funding	Baseline data agreed and changes reported Strategy to increase revenue generation agreed	Project Director/Chief Executive, OCC, Oxford City Council	By Q4 2011	

Objective 4 – To engage the energies of businesses

Ref	Action	Performance indicator	Lead role	Timeline	Progress
4.1	Define and develop range of membership benefits across the seven different levels	Agree membership benefits by April 2010 Membership packs produced	Project Director, Tourism Manager, Head of City Development, TSE	Q1 2010	Done
4.2	Development of membership strategy	Future membership strategy agreed by shadow board	Project Director, Head of City Development, Tourism Manager	Q1 – Q4 2010	On target
4.3	Develop series of targeted membership campaigns	Baseline agreed Increase in number of members	Tourism Manager	2010 - 2013	Baseline set
4.4	Work with Destination Oxford (DO) to increase volume and value of conference and incentive business	Baseline data set Action plan agreed Increase in value of confirmed business	Project Director, DO	2010	Incorporated into Visit Oxfordshire. Draft action plan and activities agreed.
4.5	Work with Location Oxfordshire to increase revenue generating opportunities for local business	SLA agreed with Location Oxfordshire Full launch of website Film trails developed	Project Director, Oxford City Council, Location Oxfordshire	2010	On hold to 2011
4.6	Business development and support	Identify and promote support available from local agencies	Tourism Manager, Districts	2010 – 2013	On target
4.7	Develop targeted training courses/skills development	Baseline data set Increase in businesses participating in	OEP, LSC, TSE, Business Link	2010 - 2013	Under review as all training /skills provision changing

		training/skills development			
4.8	Develop group and tour operator packages	Number of packages agreed/ baseline set Increase in number of operators featuring the county Increase in value of group and tour operator business	Tourism Manager, Businesses	2010 - 2013	Initial itineraries and packages developed 2010. Promoted at group trade fairs.

Objective 5 – To improve the visitor experience

Ref	Action	Performance indicator	Lead role	Timeline	Progress
5.1	Development of web portal for Visit Oxfordshire	Website launched	Tourism Manager	Q1 – Q2 2010	Done
5.2	Development and maintenance of a co-ordinated Destination Management System (DMS)	DMS system agreed Number of e-bookings increased (baseline to be agreed)	Tourism Manager	Q1 – Q2 2010	Done Baselines set
5.3	Integration of Destination Oxford into Visit Oxfordshire	SLA finalised Referral system defined	Project Director/Chief Executive, Head of City Development, DO	Q3 – Q4 2010	On target
5.4	Increase the number of quality assured businesses	Baseline data set	Tourism Manager, QiT, VisitBritain, Visit England, Districts	2010 – 2013	Baseline data set
5.5	Improve level of customer satisfaction	Visitor survey satisfaction baseline set Increase in level of satisfaction / recommendation	OEP, LSC, TSE, Business Link	2010 – 2013	Under review.
5.6	Develop co-ordinated, improved TIC services	Establish TIC co-ordinated partnership network across the county Agree quality standards	Tourism Manager, District Tourism Managers	2011 - 2013	On target

		for TICs			
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Objective 6 – Research and dissemination of visitor information

Ref	Action	Performance indicator	Lead role	Timeline	Progress
6.1	Undertake/commission visitor surveys to inform strategies and activity	Biennial visitor surveys commissioned. Baseline data on visitor satisfaction levels and changes.	Visit Oxfordshire	January 2011	Under review as to most appropriate methodology
6.2	Produce and disseminate visitor information	Annual county wide / accommodation guides produced Distribution plan for dissemination agreed	Project Director, Tourism Manager, TICs	2011 - 2013	2011 guide produced
6.3	Attendance at consumer shows	Increase in awareness ROI	Tourism Manager, District Tourism Managers group	2010 - 2013	On target

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Objective 7 – To represent and promote the tourism industry

Ref	Action	Performance indicator	Lead role	Timeline	Progress
7.1	Appoint the shadow board for Visit Oxfordshire	Shadow board successfully appointed to March 2011	OEP Tourism Task Group	Q1 2010	Done
7.2	Recruit Chief Executive	Job description agreed Selection process undergone and successful appointment made Chief Executive in post	Shadow Board	Q1 – Q2 2010 Q2 2010 By December 2010	
7.3	Improve the perception of careers in tourism, hospitality and leisure	Increase in numbers wishing to have career in tourism, hospitality and leisure	OCVC, Oxford Brookes, Abingdon & Witney College, LEP	2011 – 2013	

		Increase in skills level Representation at Careersfest			
7.4	Develop working relationship with TSE, Visit England, VisitBritain and other key tourism partnerships	Increase in partnership working Representation on key committees Oxfordshire participation in 2012 tourism activity agreed Ensuring Oxfordshire view fed in to lobbying activity and new initiatives Establish relationship with City/Town Centre Managers	Project Director, Tourism Manager, Shadow Board	2010 - 2013	Ongoing

Appendix Two - Key Membership benefits

**Key Partnership benefits
(April 2011 - March 2012)
All rates exclude VAT**

Description	Granite* £100 pa	Copper £300 pa	Bronze £500 pa	Silver £1,000 pa	Gold £2,000 pa	Platinum £5,000 pa	Diamond £10,000 pa
Full membership services of Tourism South East (including listing in Group Travel Guide if applicable to size of business)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
On line promotion through Visit Oxfordshire website (www.visitoxfordandoxfordshire.com).	Web listing	Web entry	Web entry + 1 additional image + link to map	Web entry + 2 additional images + special offers + link to map	Web entry + 3 additional images + special offers + advert + link to map	Web entry + 3 additional images + special offers + advert + multi media + link to map	Web entry + 3 additional images + special offers + advert + multi media + link to map
Accommodation bookings from Oxford Tourist Information Centre (TIC)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Attraction ticket sales in Oxford TIC and online through the Visit Oxfordshire website	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Listing in 2012 print with targeted distribution	No – but available to purchase	Basic text listing	1/16 th listing – no photo	One-eighth page - photo	Quarter page	Half page	Full page
Regular partners newsletters from Visit Oxfordshire	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborative promotion and marketing, including targeted range of activities and publicity, themed local and county wide campaigns, travel trade and PR activity		Yes	Yes	Yes	Yes	Yes	Yes
Access to market research and intelligence		Yes	Yes	Yes	Yes	Yes	Yes
Access to industry training and development courses		Discounted rate	Discounted rate	Discounted rate	Yes	Yes	Yes
Description	Granite* £100 pa	Copper £300 pa	Bronze £500 pa	Silver £1,000 pa	Gold £2,000 pa	Platinum £5,000 pa	Diamond £10,000 pa
Opportunity to buy coverage in e-marketing campaigns and banner ads		No discount	Yes - 5%	Yes - 7%	Yes - 10%	Yes - 15%	Yes – 20%
Annual sticker for DMO		Yes	Yes	Yes	Yes	Yes	Yes
Poster site in Oxford Tourist Information Centre		No discount	5% discount	10% discount	15% discount	20% discount	Included (min 2 months in dedicated

							Diamond space)
Leaflet racking in Oxford Tourist Information Centre - subject to space Attraction members only		Yes	Yes	Yes	Yes	Yes	Yes
Representation at trade/consumer shows at discounted rates		No discount	No discount	Yes - 5% discount	Yes – 10% discount	Yes – 20% discount	Full representation included
Opportunity to participate in a tailored visitor/ trade package		No discount	No discount	5% discount	10% discount	20% discount	Full inclusion
Membership of Visit Oxfordshire (previously Destination Oxford) conference bureau		Membership available to purchase (if relevant)	Membership available to purchase (if relevant)	Membership available to purchase (if relevant)	Yes	Yes	Yes
Inclusion in a national press marketing campaign			Yes - No discount	5% discount	10% discount	20% discount	Automatic full inclusion
Enhanced press and PR opportunities				Yes	Yes	Yes	Yes
Promotion of special offers and short breaks on the Visit Oxford and Oxfordshire website – accommodation only	No	No	Yes	Yes	Yes	Yes	Yes

*Granite partnership is a basic membership only available for quality-assessed:

- guesthouses/B&Bs with 1 – 6 rooms
- self-catering accommodation/holiday parks with 1 – 6 units

Web listing = name, address and image. Not bookable – no click through, short description only. Weblink available to purchase

Web entry = name, address, telephone number, email, reciprocal website link, description, bookable, 1 small image

Glossary

DMO	Destination Management Organisation
DMS	Destination Management System
DO	Destination Oxford (the conference and incentive bureau for Oxfordshire)
LSC	Learning and Skills Council
OCC	Oxfordshire County Council
OCVC	Oxford and Cherwell Valley College
OEP	Oxfordshire Economic Partnership
OLSP	Oxfordshire Learning and Skills Partnership
QiT	Quality in Tourism
ROI	Return on Investment
SLA	Service Level Agreement
TSE	Tourism South East
TIC	Tourist Information Centre

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Visit Oxfordshire Limited

Summary of profit and loss account

	Budget 2014 £	Budget 2013 £	Budget 2012 £
Income			
Core funding	229,000	250,500	275,000
Income - vatable	853,832	853,832	828,832
Total income	1,082,832	1,104,332	1,103,832
Operating costs			
Salaries	396,385	388,613	380,989
Overheads	686,900	716,068	722,843
Operating fixed costs	1,083,285	1,104,681	1,103,832
Operating result	- 453 -	350 -	0
Finance costs			
Bank overdraft int exp	- 453 -	349	-
Bank loan interest expense	-	-	-
Other loans int exp	-	-	-
Interest receivable	-	-	-
Finance costs	- 453 -	349	-
Net result before tax	- 0 -	1 -	0
Taxation	-	-	-
Retained profit	- 0 -	1 -	0

Summary of balance sheet

	Budget 2014 £	Budget 2013 £	Budget 2012 £
Tangible fixed assets	-	-	-
Fixed assets	-	-	-
Current assets			
Stock	30,000	30,000	30,000
Trade debtors	-	-	-
Prepayments	-	-	-
Bank balance	66,477	108,783	83,806
	<u>96,477</u>	<u>138,783</u>	<u>113,806</u>
Current liabilities			
Trade creditors	-	-	-
Admin costs creditors	78,141	126,707	94,243
PAYE/NIC	9,910	9,715	9,525
VAT	8,424	2,361	10,040
	<u>96,475</u>	<u>138,783</u>	<u>113,808</u>
Net current assets	2	0 -	2
	<u>2</u>	<u>0 -</u>	<u>2</u>
Profit brought forward	- 1 -	0	-
Profit for year	- 0 -	1 -	0
	<u>- 1 -</u>	<u>1 -</u>	<u>0</u>
rounding	3	1 -	1

To: City Executive Board
Date: 22 June 2011
Report of: Head of Business Improvement
Title of Report: Final Performance Report 2010/11

Summary and Recommendations

Purpose of report: To provide the City Executive Board with the Council's final outturn on performance for 2010/11.

Key decision? No

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2010-13: Transform Oxford City Council by improving value for money and service performance.

Recommendation(s): The City Executive Board is asked to note:

1. The increase in the number of performance targets that have either met or exceeded the target set for 2010/11.
2. The final outturn performance information and the actions that are in place to address the fourteen measures that did not achieve the year end target.

1. Introduction

- 1.1 This report provides the City Executive Board with the performance outturn against the National and retained Best Value Performance Indicators (BVPI) plus Corporate Plan targets for 2010/11. The report provides details of the many improvements that have been achieved. Where the target has not been achieved, the actions in place to improve performance where this is not due to external factors, is explained together with the reason for not achieving the target.
- 1.2 In the last quarter of 2010/11 the coalition government dropped the requirement to continue to collect some of the indicators that had been reported on previously. This included the indicator results that had previously been obtained from carrying out a place survey. To enable the Council to obtain an assessment of satisfaction with our services the Council undertook a Talkback survey and the information obtained has been used as an assessment for these indicators.

- 1.3 Appendix 1 provides an overall summary of last years performance against the targets. Appendix 2 lists the end of year results in detail together with the monthly performance trend for the last year.
- 1.4 For 2010/11 seventy nine performance indicators were still able to be measured at year end. Sixty five of the indicators (82%) are on target. This is significant improvement from the 69% achieved by the Council in 2009/10. This represents a substantial improvement on last year's performance and reflects the shift from performance monitoring to performance improvement that is taking place.
- 1.5 Forty nine (62%) of the performance indicators exceeded their target. Sixteen (20%) of the targets were met. Fourteen targets (18%) were not met and this is explained in more detail in this report.

Exceed Target	49	62%
Met Target	16	20%
Off Target	14	18%
Total	79	

2. Performance against the National Indicators and BVPI

- 2.1 Of the seventy nine indicators, forty three of the indicators are either part of the 2010/11 national reporting framework or have been continued from the previous BVPI framework.
- 2.2 Good progress has been made on these targets and thirty seven of these indicators (86%) have achieved the target.

A summary of the improvements is provided below.

Targets Exceeded (Green)

- 2.2.1 *NI181 - Time to Process Benefits - New Claims and Change Events (Avg Days)*. The target of processing new benefit claims has been exceeded. The target time for processing benefits is 14 days. Earlier in the year there was a substantial backlog of post that led inevitably to long processing times for both new applications and for changes of circumstances. The turnaround time in Jan 2010 was over 21 days. A focused programme of improvement by the benefits team has cleared the backlog and the average timescale for processing a benefit claim is now 11 days.
- 2.2.2 *BV213 - Homelessness Cases Prevented*. This target was revised by the Head of Housing and Communities in 2010 to reflect the actual number of homelessness cases prevented, rather than homelessness cases prevented per 1000 population. The year end target was

achieved during February and was exceeded at year end by 57%. The excellent work continues to be driven by the team.

2.2.3 *BV212 - Days to Re-Let Council Houses (Avg Days)*. The average number of days to re-let council houses over the full year is 20.8 days against a target of 24 days. This is a huge improvement on the performance at the same time last year when the result was 25.3 days.

2.2.4 *N1 191 and N1 193 –Residual waste per household and the amount of municipal waste landfilled*. Both of these targets were exceeded as a result of our residents using the new recycling scheme resulting in the Council reducing the volume of materials sent to landfill. In 2010/11 the amount sent to landfill was 16% lower than the target.

2.2.5 *NI195a,c,d – Streets below standard for litter, graffiti and fly posting*. The percentage of streets inspected by officers that fall below standard is 1% over the year. Oxford City Council is joint first in the ranking of English districts (against last published audit commission results).

Not achieved (Red)

2.2.6 Six of the National Indicators have not been achieved. In four cases the target has only just been missed. One of the targets is still meeting the longer term target and the final target has been missed due to circumstances outside of our control.

2.2.7 Detailed comments are provided.

Theme	Key	Description	Result	Target	Last Years Result
More Housing for Oxford, Better Housing for All	NI154	Additional Homes Provided (Number)	234	350	257
	NI155	Affordable homes delivered	148	183	192
Tackle Climate Change and Promote Environmental Resource Management	NI 192	Household waste recycled and composted	43.2	45	38.1
Tackling Inequalities and Support Communities	BV017a	Employees from BME Communities (%)	6.07	7.5	6.21
Transforming the City Council by Improving Value for Money and Services Provided	BV009	Council tax collected	96.79	97.3	96.4
	NI005	Satisfaction with Local Neighbourhood	87	88	No data available

- **N1 154** - The target for 2010-11 has been missed due to a decline in housing delivery because of the recession. The 5 year cycle target however is being met currently.
- **N1 155** - Completion of Rose Hill half Orbits and Cardinal House units has slipped and will be counted in 2011-12 instead. Both of these developments have been delayed due to factors outside of the council's control. Cardinal House suffered extensive vandalism and in Rose Hill delays were caused by the need to agree part way notices with neighbouring properties.
- **NI 192** - This measure has previously been reported as amber. Although now red at year end it is slightly below the 45% target. This has been partially due to the economic downturn in waste paper market and the also due to seasonal variations in composting rates coupled with the adverse weather in December and January. Current performance is a 5% improvement on performance last year and a number of education and enforcement schemes are planned for low participation areas to further increase recycling rates in 2011-12.
- **BV017a** - The number of employees from BME backgrounds is reasonably static in the low 6% range. This is impacted by the Council's action to minimise any redundancies arising through budget reductions, such as reducing permanent appointments in favour of fixed term or temporary recruitment. We continue to work proactively across communities to promote the Council as an employer of choice. The requirements of the Equalities Act 2010 will help us with this and we have undertaken data analysis for the 10-11 period which includes profiling job applicants and their appointment successes to highlight areas for improvement.
- **BV009** - At year end the target for council tax collection has been narrowly missed by 0.51%. Performance is 0.34% higher than last year and continues to move in the right direction.
- **NI 005** - Data shown is based on the weighted findings from the Council's Talkback Citizen's panel carried out in December 2010. Previous data has been from the Place survey and is not comparable because they use very different methodologies.

3. Performance against Corporate Priorities - Key achievements

- 3.1 In addition to the National Indicators and retained Best Value Performance Indicators the Council monitors its progress against the Corporate Plan performance targets each month. The Corporate Plan achievements together with the details of the few targets in the Corporate plan that could not be achieved is provided below.

3.2 The Council achieved 78% of the Corporate Plan targets. Only eight of the targets and were not achieved and in most instances this was due to circumstances beyond the control of the Council.

3.3 Listed below are key achievements under the 6 strategic priorities;

More housing, better housing for all

3.3.1 NI158 - The target to increase the number of Council-owned homes' achieving the Decent Homes Standard has been met in December with 100% of homes meeting the standard.

3.3.2 OCH1 – *Responsive Repairs Completed on Time (%)*. The percentage of responsive repairs completed on time up to the end of the year exceeded the target of 97.5% with 98.1% of all repairs being completed on time and 100% of emergency repairs being completed on time.

Tackle inequalities and support communities

3.3.3 CPI1.5 - *Commission Voluntary Sector Organizations to Provide Financial and Other Advice to Individuals and Families through Provision of Grants*. We have now provided almost £366k in the form of grants to voluntary sector organisations to provide financial and other advice since April of this year.

3.3.4 CP11.6 - *Commission Arts and Cultural Organisations to work with disadvantaged sections of the community* - The Council provided a higher level of grant to these groups and this has resulted in wider benefits being achieved. There has been an increase in the number of people engaging with a wide range of arts activities including re-opening of Pegasus Theatre, Summer screen festival for young people, Playhouse Plays Out to estates and in areas with no access to a theatre; new artists commissions and a programme of participatory arts open to all.

Improve the local environment, economy and quality of life

- 3.3.5 *CPI3.7 - Increase the proportion of our spending with local businesses to 34%. The Council has achieved this target and has awarded several new contracts to local suppliers this year. The procurement team train up to 20 local businesses each month on how to tender for public sector work and send out regular newsletters detailing tender opportunities to over 1500 businesses.*

Reduce crime and anti-social behaviour

- 3.3.6 *CPI4.10 - Enforcement Action against Environmental and Waste Offences (Enforcement Actions). A total of 1139 actions have taken place compared to the anticipated target of 600. A campaign to tackle waste and environmental offences was carried out in the OX4 1 area of the city between February and April.*
- 3.3.7 *CPI4.11 Free holiday activities for 5 to 19 year olds. The Council has provided free holiday activities for 1505 young people, living in the most deprived areas in Oxford. This exceeded the target by 151%.*

Tackle climate change and promote sustainable environmental resource management

- 3.3.8 *CPI5.1 - Reduce Carbon Footprint (Tonnes). The target was exceeded. Projects completed include:*
- Office rationalisation (est 81 tCO₂/yr total).
 - Oxford City Football Club (22 tCO₂/yr).
 - St Aldates Chambers salix projects(10 tCO₂/yr).
 - Renew/ re programme time clocks at Enterprise Centre (35 tCO₂/yr).
 - Ice Rink new refrigeration/chiller plant and associated domestic hot water savings (est. 100tCO₂/year). In addition projects are still in progress to improve the insulation and lighting in the leisure centres and improve the draught-proofing in the Town Hall. Estimated saving is (200 tCO₂/year). The CO₂ savings from waste collection round changes are still to be quantified.

Transform Oxford City Council by improving value for money and service performance

- 3.3.9 *BV012 – days lost to sickness (excluding unpaid). This is the first year that the Council has been able to report a lower number of average days being lost to sickness than the target. The continuing focus on short term sickness absence by the CEX, with regular reviews of sickness absence cases by the P & E Business Partners*

has resulted in the Council benefiting from a robust corporate intervention arrangement being in place. Service areas with high absence levels also have actions plans in place to support the reduction of sickness absence.

3.3.10 *BV066a – Housing rent collected.* This achievement can be attributed to the new team arrangements. Each officer now has a delineated area of work which has allowed them to better understand their customer base and target their time to cases where they have been able to take prompt action against potential defaulters.

3.3.11 *Leisure 1 - Increase in BME participation against the 2009 baseline.* This is a Fusion KPI target. Fusion has created targeted programmes and increased the range of activities to meet demand and this has resulted in a 48% increase in BME recorded visits.

4. Priorities off target

Eight of the Corporate Plan targets were not be achieved

Theme	Key	Description	Result	Target	Previous Year
More Housing for Oxford, Better Housing for All	ED2	Licensed Houses of Multiple Occupancy (Number of HMO's)	73	200	New target so no data available
	OCH2	Build New Council Homes (Number)	3	50	New target so no data available
Improve the Local Environment, Economy and Quality of Life	CP13.11	Oxford Play Area Refurbishment Programme (Sites)	13	16	3
	CP13.6	Green Flag Status for the Main Parks (Number of Parks)	3	4	3
Reduce Crime and Anti-Social Behaviour	CP14.8	Criminal damage incidents	2292	2229	No data available
Transforming the City Council by Improving Value for Money and Services Provided	CP16.10	Customers Getting Through First Time on Councils Main Service Lines (%)	80.02	90	88.5
	Leisure3	Leisure Centres with Quest Accreditation (Number of Centres)	1	5	New target so no data available
	Leisure4	Increase Use of Leisure Centres (2009 Baseline - %)	3	5	New target so no data available

- **ED2** – Performance against this target has been affected by the late start of the new Additional Licensing Scheme which did not commence until January 2011. 263 applications have been received in 2010-11 (212 under the new scheme)

and 73 landlords have been issued with licenses in this short period of time. The rest are currently being processed.

- **OCH2** - This measure has been reported as a proxy all year but is now reporting actual numbers of council homes completed. This year 32 properties have been completed. Extensive vandalism and copper theft from sites has led to delays and the remainder therefore not being finished on time. It is expected that the remainder will be complete by June 2011.
- **CPI3.11** - This target was re-profiled as a result of central government funding changes at the end of 2010 which led to a spending freeze and delays to the planned works. It was hoped that 16 play areas that could be funded would be completed by year end. 13 play areas are complete and the remaining three are currently under construction and are due for completion by the beginning of June 2011.
- **CPI3.6** - Three of four parks retained green flag status this year with a fourth, Bury Knowle, failing to get accreditation. Parks officers are working with partners to implement an action plan towards achieving accreditation for Bury Knowle in 2011-12. Reassessment will take place anytime between May and June 2011.
- **CP14.8** – We have failed to meet our 2% reduction target for 2010-11. In the January and February 2010 the levels of criminal damage fell drastically, thus reducing the annual number of incidents and making the target for 2011-12 harder to achieve. For us to meet the 2% reduction target for we would have had to out-perform the previous months of 2010-11. In February 2011's 167 incidents were reported, the lowest number of incidents this year. However, January and March's results were more in keeping with the average at 188 and 184 respectively and therefore meant we missed the year end target by 62 crimes.
- **CP16.10** - Performance is just under 10% off target. Performance against this target dipped in March which is a traditionally busy period of the year due to Council Tax and rent billing enquiries. The overall performance for the year has been affected by an extra 20,000 calls received compared to last year, the short term effect of the service changes for refuse and recycling and the period of adverse weather.
- **Leisure 3** - At the end of the year only the Barton Leisure Centre achieved Quest accreditation before the scheme provider went into administration. A new Quest provider is in

place but the delay in the new provider being appointed has delayed other leisure facilities being able to be assessed. The non achievement of this measure has been beyond the control of the service and does not reflect the fact that all facilities are already in line with QUEST quality award principle despite not being formally accredited in the year.

- **Leisure 4** – Leisure centre use declined in March 2011 by 3% compared to the same month last year. However over the whole of 2010-11 usage has increased by 3%. Fusion is putting in place a range of new offers to attract new users to the centres including the use of viral marketing.

5. Changes made to the National Framework before March 2011

5.1 The National Indicators that were dropped by central government before year end and are not included in the final out turn are provided in the table below:

Key	Description
NI014	Avoidable contact: Customer Contacts Per Customer Request (Avg)
NI179	Value for Money Gains Since April 2008 (£)
NI180	Changes in Benefit Entitlements (Cases)

- 5.2 NI014 and N1179 were both extremely complex targets to calculate and required officers to analyse a number of data sets to produce a result.
- 5.3 Central government stopped producing the information needed to calculate N1180 in early 2011 and confirmed at the same time that this indicator is no longer required.

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 Version 1

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KEY TO REPORT

Blue Heading = Corporate Priority

Benchmark: Results Compared to Other Councils

Yellow Heading = Performance Measure

This section ranks Oxford against other councils: "All" councils, 'District' Councils, the CIPFA group of similar councils and Diamond area councils. The 'quartile' position indicates whether we are in the top 25%, bottom 25%, etc (1 - 4, with 1 being highest)

↑ Indicates whether a good result is a high or low number

Results are given for the current month, the previous month and the same month the previous year. The current result is compared with the profiled monthly target to provide a RAG (Red - "OffTarget", Amber - "Monitor", Green - "OnTarget") status against the year end target. The current result is also compared with the same month the previous year to provide a progress status i.e. either "Better" or "Worse".

Proxy indicators are included in this report. These indicators are those that track progress against objectives to be achieved within the year. For instance it is not possible to provide a result against a satisfaction based measure before the survey is conducted, until the result is available proxy results are provided to indicate progress against action plans designed to improve the outcome of the survey.

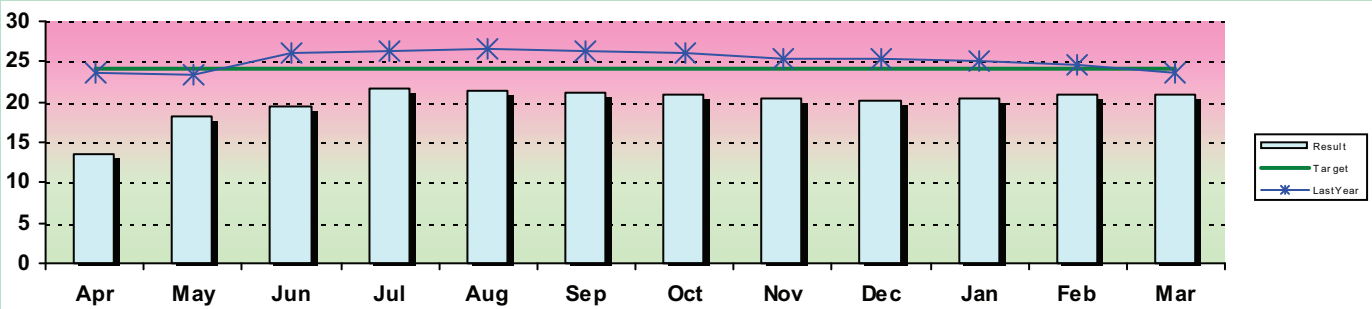
More Housing for Oxford, Better Housing for All

[BV212] - Days to Re-Let Council Houses (Avg Days)

Benchmark: Results Compared to Other Councils

Oxford City Homes				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
23.6	21	20.8	24	24
Better		OnTarget		

Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-08	20	1	(15/203)	(13/120)	(3/14)	(1/9)	(1/1)
Mar-10	23.6	1	<i>* assuming no change in other councils results</i>				



COMMENT: For the month- 24 voids at 17.3 days
YTD 397 at 20.8 days

[BV213] - Homelessness Cases Prevented (Number)

Measure has been revised to reflect the actual number of homelessness cases prevented rather than, as previously, (number of cases/(number of households/1000))

Community Housing & Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
7.72	499	693	400	400
Better		OnTarget		

COMMENT: Performance has exceeded the target and was met in February.

[ED1] - Private landlords covered by the accreditation scheme (Number of Landlords)

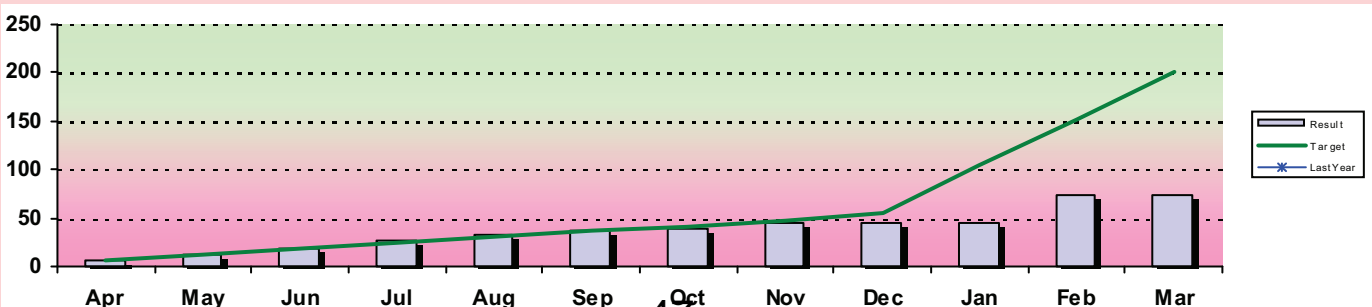
Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	326	330	50	50
		OnTarget		

COMMENT: The scheme now covers 330 private landlords accredited either through five letting agents or individual accreditations. A meeting has been arranged for 7th April with the National Landlords Association to discuss their recently launched accreditation scheme.

[ED2] - Licensed Houses of Multiple Occupancy (Number of HMO's)

Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	73	73	200	200
		OffTarget		

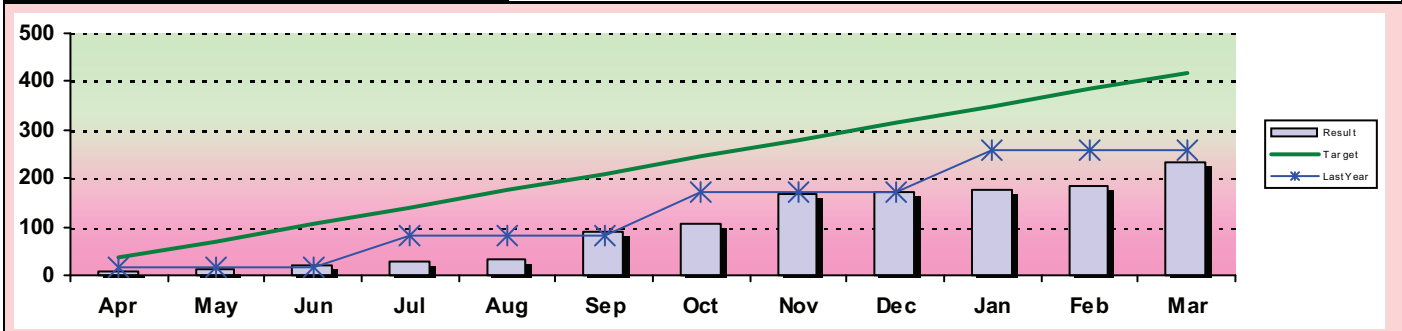
COMMENT: A total of 263 applications were received in the year, including 212 under the new scheme which started on the 24th January 2011. 73 licences were issued in the year, while the others are currently being processed. Legal issues delayed the Additional Licensing scheme by 3 months so the original target of 200 was adjusted accordingly.



More Housing for Oxford, Better Housing for All

[NI154] - Additional Homes Provided (Number)

City Development					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	534	2	(150/351)	(74/237)	(9/16)	(10/10)	(2/4)
257	185	234	416	416								
Worse				OffTarget								

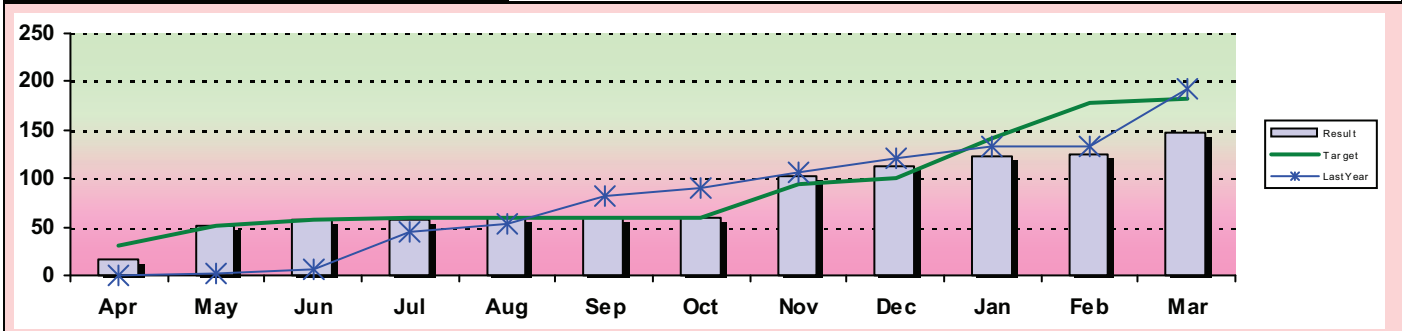


Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

COMMENT: As predicted this target has not been met in 10/11. The impact of the recession has meant that earlier years of exceeding the target have been replaced with below target housing delivery. On a 5 year cycle the target is still being exceeded. In terms of action, all Services in the City Council are aware of the importance of housing delivery and are making this their priority.

[NI155] - Affordable Homes Delivered (Number)

Community Housing & Development					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	130	2	(157/387)	(51/238)	(9/16)	(10/10)	(4/5)
192	124	148	183	183	Mar-10	192	2	<i>* assuming no change in other councils results</i>				
Worse				OffTarget								

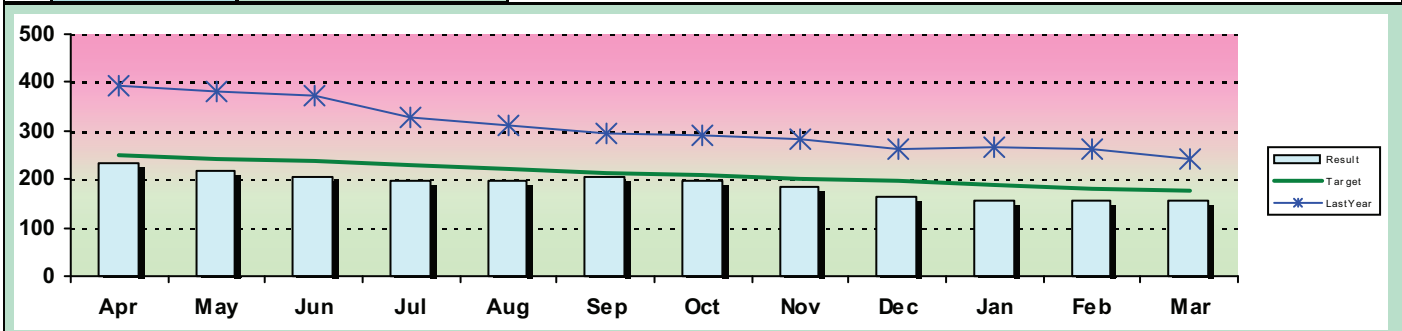


Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

COMMENT: Rose Hill half Orbits and Cardinal House units have slipped into 2011/12, but Maple Pritchard/St.Nicholas School in Littlemore have completed early. Therefore the profiled figures for 2010/11 do not match the actual figures handed over.

[NI156] - Households in Temporary Accommodation (Number)

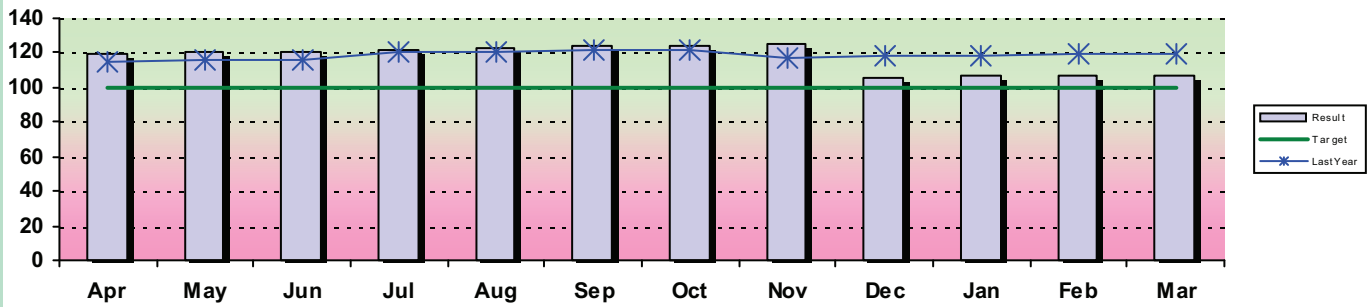
Community Housing & Development					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Jun-09	372	4	(286/316)	(201/201)	(16/16)	(10/10)	(4/4)
240	156	156	175	175	Mar-10	240	4	<i>* assuming no change in other councils results</i>				
Better				OnTarget								



More Housing for Oxford, Better Housing for All

[NI159] - Ready to Develop Housing Sites (%)

City Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
119.49	106.15	107.04	100	100
Worse		OnTarget		



[OCH1] - Responsive Repairs Completed on Time (%)

Oxford City Homes				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
99.14	98.41	98.1	97.5	97.5
Worse		OnTarget		

COMMENT: Emergency Repairs = 100%
 Urgent Repairs = 100%
 Routine Repairs = 96.81%
 Overall = 98.10%

[OCH2] - Build New Council Homes (Number)

This is a proxy indicator tracking progress against the New Council Homes Project (50 new Council Homes by March 2011)

Corporate Assets				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	32	50	50
		OffTarget		

COMMENT: Lambourn Rd Complete, Cardinal House substantially complete but remedials ongoing following significant criminal damage to 13 flats. Completion of remedials expected in June. Projects both in budget.

Tackle Inequalities and Support Communities

[BV002a] - Local Government Equality Standard (Level)

The Equalities Framework for Local Government has been revised and where there were previously five levels there are now three. The Council has achieved level one under the new system which equates to level two under the old system.

People & Equalities				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
2	1	1	1	1
Worse		OnTarget		

Benchmark: Results Compared to Other Councils

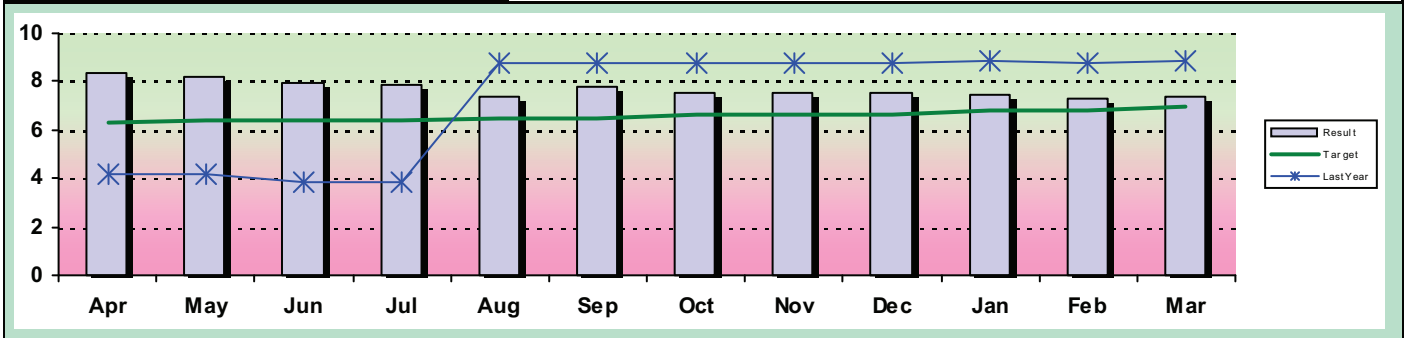
Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-08	1	4	(336/389)	(188/238)	(15/16)	(9/10)	(4/5)

Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

Tackle Inequalities and Support Communities

[BV016a] - Employees with a Disability (%)

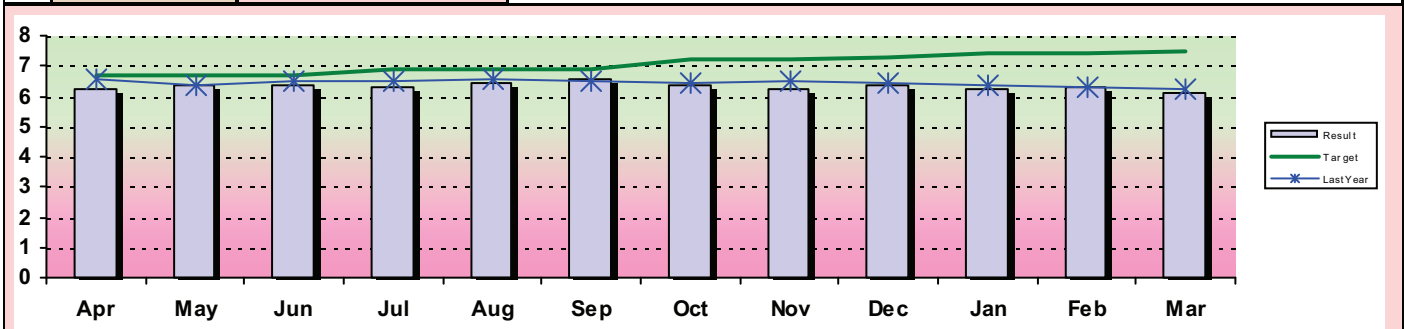
People & Equalities					Benchmark: Results Compared to Other Councils							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	4.5	2	(104/388)	(81/238)	(3/16)	(1/10)	(4/5)
8.82	7.3	7.37	7	7	Mar-10	8.82	1	* assuming no change in other councils results				
Worse		OnTarget										



COMMENT: There has been a decrease in the number of employees working at the Council due to turnover and a slow down in recruitment. P&E are continuing to work proactively on initiatives (such as the Oxford Careers Fest) to ensure the Council is considered as an employer of choice across all part of the community

[BV017a] - Employees from BME Communities (%)

People & Equalities					Benchmark: Results Compared to Other Councils							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	6.2	1	(83/387)	(24/238)	(7/16)	(5/10)	(1/5)
6.21	6.3	6.07	7.5	7.5	Mar-10	6.21	1	* assuming no change in other councils results				
Worse		OffTarget										



COMMENT: The number of employees from BME backgrounds is reasonably static in the low 6% range. This is impacted by the Council's action to minimise any redundancies arising through budget reductions, such as reducing permanent appointments in favour of fixed term or temporary recruitment.

The year end target is 7.5%. In order to increase the chance of achieving this target we will continue to work proactively across communities to promote the Council as an employer of choice. The requirements of the Equalities Act 2010 will help us with this and we have undertaken data analysis for the 10/11 period which includes profiling job applicants and their appointment successes

[CPI1.3] - Community Associations with VISIBLE Standard (Number of Associations)

Community Housing & Development				
Results				Targets
Mar-10	Feb-11	Mar-11		Mar-11
3	4	4	4	4
Better		OnTarget		

[CPI1.5] - Commission Voluntary Sector Organizations to Provide Financial and Other Advice to Individuals and Families through Provision of Grants (£)

Community Housing & Development				
Results				Targets
Mar-10	Feb-11	Mar-11		Mar-11
500000	500000	500000	500000	500000
Same		OnTarget		

Tackle Inequalities and Support Communities

[CPI1.6] - Commission Arts and Cultural Organisations to Work in and with Disadvantaged and Less Involved Sections of our Community through Provision of Grants (£)

Policy, Culture and Communications				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
331430	331430	331430	300000	300000
Same			OnTarget	

[CPI1.7] - Reduce the Number of Children in Primary Schools Categorized as Obese (%)

This is a proxy indicator tracking progress against action plans to reduce childhood obesity.

City Leisure				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
1	3	3	3	3
Better			OnTarget	

COMMENT: GREEN. Projects are progressing and although national funding has been withdrawn; the Council is continuing to provide 30 hours of targeted free swimming programme for those under the age of 17 years and resident to the City.

Participation by the under 16's target group across the Councils seven leisure facilities is showing a April 2010 to 31st March 2011 increase of 37% (113,161 visits) against the same period 09/10 (82,767) visits. (This increase is primarily due to better data capture at front of house sales, increased activity provision and targeted programmes and the development of leisure facilities at Barton, Blackbird Leys and Ferry Leisure Centres).

The Leisure & Parks intern officer is researching the potential for a targeted Health & Well-being project (working with other key stakeholders), to support the underachievement of weight management targets and participation in some City schools.

[CPI1.8] - Undertake a Survey of Users of Community Centres to Assess Satisfaction Levels and Aspirations for Future Developments (Proxy)

This is a proxy indicator tracking progress in designing and implementing the survey

Community Housing & Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
1	2	4	2	2
Better			OnTarget	

[CPI7.2] - Implement the Oxford Regeneration Framework (Proxy)

This is a proxy indicator tracking progress in implementing the regeneration strategy

Community Housing & Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	3	3	3
OnTarget				

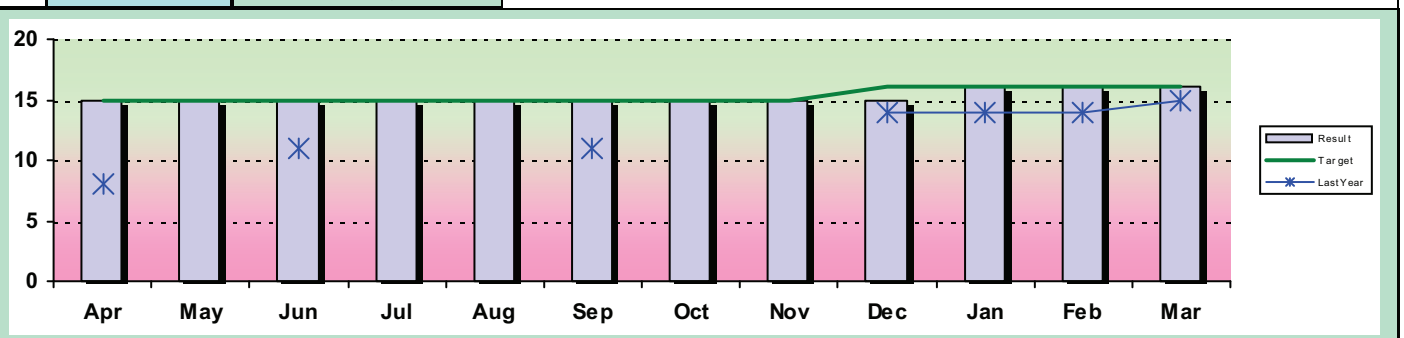
[CPI7.3] - Start to implement the 'Breaking the Cycle of Deprivation' programme (Proxy)

This is a proxy indicator tracking progress in implementing the 'breaking the cycle of deprivation' strategy

Community Housing & Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	3	3	3
OnTarget				

[NI035] - Resilience to Violent Extremism (Score)

Community Housing & Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
15	16	16	16	16
Better			OnTarget	

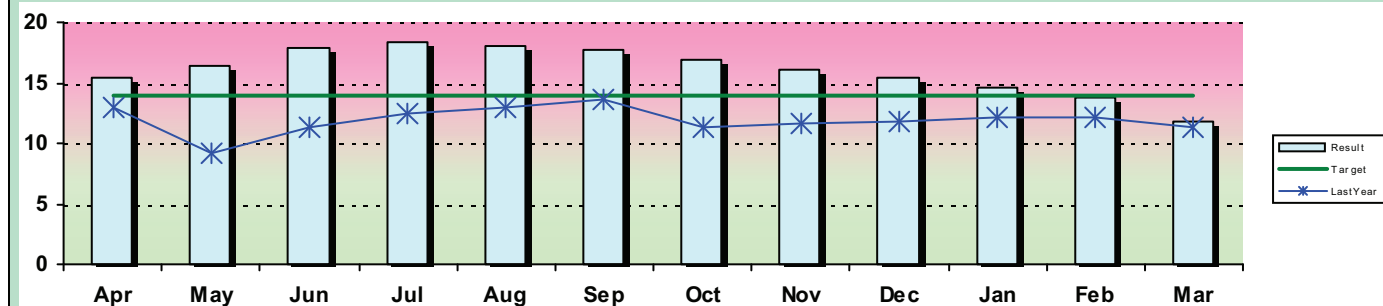


Tackle Inequalities and Support Communities

[NI181] - Time to Process Benefits - New Claims and Change Events (Avg Days)

Customer Services				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
11.37	13.73	11.84	14	14
Worse		OnTarget		

COMMENT: Target surpassed



Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: Moderate

[NI187] - Households Receiving Income Based Benefits in Homes With Low & High Energy Efficiency Rating (%)

Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
9	9	9	9	9
Same		OnTarget		

COMMENT: At 90% confidence level, results for 09/10 were:

for SAP below 35: 9.38% (+/- 1.69%)

for SAP above 65: 43.12% (+/- 2.87)

ED actions in YTD include managing 1,032 enquiries on affordable home energy and fuel poverty (inc. 73 home visits); (Report as last month as planned savings have removed the post delivering this function from the Council) £42.7k of Oxford's £50k 10/11 Fuel Poverty grant is now spent or committed.

Warm Front report to end Feb '11 was 118 referrals in YTD, and £215k spent on energy efficiency of homes occupied by people on income related benefit, at risk of being in fuel poverty. Warm Front will take no applications now until 14 April, for budget reasons.

Central government will now compile data centrally and no longer requires NI 187 reports.

Improve the Local Environment, Economy and Quality of Life

[CPI3.11] - Oxford Play Area Refurbishment Programme (Sites)

City Leisure				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
3	10	13	16	16
Better		OffTarget		

COMMENT: Following a period of uncertainty of external grants in mid 2010 the programme has been adjusted to target the completion of 16 sites in 10/11. For the March 2011 reporting period 13 of the 16 sites have been refurbished and the amended programme is on target for completion.

Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

[CPI3.6] - Green Flag Status for the Main Parks (Number of Parks)

City Leisure				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
3	3	3	4	4
Same		OffTarget		

COMMENT: Three parks successfully achieved Green Flag status this year- Florence, Cutteslowe and Sunnymead and Hinksey Parks. These parks along with Bury Knowle are all in the process of being assessed for Green Flags for 2011-12

[CPI3.7] - Proportion of Spending with Local Businesses (%)

Business Improvement				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
32.33	34	34	34	34
Better		OnTarget		

COMMENT: Increase the proportion of our spending with local businesses to 30%. Last measured at 32.33% in December last year. We are currently training up to 20 local suppliers each month and run these workshops in conjunction with newsletters to advise local businesses of tender opportunities. In addition to this we will be holding surgeries for past unsuccessful bidders, in the hope that we will be able to encourage them to re-apply in the future, and to take up the offer of training.

[CPI3.8] - Conduct a Satisfaction Survey of Visitors to the City (Proxy)

This is a proxy indicator tracking progress in designing and implementing the survey

Policy, Culture and Communications				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
3	3	3	3	3
Same		OnTarget		

Improve the Local Environment, Economy and Quality of Life

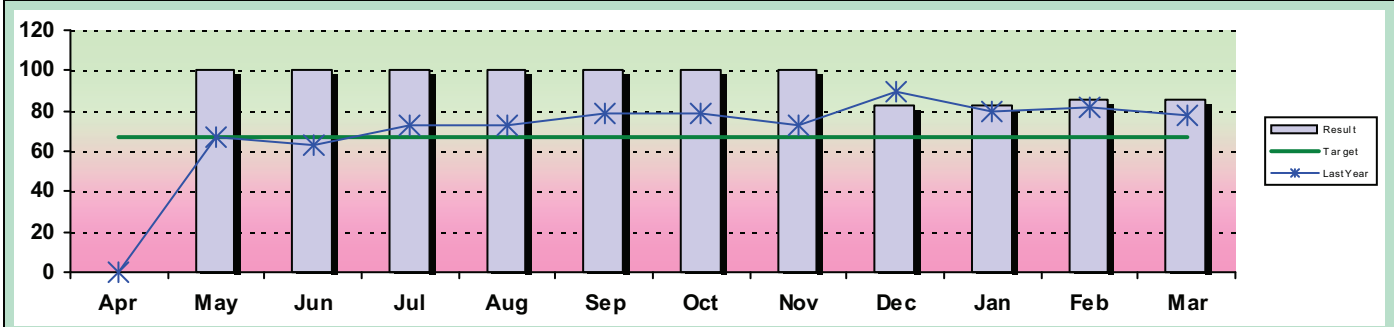
[CPI7.5] - Find new cemetery space (Proxy)

This is a proxy indicator tracking progress in finding new cemetery space

↑	City Leisure				COMMENT: GREEN - Officers have received a development cost analysis for all four of the potential sites and a groundwater assay for one specific site has been received. The next part of the Stage 2 will be to dig trial pits on all four sites and this should take place in the before the end of April 11.
	Results		Targets		
	Mar-10	Feb-11	Mar-11	Mar-11	
		3	3	3	
			3	3	
		OnTarget			

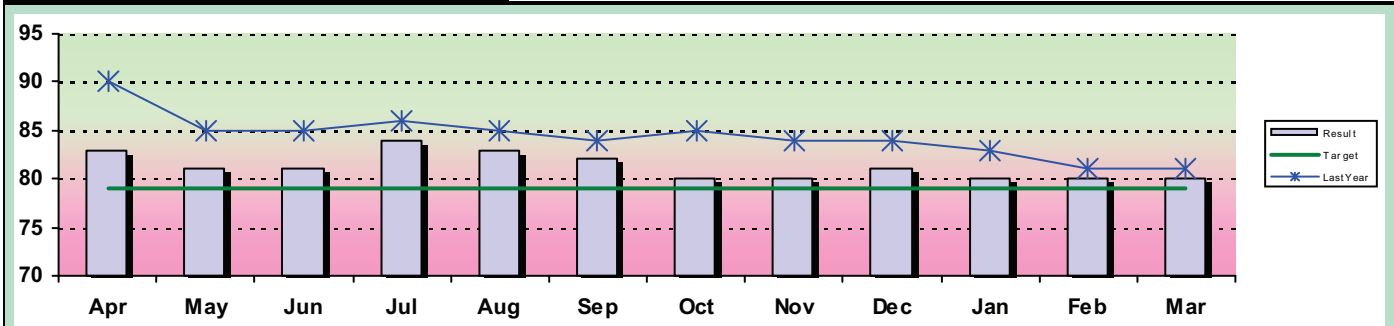
[NI157a] - Processing of Planning Applications Against Targets for Major Applications (%)

↑	City Development				Benchmark: Results Compared to Other Councils							
	Results		Targets		Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
	Mar-10	Feb-11	Mar-11	Mar-11	Mar-08	54.17	4	(329/353)	(217/238)	(16/16)	(10/10)	(4/4)
	78	86	86	67	Mar-09	75	2	(156/334)	(106/223)	(11/15)	(8/10)	(2/4)
	Better		OnTarget		Mar-10	78	2	* assuming no change in other councils results				



[NI157b] - Processing of Planning Applications Against Targets for Minor Applications (%)

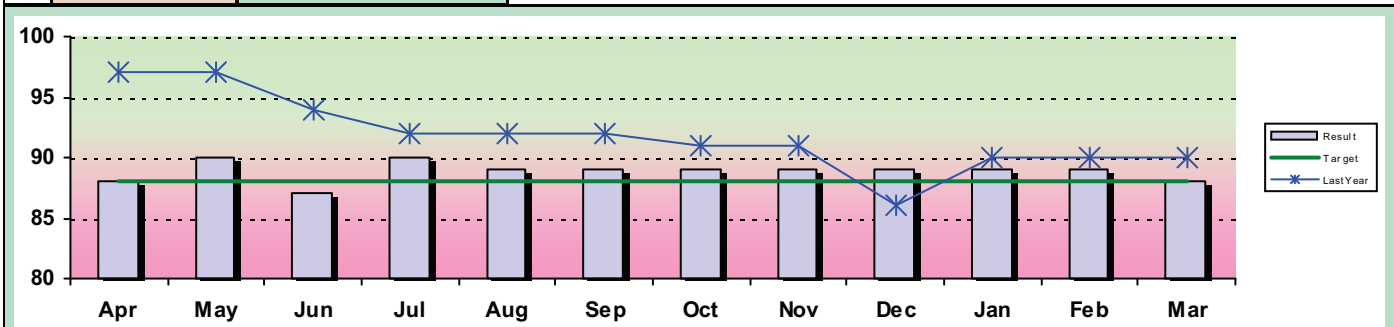
↑	City Development				Benchmark: Results Compared to Other Councils							
	Results		Targets		Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
	Mar-10	Feb-11	Mar-11	Mar-11	Mar-08	78.54	2	(162/354)	(106/238)	(8/16)	(4/10)	(2/4)
	81	80	80	79	Mar-09	85.9	2	(92/346)	(62/233)	(4/16)	(3/10)	(2/4)
	Worse		OnTarget		Mar-10	81	2	* assuming no change in other councils results				



COMMENT: This has been a very successful year as performance targets have been met despite an 8% increase in the number of planning applications received and reductions in the number of development control staff.

[NI157c] - Processing of Planning Applications Against Targets for Other Applications (%)

↑	City Development				Benchmark: Results Compared to Other Councils							
	Results		Targets		Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
	Mar-10	Feb-11	Mar-11	Mar-11	Mar-08	86.93	3	(210/354)	(146/238)	(9/16)	(4/10)	(4/4)
	90	89	88	88	Mar-09	86.11	3	(224/346)	(149/233)	(14/16)	(6/10)	(3/4)
	Worse		OnTarget		Mar-10	90	2	* assuming no change in other councils results				

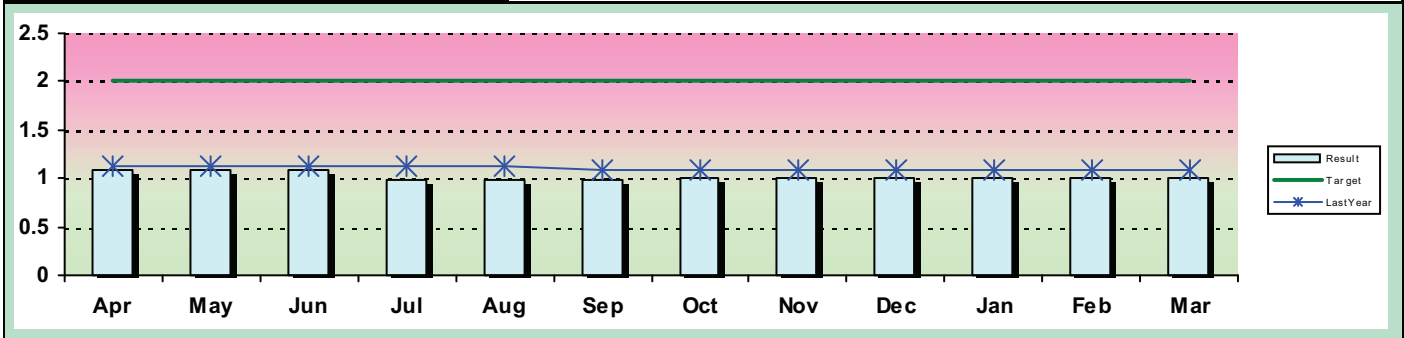


COMMENT: This has been a very successful year as performance targets have been met despite an 8% increase in the number of planning applications received and reductions in the number of development control staff.

Improve the Local Environment, Economy and Quality of Life

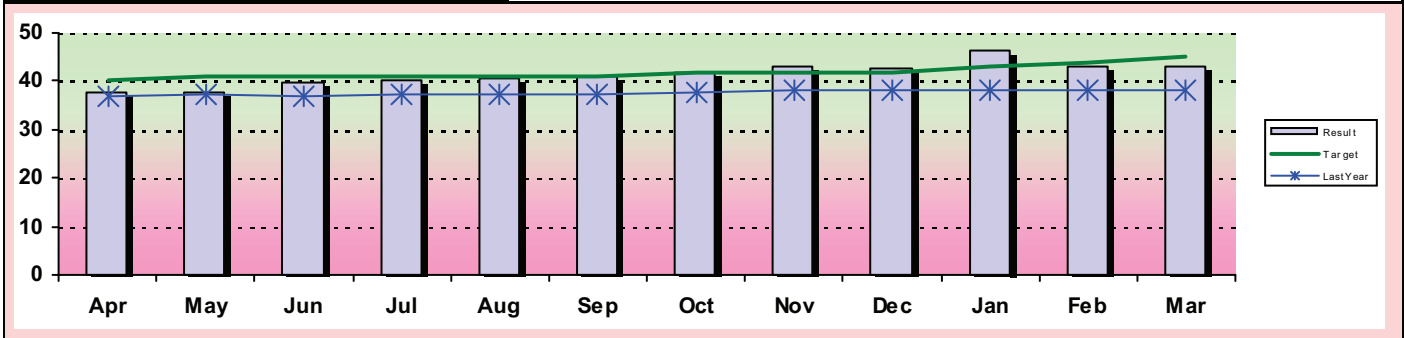
[NI170] - Developed Land Vacant or Derelict More than 5 Years (%)

City Development					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-10	1.08	3					
1.08	1	1	2	2								
Better		OnTarget										



[NI192] - Household Waste Recycled and Composted (%)

City Works					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-09	37.78	2	(178/387)	(124/238)	(8/16)	(2/10)	(4/5)
38.06	43.19	43.21	45	45	Mar-10	38.06	2					
Better		OffTarget										



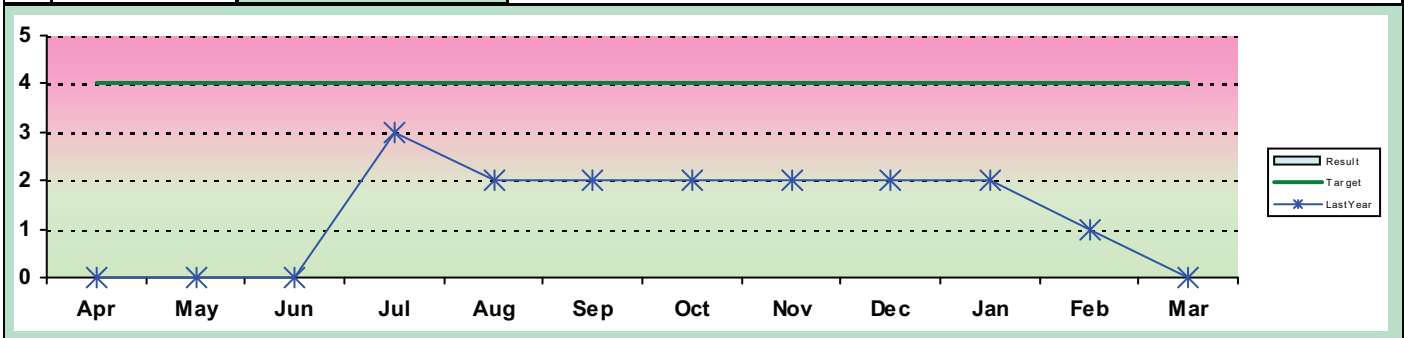
Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

COMMENT: The overall recycling rate for the year is slightly below the 45% target. This has been partially due to the economic downturn in the waste paper market and also due to seasonal variations in composting rates coupled with the adverse weather in December and January which had a major impact on our recycling rates. However we expect the recycling rates to be improving for the future. We are actively planning a number of education and enforcement schemes targeting low participation areas and these will be developed further over the coming year to help meet our targets.

Since the introduction of the blue bin service across the city the cumulative figure for the period October- April is over our target of 45% recycling.

[NI195a] - Level of Litter (% Below Standard)

Oxford City Homes					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-09	4	2	(112/346)	(88/232)	(2/15)	(3/10)	(2/4)
0	0	0	4	4	Mar-10	0	1					
Same		OnTarget										

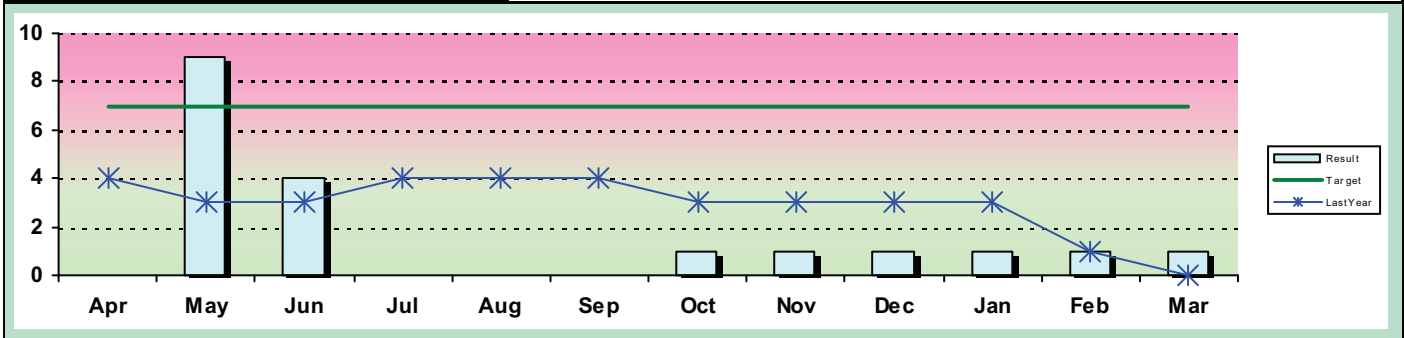


Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: Moderate

Improve the Local Environment, Economy and Quality of Life

[NI195b] - Level of Detritus (% Below Standard)

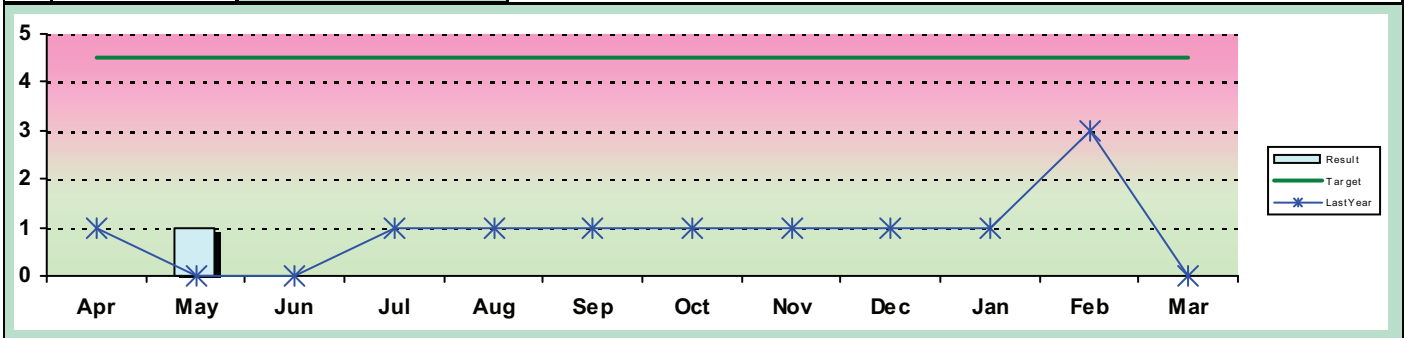
Oxford City Homes					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-09	14	3	(237/346)	(168/232)	(11/15)	(6/10)	(4/4)
0	1	1	7	7	Mar-10	0	1	<i>* assuming no change in other councils results</i>				
Worse				OnTarget								



Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

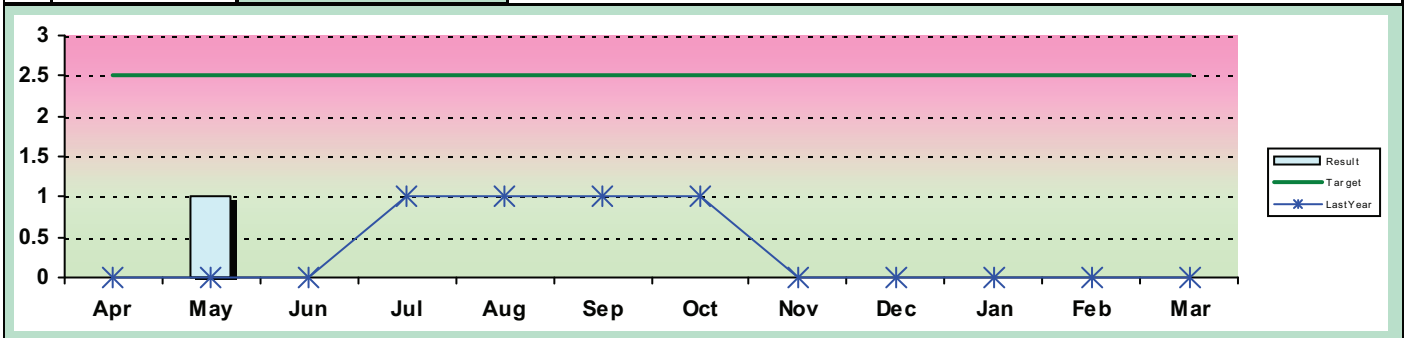
[NI195c] - Level of Graffiti (% Below Standard)

Oxford City Homes					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-09	6	4	(296/346)	(218/232)	(10/15)	(8/10)	(4/4)
0	0	0	4.5	4.5	Mar-10	0	1	<i>* assuming no change in other councils results</i>				
Same				OnTarget								



[NI195d] - Level of Fly-posting (% Below Standard)

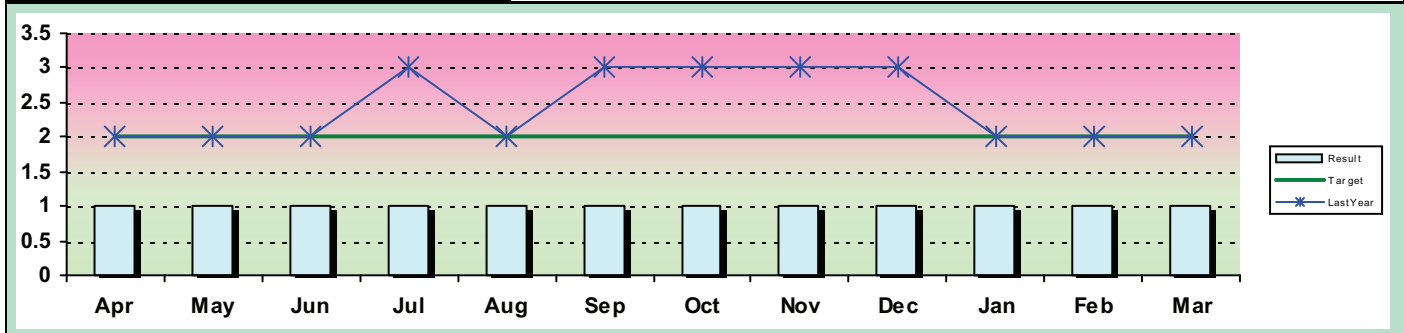
Oxford City Homes					<i>Benchmark: Results Compared to Other Councils</i>							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-09	2	4	(309/346)	(216/232)	(14/15)	(8/10)	(3/4)
0	0	0	2.5	2.5	Mar-10	0	1	<i>* assuming no change in other councils results</i>				
Same				OnTarget								



Improve the Local Environment, Economy and Quality of Life

[NI196] - Level of Fly-Tipping (Level)

Oxford City Homes					Benchmark: Results Compared to Other Councils							
Results		Targets			Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11	Mar-09	2	1	(85/342)	(53/228)	(3/15)	(3/10)	(2/4)
2	1	1	2	2	Mar-10	2	1	* assuming no change in other councils results				
Better		OnTarget										

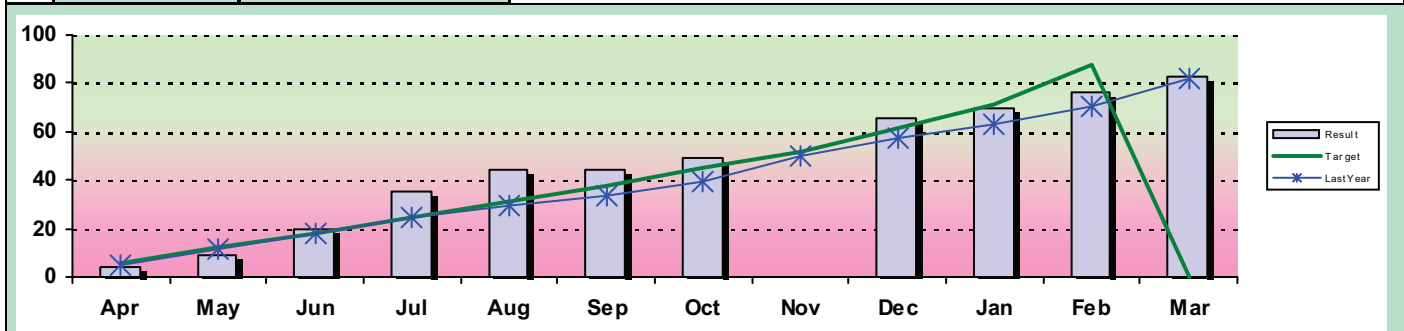


Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: Limited

Reduce Crime and Anti-Social Behaviour

[BV076c] - Fraud investigations/1000 Caseload

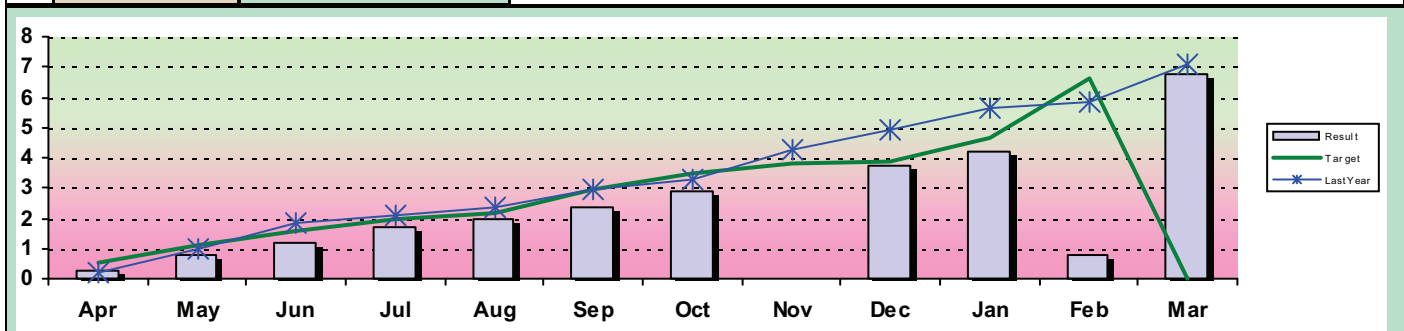
Finance					Benchmark: Results Compared to Other Councils							
Results		Targets			Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11	Mar-08	74.81	1	(24/353)	(23/238)	(2/16)	(1/10)	(1/4)
81.87	75.96	82.95	0	0	Mar-10	81.87	1	* assuming no change in other councils results				
Better		OnTarget										



COMMENT: The annual target has not been met. The target in number of cases investigated and closed was 1034. This figure is then multiplied by 1000 and divided by the average number of live claims to get the performance measure. The average number of live claims has increased from 11767 (on which the target was calculated) to 12682 at end of 2010/11. In total 1052 cases were investigated and closed however the increase in the number of claimants has effected the overall performance. There has also been one less investigator from 01/01/11 as a result of Finance and Efficiency Directorate Restructure.

[BV076d] - Sanctions/1000 Caseload

Finance					Benchmark: Results Compared to Other Councils							
Results		Targets			Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11	Mar-08	5.17	3	(202/353)	(158/238)	(11/16)	(6/10)	(4/4)
7.11	0.79	6.78	0	0	Mar-10	7.11	2	* assuming no change in other councils results				
Worse		OnTarget										



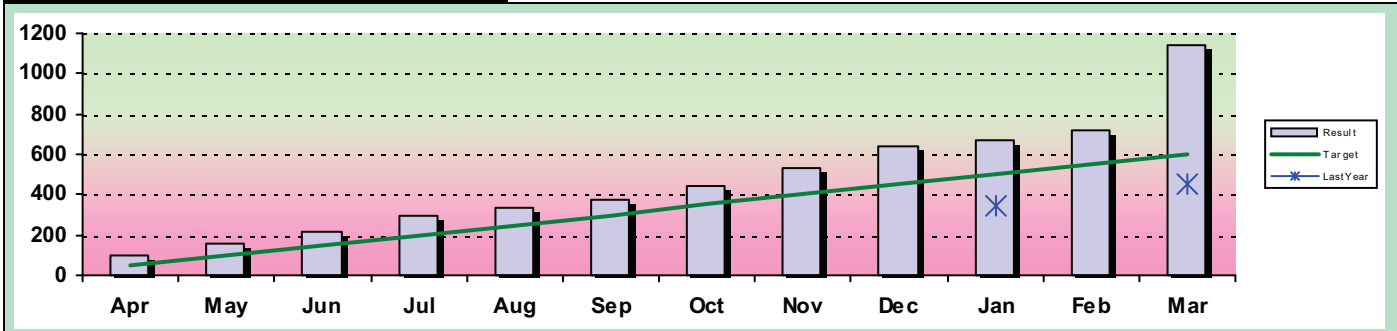
COMMENT: The annual target has met. The target in number of sanctions for year was 78. This figure is then multiplied by 1000 and divided by the average number of live claims to get the performance measure. The average number of live claims has increased from 11767 (on which the target was calculated) to 12682 at end of 2010/11. In total 86 sanctions were achieved however the increase in the number of claimants has effected the overall performance. There has also been one less investigator from 01/01/11 as a result of Finance and Efficiency Directorate Restructure.

Reduce Crime and Anti-Social Behaviour

[CPI4.10] - Enforcement Action against Environmental and Waste Offences (Enforcement Actions)

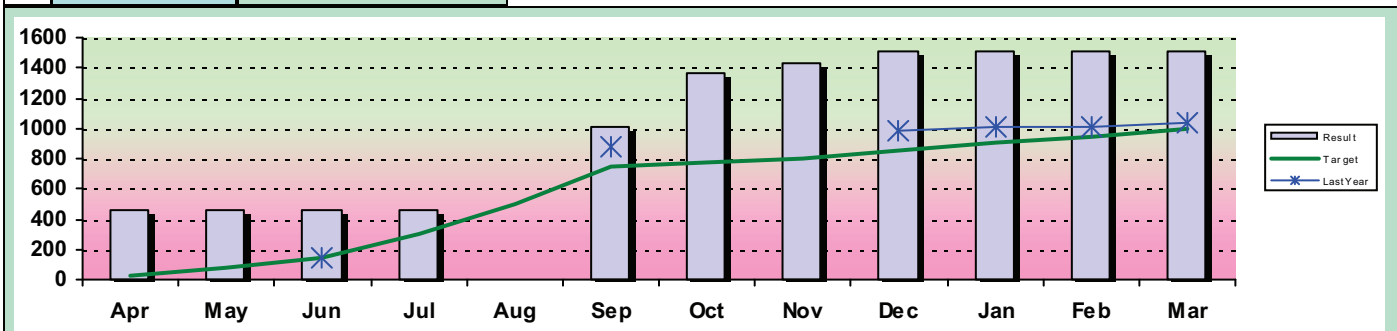
Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11		Mar-11
455	721	1139	600	600
Better		OnTarget		

COMMENT: Littering Fixed Penalty: 26 this month, 282 to date
 Other waste and environmental offence notices: 392 this month, 857 to date
 The end of year figure reflects a combination of temporary additional staffing and a special campaign



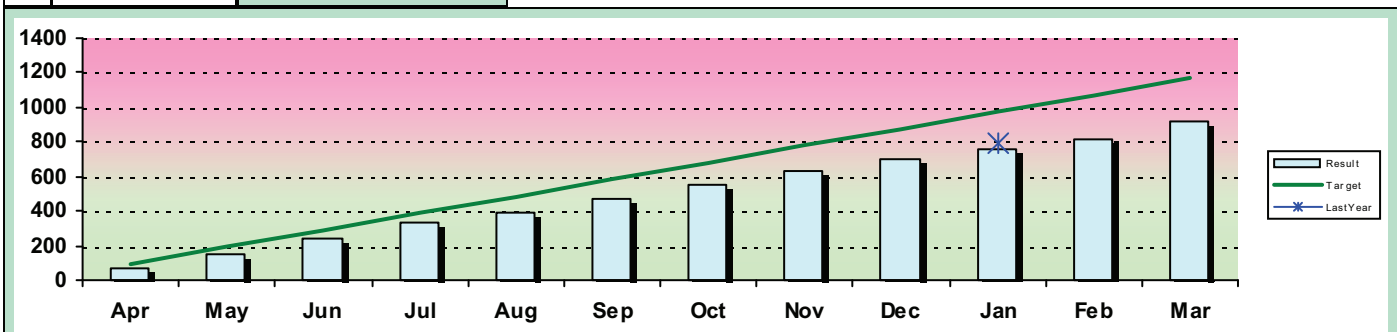
[CPI4.11] - Free Holiday Activities for Young People (5-19) in the Most Deprived Areas in Oxford (Number of Children)

Community Housing & Development				
Results		Targets		
Mar-10	Feb-11	Mar-11		Mar-11
1035	1505	1505	1000	1000
Better		OnTarget		



[CPI4.3] - Reduce Assault with Less Serious Injury (2009 Baseline - Incidents)

Community Housing & Development				
Results		Targets		
Mar-10	Feb-11	Mar-11		Mar-11
	816	917	1165	1165
		OnTarget		



[CPI4.8] - Criminal Damage (Incidents)

Community Housing & Development				
Results		Targets		
Mar-10	Feb-11	Mar-11		Mar-11
	2108	2292	2229	2229
		OffTarget		

Reduce Crime and Anti-Social Behaviour

[CPI4.9] - Serious Acquisitive Crime - Burglary, Autocrime and All Robbery (Incidents)

Community Housing & Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
	1761	1908	2135	2135
		OnTarget		

Tackle Climate Change and Promote Environmental Resource Management

[BV063] - SAP Rating for LA Owned Dwelling (Avg)

Corporate Assets				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
71.04	71.99	72	71.5	71.5
Better		OnTarget		

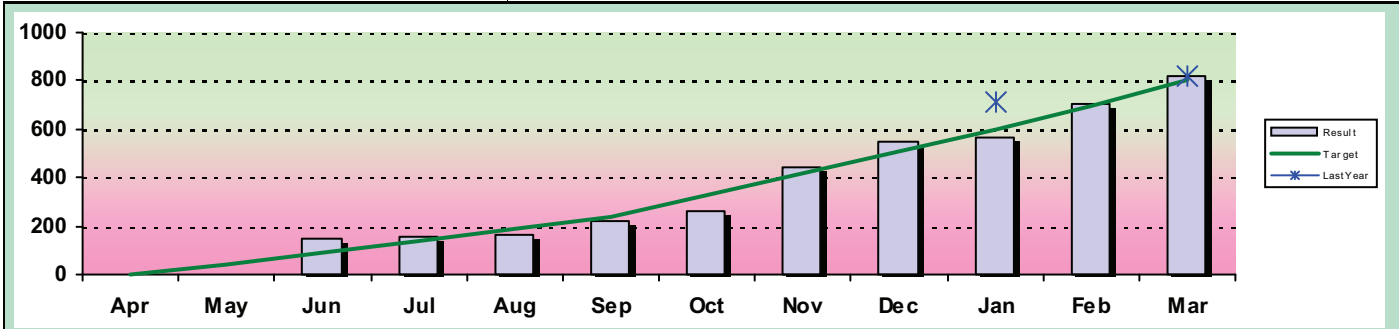
Benchmark: Results Compared to Other Councils

Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-08	70	2	(91/203)	(51/120)	(7/14)	(7/9)	(1/1)

[CPI5.1] - Reduce Carbon Footprint (Tonnes)

Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
823	703	819	800	800
Worse		OnTarget		

COMMENT: Office/operational rationalisation (est 81 tCO2/yr total): Oxford City Football Club now fully managed by the club (22 tCO2/yr); St Aldates Salix projects 20% installed 10/11(10 tCO2/yr), Park and Ride transfer now counted (est 49 tCO2/yr)
Advanced energy management:10/11: est Renew / reprogramme time-clocks at Enterprise and Blue Boar St (35 tCO2)
Projects over-running into 2011/12: Fusion/Leisure lighting project (Supply shortages / Fusion queries on Salix approach) (est 46 tCO2/yr)
Insulation on valves/flanges in leisure centres (est 70 tCO2/yr)
Barton Neighbourhood Centre lighting upgrade (est 15tCO2/yr) (due June 2011)



Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

[CPI7.4] - Bus Concessionary Fare Scheme (Proxy)

This is a proxy indicator tracking the implementation of the Concessionary Fares Scheme

Customer Services				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
	3	3	3	3
		OnTarget		

[CPI7.9] - Implement Food Waste Scheme (Proxy)

This is a proxy indicator tracking the implementation of the food waste scheme

City Works				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
	3	3	3	3
		OnTarget		

[NI188] - Level: Adapting to Climate Change (Level)

Environmental Development				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	
1	1	1	1	1
Same		OnTarget		

Benchmark: Results Compared to Other Councils

Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-09	0	2	(166/370)	(94/224)	(10/16)	(4/9)	(5/5)
Mar-10	1	1	* assuming no change in other councils results				

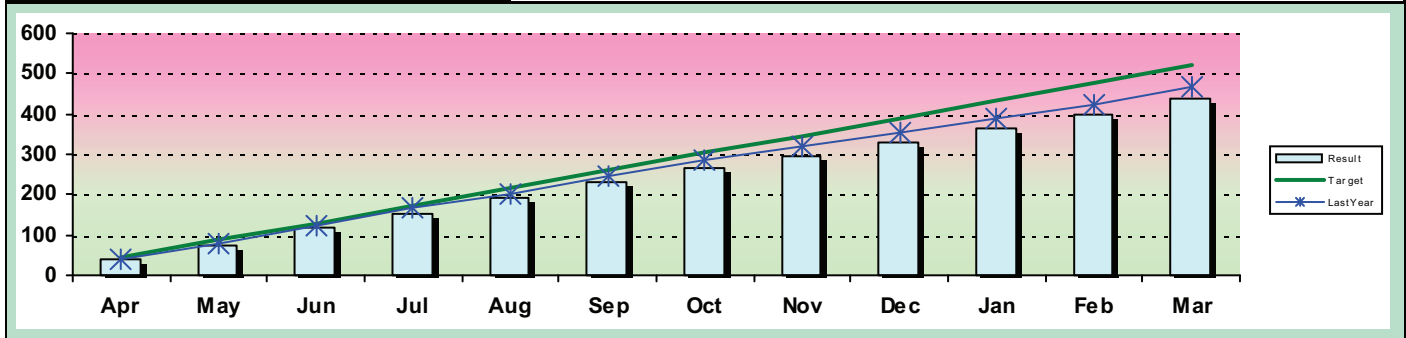
Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

COMMENT: It has now been confirmed that there will be no more reporting on NI188 to central government. Adaptation to a changing climate remains an important issue and work on the most pressing adaptation problem for Oxford – flooding – continues in ED.

Tackle Climate Change and Promote Environmental Resource Management

[NI191] - Residual Waste Per Household (kg)

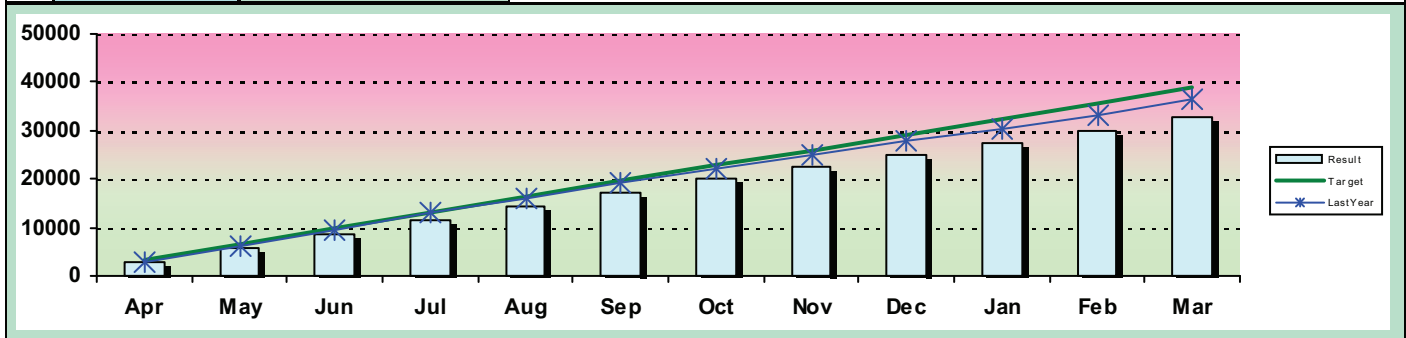
City Works					Benchmark: Results Compared to Other Councils							
Results		Targets			Date	Result	Quartile	All Districts	CIPFA Diamond	Oxfordshire		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11	Mar-09	482	1	(54/387)	(53/238)	(2/16)	(1/10)	(1/5)
465.06	398.55	437.62	519	519	Mar-10	465.1	1	* assuming no change in other councils results				
Better		OnTarget										



Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: High

[NI193] - Municipal Waste Landfilled (Tonnes)

City Works				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
36329	30033	32907	39000	39000
Better		OnTarget		



Transforming the City Council by Improving Value for Money and Services Provided

[BP&I - BV008] - Invoices Paid Within 30 Days (%)

Business Improvement					COMMENT: The team have achieved the target at year end and are achieving 100% each month. Performance would have been higher but was affected by lower performance one month earlier in the year.
Results		Targets			
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11	
	97.58	97.29	97.25	97.25	
OnTarget					

[BP&I - BV012] - Days Lost to Sickness (excluding unpaid) (Avg Days)

Business Improvement				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	5.36	3.32	10	10
OnTarget				

[BV003] - Satisfaction With Overall Service Provided by Authority (%)

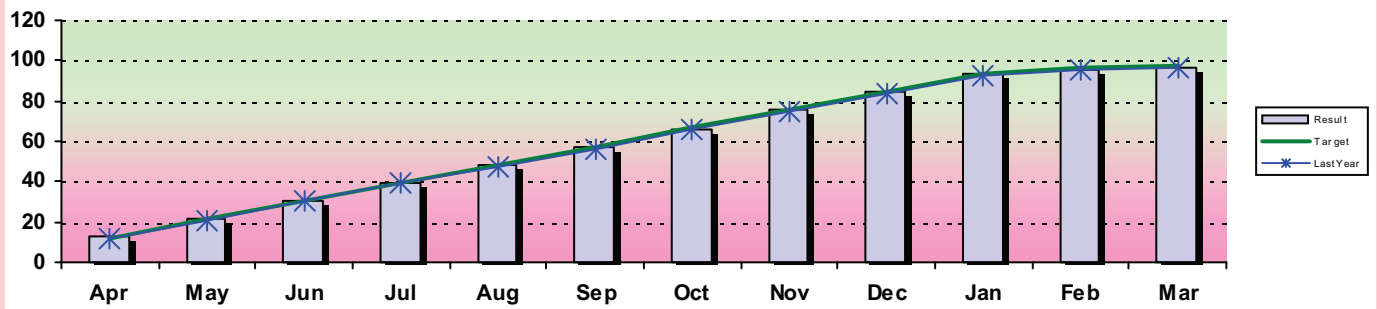
The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

Policy, Culture and Communications				
Results		Targets		
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	75	75	62	62
OnTarget				

Transforming the City Council by Improving Value for Money and Services Provided

[BV009] - Council Tax Collected (%)

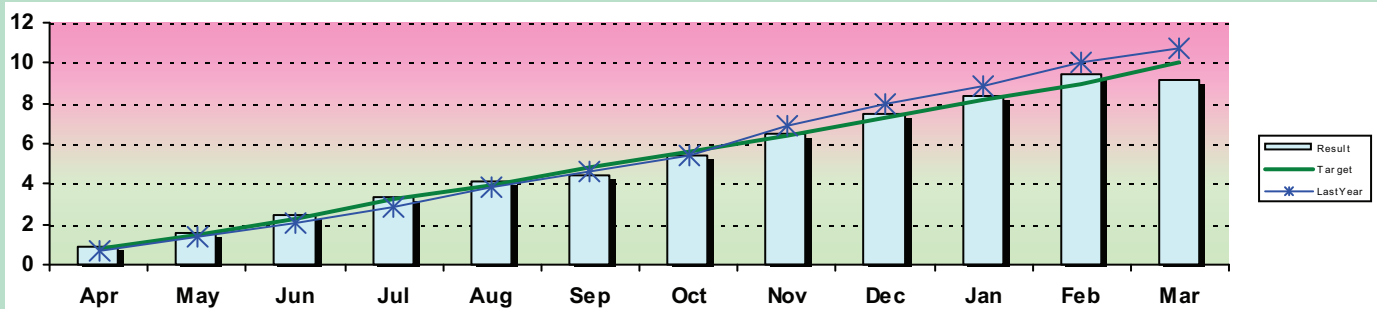
Customer Services					Benchmark: Results Compared to Other Councils							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	96.88	3	(251/354)	(213/238)	(14/16)	(3/10)	(4/4)
96.43	95.5	96.79	97.3	97.3	Mar-10	96.43	4	* assuming no change in other councils results				
Better		OffTarget										



COMMENT: The end of year result of 96.79% (96.8% for DCLG purposes) saw a good improvement on last year's result of 96.43%. If we had collected a further £135k the 97% target would have been reached. We are actively pursuing debts remaining outstanding for 2010/11 and the 97% target will be reached early in 2011/12 (collection will ultimately be over 99%). Had it not been for technical problems with collecting Direct Debit instalments late in 2010/11, we may well have reached 97% by 31/03. Collection of the 2011/12 debit has started positively with prepayments (monies received in March relating to 2011/12 liabilities) touching £1.3m. Optimism is high that 97% by 31/03/12 will be an attainable target for the new year.

[BV012*] - Days Lost to Sickness (excluding unpaid) (Avg Days)

People & Equalities					Benchmark: Results Compared to Other Councils							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	11.35	4	(341/389)	(205/238)	(12/16)	(10/10)	(5/5)
10.73	9.4	9.15	10	10	Mar-10	10.78	4	* assuming no change in other councils results				
Better		OnTarget										

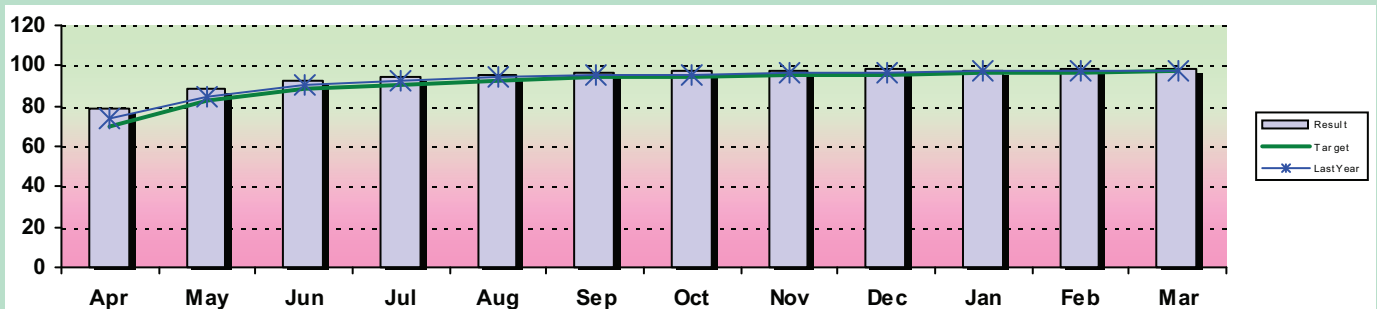


Last Audited By PriceWaterHouseCooper in Nov-09. Assurance Rating: Moderate

COMMENT: There is a continuing focus on short term absence with the CEX reviewing sickness cases in consultation with P&E Business Partners to ensure the robust corporate approach to further reducing sickness. Service areas with high absence have plans in place which are being actioned. This has resulted in the target for this year being exceeded. A year-end data validation exercise has resulted in a better than expected out-turn than was predicted in the last couple of months

[BV066a] - Housing Rent Collected (%)

Customer Services					Benchmark: Results Compared to Other Councils							
Results				Targets	Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-10	Feb-11	Mar-11		Mar-11	Mar-08	97.15	4	(162/203)	(97/120)	(11/14)	(9/9)	(1/1)
97.79	98.06	98.36	97.3	97.3	Mar-10	97.79	3	* assuming no change in other councils results				
Better		OnTarget										



Transforming the City Council by Improving Value for Money and Services Provided

[BV089] - Satisfaction with Cleanliness of Public Space (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

City Works				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	73	73	57	57
OnTarget				

[BV090a] - Satisfaction with Waste Collection (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

City Works				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	78	78	64	64
OnTarget				

[BV090b] - Satisfaction with Recycling (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

City Works				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	77	77	66.5	66.5
OnTarget				

[BV119a] - Satisfaction with Sports and Leisure Facilities (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

City Leisure				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
51.11	95	95	52.11	52.11
Better		OnTarget		

[BV119c] - Satisfaction with Museums and Galleries (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

Policy, Culture and Communications				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
74	81	81	67.5	67.5
Better		OnTarget		

[BV119e] - Satisfaction with Parks and Open Spaces (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

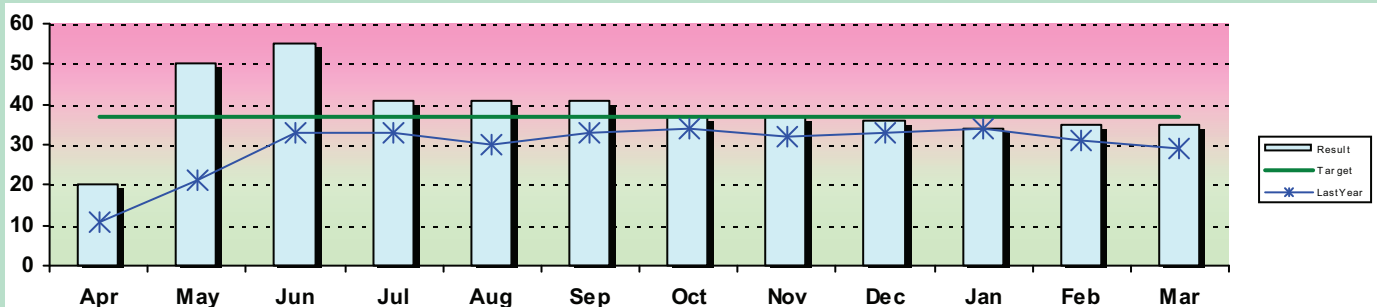
City Leisure				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
80.84	83	83	81	81
Better		OnTarget		

[BV204] - Planning Appeals Successful (%)

Benchmark: Results Compared to Other Councils

City Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
29	35	35	37	37
Worse		OnTarget		

Date	Result	Quartile	All	Districts	CIPFA	Diamond	Oxfordshire
Mar-08	41	4	(288/353)	(196/238)	(15/16)	(8/10)	(4/4)
Mar-10	29	2	* assuming no change in other councils results				



Transforming the City Council by Improving Value for Money and Services Provided

[CA1] - Corporate Building Improvement Programme (£)

Corporate Assets				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	100000	100000	100000	100000
OnTarget				

[CA2] - Reduce Office Footprint on 2008/09 Base (%)

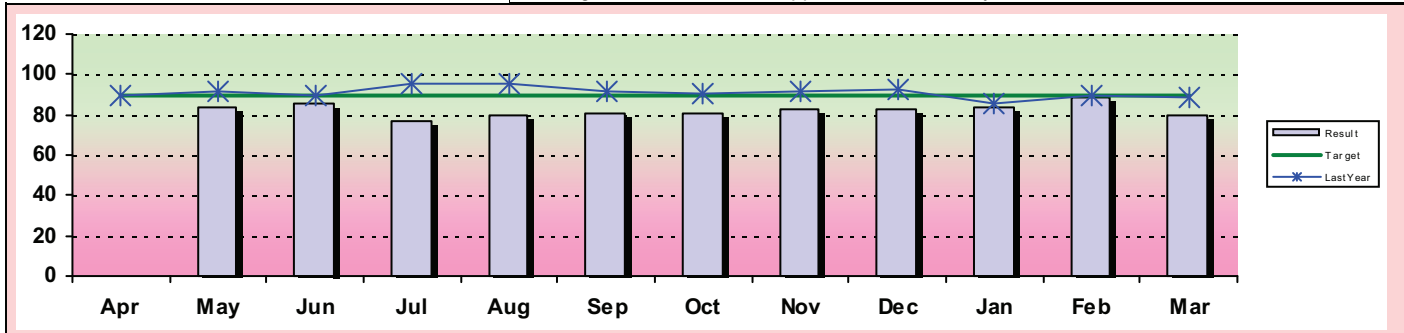
Corporate Assets				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	12	12	12	12
OnTarget				

[CPI6.10] - Customers Getting Through First Time on Councils Main Service Lines (%)

Customer Services				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
88.5	88.32	80.02	90	90
Worse		OffTarget		

COMMENT: The contact centres have seen a significant increase in customer demand throughout 2010/11 as a result of service changes and improvements, such as the roll out of blue bins and garden waste schemes. During the latter part of 2010 the volume of calls received also increased due to adverse weather conditions for services such as Housing Repairs and Waste & Recycling and as always, March is a busy time for council tax billing and rent enquiries. The total number of customers helped by the contact centres during 2010/11 was in excess of 220,000.

Plans to develop the single contact centre later in 2011 will enable the Council to deliver a wider range of service at the first point of contact using the Customer Relationship Management software to support service delivery.



[CPI6.11] - Increase the Number of Online Transactions - Including Financial (2008 Baseline %)

Policy, Culture and Communications				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
12.8	13.05	38	5	5
Better		OnTarget		

[CPI7.6] - Asset management plan (Proxy)

This is a proxy indicator tracking progress in implementing the Asset management plan

Corporate Assets				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	3	3	3
OnTarget				

[CPI7.7] - Corporate Approach to Customers and Complaints

This is a proxy indicator tracking progress against plans to achieve this objective

Policy, Culture and Communications				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	3	3	3
OnTarget				

[Fin - BV008] - Invoices Paid Within 30 Days (%)

Finance				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	97.11	97.33	97.25	97.25
OnTarget				

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[Fin - BV012] - Days Lost to Sickness (excluding unpaid) (Avg Days)

↓	Finance			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		5.88	8.49	10 10
	OnTarget			

[L&G1] - Voter Awareness (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

↑	Law & Governance			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		87	87	86 86
	OnTarget			

[Leisure1] - Increase BME Participation against the 2009 baseline (%)

↑	City Leisure			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		32	48	5 5
	OnTarget			

COMMENT: GREEN – A 48% increase in participants for March 2011 (6,516 visits), compared to March 2010 (4,400).

April 2010 to 31st March 2011 (48,317 visits), is showing a participation increase of 178%, against the same period 2009/ 10 (17,407 visits). (This significant increase is primarily due to better data capture at front of house sales, increased activity provision and targeted programmes and the development of leisure facilities at Barton, Blackbird Leys and Ferry Leisure Centres).

[Leisure2] - Increase Under 17s Participation (2009 Baseline %)

↑	City Leisure			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		5	27	5 5
	OnTarget			

COMMENT: GREEN – Participation in March 2011 (17,235 visits) was equal to that in March 2010 (17,225 visits).

April 2010 to 31st March 2011 compared to the same period 2009/ 10 is showing a participation increase of 37%. (This significant increase is primarily due to better data capture at front of house sales, increased activity provision and targeted programmes and the development of leisure facilities at Barton, Blackbird Leys and Ferry Leisure Centres).

[Leisure3] - Leisure Centres with Quest Accreditation (Number of Centres)

Until centres are assessed this will be a proxy measure against action plans to achieve accreditation.

↑	City Leisure			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		1	1	5 5
	OffTarget			

COMMENT: One of five targeted facilities have achieved accreditation to date, Barton Leisure Centre.

PMP who managed the QUEST award for Sport England went into administration on 13/07/10. Sport England has appointed a new contractor to deliver QUEST; it is anticipated that assessment dates for Blackbird Leys Leisure Centre, Ferry Leisure Centre, Oxford Ice Rink and Hinksey Outdoor Pool will be confirmed in March 2011.

Barton Leisure Centre completed a two day external assessment on the 26th January 2011. The percentage score is being validated (confirmation is expected end of April 2011). Indicative feedback from assessors is that the Leisure Centre has retained a Highly Commended status.

All facilities are working, reporting and monitoring in-line with the QUEST quality award principles. There is a confidence that facilities will achieve QUEST accreditation once assessment dates are confirmed.

[Leisure4] - Increase Use of Leisure Centres (2009 Baseline - %)

↑	City Leisure			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		5	12	5 5
	OnTarget			

COMMENT: Total annual participation April 09 to March 10 (YTD) participation = 888,378
Total annual participation April 10 to March 11 (YTD) participation = 991,212
Total annual participation year on year increase in participation = 12% participation increase against the 09/ 10 baseline

(This increase is primarily due to better data capture at front of house sales, increased activity provision and targeted programmes and the development of leisure facilities at Barton, Blackbird Leys and Ferry Leisure Centres).

[NI005] - Satisfaction With Local Neighbourhood (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

↑	Policy, Culture and Communications			
	Results		Targets	
	Mar-10	Feb-11	Mar-11	Mar-11
		87	87	88 88
	OffTarget			

COMMENT: Data shown is based on the weighted findings from the Council's Talkback Citizen's panel carried out in December 2010. Previous data has been from the Place survey and is not comparable because they use very different methodologies.

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[NI008] - Increase Adult Participation in Sport against 2006 baseline (%)

The result for this indicator will come from the survey carried out by Sports England later in the year. Until the result is available this will be a proxy result measuring progress against action plans to increase adult participation in sport.

City Leisure				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	27.6	27.6	26.2	26.2
			OnTarget	

[NI021] - Satisfaction with LA dealing with crime (%)

The Place Survey has been cancelled. Results will be reported following a Talkback Panel survey in December.

Community Housing & Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	3	3	3	3
			OnTarget	

COMMENT: The Place Survey was cancelled by the coalition government, however, results from the Talkback Panel are very encouraging.

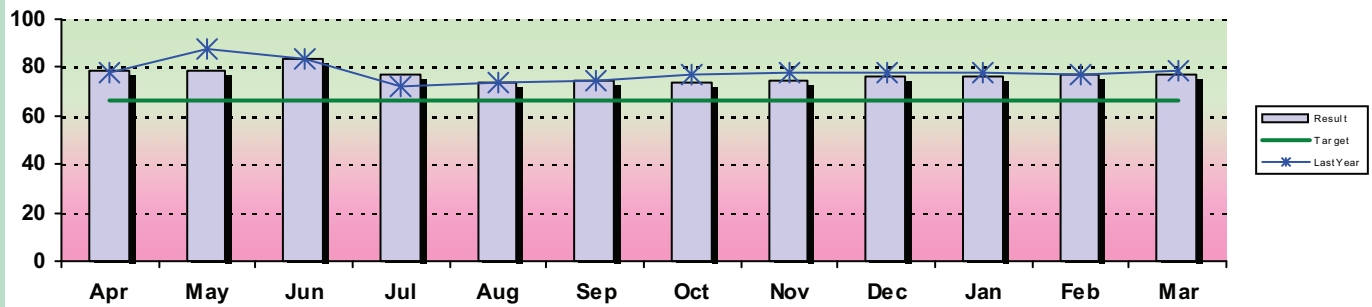
50% of respondents strongly agreed or tended to agree that the police and local council are dealing with antisocial behaviour and crime issues that mattered in their area. This compares with 41.5% in 2009 and 38.4% in 2008.

[NI182] - Satisfaction of Businesses With Local Authority Regulation Services (%)

Environmental Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
79	77	77	66	66
Worse			OnTarget	

COMMENT: Total questionnaires:
Non-compliant: 112 (issued) / 55 (returned)
Compliant: 376 (issued) / 202 (returned)
Total: 488 (issued) / 257 (returned)
Further 26 issued this month (returns awaited)

Government has now dropped this indicator, but the trend shows the annual result will be about 78% when calculated in May '11 (reports lag interventions by two months).

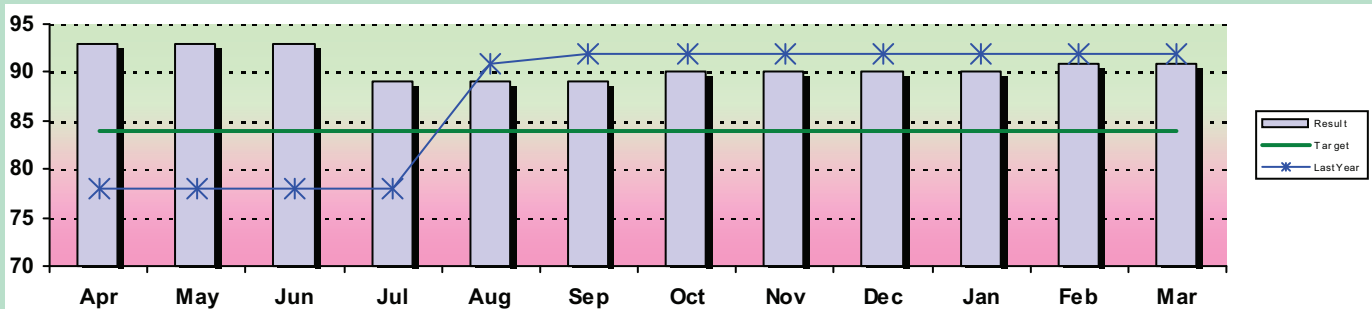


[NI184] - Food Establishments Broadly Compliant With Food Hygiene Law (%)

Environmental Development				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
92	91	91	84	84
Worse			OnTarget	

COMMENT: Currently 1138 out of 1251 businesses are broadly compliant.

This is the last report as the Government no longer requires reports on NI 184.



[PCC1] - Museum Outreach Program (Contacts)

Policy, Culture and Communications				
Results			Targets	
Mar-10	Feb-11	Mar-11	Mar-11	Mar-11
	2862	3205	2200	2200
			OnTarget	

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[Proc1] - Procurement Strategy to Reduce Costs (£)

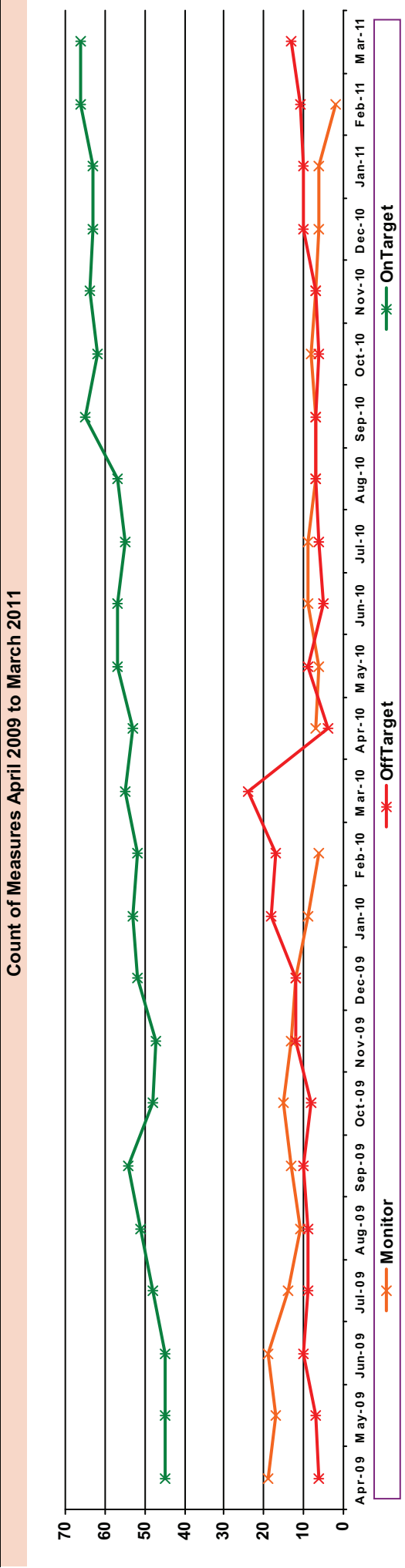
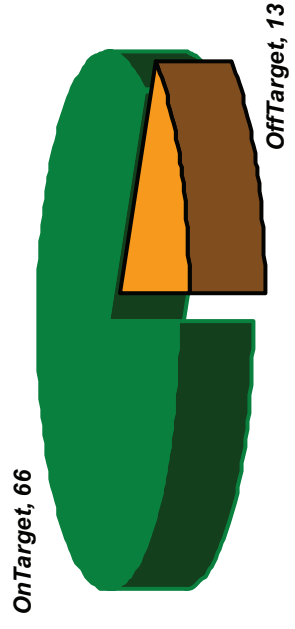
↑	Business Improvement				COMMENT: Target have been achieved but some savings are not counted as they have been reappropriated to meet other business requirements
	Results		Targets		
	Mar-10	Feb-11	Mar-11	Mar-11	
		179115	179115	160000	
			OnTarget		

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Performance Summary - March 2011

Trend Since March-2010		Results for March 2011		Corporate Priorities 1 - 6*					
2010	2011	OnTarget	84%	CP1	CP2	CP3	CP4	CP5	CP6
Better: 25	50%	OnTarget 66	84%	6	12	12	4	7	25
Same: 9	18%	Monitor 0	0%	0	0	0	0	0	0
Worse: 16	32%	OffTarget 13	16%	4	1	3	1	0	4
Total 50		NoResult 0	0%	0	0	0	0	0	0
		NoTarget 0	0%	0	0	0	0	0	0
		NoTarget 79		10	13	15	5	7	29

Service Area	OnTarget%	OnTarget	Monitor	OffTarget	NoResult	NoTarget	Total
BusImprove	100%	2	0	0	0	0	2
CityDev	86%	6	0	1	0	0	7
CityHomes	100%	7	0	0	0	0	7
CityWorks	86%	6	0	1	0	0	7
ComHD	86%	12	0	2	0	0	14
CorpAssets	80%	4	0	1	0	0	5
CustServ	60%	3	0	2	0	0	5
EnvDev	88%	7	0	1	0	0	8
L&G	100%	1	0	0	0	0	1
Leisure	73%	8	0	3	0	0	11
P&E	75%	3	0	1	0	0	4
PCC	88%	7	0	1	0	0	8
		66	0	13	0	0	79



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To: Value & Performance Scrutiny Committee
Date: 21 June 2011
Report of: Simon Howick
Head of People and Equalities
Title of Report : Managing Attendance

Summary and Recommendations

Purpose of report: This report presents attendance statistics for April 2010 to March 2011

Report Approved by: Cllr Bob Price, Leader of the Council

Finance: Nigel Kennedy
Legal: Jeremy Thomas

Recommendation(s):

Members are asked to: -

Note the attendance levels of April 2010 to March 2011

Note the actions taken and those proposed to further improve attendance

Introduction

1. This report updates the Committee on the Council's progress in managing attendance and presents the statistics for April 2010 to March 2011.

Attendance Statistics for 1st April 2010 to 31st March 2011

2. Appendix A summarises the absence data for this year.
3. The average absence per employee for the period was 9.15 days. The rate for the same period in 2009/10 was 10.71 days; a decrease of 1.56 days or a 15% improvement. Recent years have seen an overall reduction in absence rates of more than 30%.
4. The calculation used is the total number of FTE days divided by the average number of FTE employees in the period.
5. Long term absence accounts for 50% of the reported absence.

Consequences of Council 2012 restructures

6. The Council is currently engaged in a major restructuring exercise and this affects the way that the attendance performance of different service areas is presented. City Works and a large part of Oxford City Homes are being brought together into Direct Services, however these changes, which began in November, are still in progress and the attendance figures for each part are reported separately. Attendance of staff who have moved in other structural changes is reported against their inheriting Service Area.

Absence Targets and Performance

7. The Council has a corporate target of 10 days per FTE regardless of service area. This target has been achieved for the Council as a whole. There have been notable improvements in attendance in Oxford City Homes (now part of Direct Services) and Housing and Communities.

8. Some of these improvements are attributable to
 - a more rigorous application of the attendance policy supported by attendance tsars in each service area.
 - a more active engagement of all parties with rehabilitation programmes in cases of long term absence – getting people back to work sooner
 - a significant increase in referral of cases to physiotherapy or counselling which is helping to minimise any absence
 - more active cooperation between Occupational Health and therapy providers,
9. Only two Service Areas, City Works (now part of Direct Services) and Customer Services, report absence over the Corporate target. This is concerning, since both areas deliver important services to our customers, and in both areas attendance has worsened compared with last year. However in recent months there have been improvements in overall absence rates for Customer Services which have result in a better than projected year end result .
10. Recently published data from the HSE on absence in the waste and recycling industry gave mean absence levels for local authority waste and recycling of 12.8 days per year. City Works absence of 15.47 days in 2010-11 is significantly higher than this. The Council is participating in a further HSE study to attempt to identify occupational causes of absence in the industry.

Action Required

11. Clearly Cowley Marsh Depot (the former City Works) and Customer Services must continue to be our priorities for action.
12. People and Equalities, supported by Occupational Health will carryout workshops with line managers in these Service Areas to identify barriers to effective attendance management and agree action plans to overcome them
13. Monthly report on numbers of staff that trigger attendance reviews and brief summaries of outcomes of each review will be reviewed for these Service Areas by the relevant Head of Service, Director and Head of People & Equalities.
14. Work continues to improve capture and recording of absence so that managers have more ready and timely access to their absence data.

Recommendations

Members are asked to: -

Note the attendance levels of April 2010 to March 2011

Note the actions taken and those proposed to further improve attendance

Name and contact details of author:

Simon Howick, Head of People and Equalities

01865 252547 showick@oxford.gov.uk

Background papers: None

Record of Absence - Full Year - 1st April 2010 to 31 March 2011

ServiceArea	AvgFTE	Total No of Days Absent	% of Days Lost	Full Year - 10/11 Result	Full Year - 09/10 Result	Comparison with Full Year 09/10	Target - Average 10 days per person	No of Days Short Term	No of Days Long Term (28+ days)
CHIEF EXECUTIVE & CORPORATE SERVICES									
Chief Executive	3.93	0.00	0.00	0.00	0.00	Same	Target exceeded	0.00	0.00
People and Equalities	19.00	70.91	6.12	3.73	2.89	Worse	Target exceeded	70.91	0.00
Law and Governance	33.46	123.77	6.06	3.70	5.89	Better	Target exceeded	109.77	14.00
CITY SERVICES									
City Works	155.09	2399.38	25.36	15.47	13.43	Worse	Target not met	772.38	1627.00
Oxford City Homes	307.97	3022.59	16.09	9.81	13.47	Better	Target exceeded	1650.74	1371.85
Direct Services	3.88	2.47	1.04	0.64	N/a	N/a	Target exceeded	2.47	0.00
Customer Services	132.67	1691.72	20.90	12.75	12.17	Worse	target not met	894.71	797.01
City Leisure	72.95	415.14	9.33	5.69	6.38	Better	Target exceeded	223.71	191.43
Environmental Development	50.46	229.23	7.45	4.54	3.99	Worse	Target exceeded	170.26	58.97
CITY REGENERATION									
Housing & Communities	120.56	972.93	13.23	8.07	12.78	Better	Target exceeded	606.59	366.34
City Development	71.09	399.07	9.20	5.61	4.80	Worse	Target exceeded	227.07	172.00
Corporate Assets	43.46	240.38	9.07	5.53	5.11	Worse	Target exceeded	117.93	122.45
Policy, Culture and Communications	29.34	112.51	6.29	3.83	6.65	Better	Target exceeded	100.75	11.76
FINANCE AND EFFICIENCY									
Finance	38.13	323.76	13.92	8.49	7.46	Worse	Target exceeded	75.00	248.76
ICT	16.35	137.32	13.77	8.40	N/a	N/a	Target exceeded	53.32	84.00
Business Improvement	16.01	53.10	5.44	3.32	4.74	Better	Target exceeded	33.50	19.60
The Council	1114.35	10194.28	15.00	9.15	10.71	Better	Target exceeded	5109.11	5085.17

Full Year

2006/07	11.43	2006/07
2007/08	11.35	2007/08
2008/09	12.56	2008/09
2009/10	10.71	2009/10
2010/11	9.15	2010/11

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**To: Value and Performance Scrutiny Committee
City Executive Board**

**Date: 21st June 2011
22nd June**

Report of: Head of Finance

**Title of Report: PROVISIONAL OUTTURN REPORT FOR THE YEAR ENDED 31ST
MARCH 2011**

Summary and Recommendations

Purpose of report: This report sets out the forecast outturn position for the Council's Capital and Revenue budgets for the year ended 31st March 2011 compared to the approved budget. In addition it provides explanations for variances from the outturn reported as at 28th Feb 2011.

Key decision? No

Executive lead member: Councillor Ed Turner

Policy Framework: Budget

Recommendation(s):

- 1) Note the outturn of £28.1m, this is £0.2m favourable to the approved Budget for 2010-11
- 2) Agree the transfer of the additional General Fund surplus of £0.2m to the Severance and HR Reserve
- 3) Agree to transfer £1.256m to the general fund working balance as per the approved 2010-11 Budget
- 4) Approve the carry forward requests recommended by CMT summarised in Table 7 and detailed in Appendix E attached

5) Approve the net transfers (to) / from provisions
- £(0.7)m for the General Fund,
- £(0.2)m for the Housing Revenue Account

6) Approve the net transfers (to)/ from earmarked reserves
- £(0.8)m for the General Fund
- £0.9m for the Housing Revenue Account

Movements to and from reserves are set out in Table 3 and detailed in Appendix B

1 EXECUTIVE SUMMARY

The report shows that:-

- The provisional outturn for the General Fund as at the 31st March 2011 is £28.1m; this £0.2m favourable to the 2010-11 approved budget after transfers to and from reserves. The outturn position is £76k favourable to the projected outturn reported as at February 28th 2011.
- The 2010-11 General Fund savings target was £2.7m of these savings £2.1m have been achieved in year (78%).

The Housing Revenue Account had a savings target of £1.1m, all savings have been achieved in year.

- As at 31st March 2011 the Housing Revenue Account forecast outturn shows a £282k surplus this is £218k less than the 2010-11 budgeted position.
- The Council's actual capital spend was £24.9m in year this is compared to an approved budget of £34.3m. The £9.4m variation is due to both slippage and under spends largely within the HRA, as detailed in section 6.
- Investment interest performance for the year was 0.54%. The Bank of England base rate remains at 0.5%. The council monitors investment performance against the Libid rate which is currently 0.43%. During 2010-11 the council agreed a change in investment strategy. This change allows investments to be placed with additional counterparties and for longer periods. The results of this change can be seen during the last quarter of this year where there has been a steady, albeit small uplift on the rate of return. It is anticipated that the change in strategy will have greater impact in 2011-12
- As at 31st March 2011 the Council's total General Fund sundry debts i.e. debt aged 31 days or more, stood at £4.6m 39% of which is aged 3 years or over. Housing benefit overpayments represent 94% of the debt aged over 3 years.

Debt associated with Housing Revenue Account current tenant's stands at £610k, of this £10k is aged over 1 year. Debt associated with former tenants is £87k, the majority (£85k) is attributable to dwelling arrears.

- The Council's accounts are still subject to audit. It is therefore the case that some of these figures may change as a result of that process.

2 GENERAL FUND PROVISIONAL OUTTURN

Appendix A provides an analysis of the provisional General Fund outturn broken down by directorate. Table 1 below provides a summary.

Table 1 – General Fund Forecast Outturn as at 31st March 2011

	Approved Budget 10/11	Expenditure 10/11	Variance At Year End 10/11	Variance as at Feb 28th 2011	Variance to outturn as at Feb 28th 2011
	£000's	£000's	£000's	£000's	£000's
Directorates					
Chief Executive	4,085	4,137	52	125	(73)
City Regeneration	7,286	6,219	(1,067)	(709)	(358)
City Services	9,048	9,418	370	650	(281)
Finance & Efficiency	3,396	3,547	151	120	31
Total Excluding SLAs And Capital Charges	23,815	23,321	(495)	186	(680)
SLAs And Capital Charges	(1,481)	(1,457)	24	18	7
Corporate Line	4,728	4,950	221	(279)	500
Net General Fund	27,063	26,814	(249)	(75)	(174)
(Use of)/ transfer to Balances	1,256	1,256	0	0	0
Net Budget Requirement	28,319	28,070	(249)	(75)	(174)
External Funding	(16,766)	(16,767)	(1)	0	(1)
Council Tax	(12,447)	(12,558)	(111)	0	(111)
Less: Assumed Parish Precepts	172	197	25	10	15
LABGI	(100)	0	100	100	0
Collection Fund surplus	0	0	0	(111)	111
Transfer to/from Reserves	824	824	0	0	0
Total Funding Available	(28,319)	(28,304)	15	(1)	16
General Fund Total	0	(234)	(234)	(76)	(159)

Working Balance

1st April 2010	3,140
Transfers in	1,256
31st March 2011	4,396

The provisional outturn for 2010/11 is £28.1m, this is £0.2m favourable compared to the approved budget after a transfer of £1.256m to the general fund working balance, in accordance with the budget. Below is an explanation of the variances compared to the 2010-11 approved budget and the position reported as at 28th February 2011.

- **The Chief Executive's Directorate is £52k over spent compared to the 2010-11 approved budget. This is £73k better than the position presented as at 28th February 2011**

- **People and Equalities are £127k adverse** to the approved budget; this is a result of a £171k pressure on employee costs, including £27k of unbudgeted costs relating to the employment of a union representative, adverse costs associated with the implementation of the iTrent P&E system of £89k, a £41k pressure in occupational health. There is a further £17k across various expenditure and income lines. This is offset by a £191k under-spend against the employee training budget.

Compared to Feb 2011 Outturn

The position is £41k favourable to the reported February 2011 due to a larger under-spend against learning and development than anticipated.

- **Law and Governance is £74k favourable** due to a £43k LAA grant received in year, over achievement of legal hub income of £10k, and a £24k salary recharge arising as a result of staff time spent on new build projects (HRA) and St Giles fair. It is offset by £23k of electoral services costs that have been funded within the service rather than via a release from the electoral reserve. The remaining variance within the service relates to technical accounting adjustments processed at the year end.

Compared to Feb 2011 Outturn

The Law and Governance position is £31k favourable compared to the February position primarily as a result of £10k legal hub income and supplies and services spend being lower than anticipated.

- **City Regeneration is £1.067m under spent compared to the 2010-11 approved budget. This is an improvement of £358k compared to the February position. The major contributors to the year end variance are:**
 - **Policy Culture and Communication is £106k favourable.** This is largely a consequence of £126k of additional income and savings of £28k being made, predominantly against employee budgets due to vacant posts. However, this is offset by additional supplies and services costs of £54k, including £30k relating to Cowley Road Carnival and the Oxford United promotion parade. The remaining variance is a consequence of technical accounting adjustments processed within the service area at year end.

Compared to Feb 2011 Outturn

The Policy Culture and Communications position is £17k favourable to the position reported in February due to the application of an earmarked reserve to cover Town Hall equipment purchases.

- **City Development is £26k adverse.** This is driven by a £162k favourable variance against salary costs as a result of vacant post being held across the year together with early retirements. Adverse variances offsetting this relate to £40k of unachieved savings relating to the Tourism cost centre, and £20k of additional costs associated with planning appeals. The Service also failed to achieve the budgeted level of Building Control income, falling £128k short.

Compared to Feb 2011 Outturn

The improvement of £73k compared to February 2011 is a result of salary savings and unexpected LAA grant received in the Tourism area.

- **Community Housing and Development is £923k favourable:** This is driven by a £96k favourable salary variance driven by vacant posts during the year, £82k favourable within premises cost relating to property service charges in Communities and Neighbourhoods. The service has a £625k favourable variance related to Supplies and services; £433k of this is within Housing Needs driven by lease payments to landlords being lower than expected. Housing make lease payments to landlords in order to house those who are homeless with a priority need. Over the past year the Council has been offering people alternatives choices and encouraging them to find their own permanent accommodation as a consequence the need to pay leases on landlord owned accommodation has fallen, and as contracts come to end they are not being renewed. A further £74k of favourable variance relates to lower than budgeted Grant payments £30k and an over achievement of savings £44k.

The remaining variance is a net of under and overpayments across various cost centres within the service

Compared to Feb 2011 Outturn

Community Housing is £196k favourable to the position reported in February as a result of: Supplies and services Under-spends in Neighbourhoods and Communities £44k, under spend in the Grants area £37k, a £46k under spend on property lease payments. The remainder relates to additional income not forecast as at February 2011

- **Corporate Assets is £64k favourable:** this is as a result of additional lease income of £52k In addition there has been a reduction in the provision required for St Aldates rent of £85k. This has been offset by an increase in costs associated with late repairs, service maintenance, building insurance and estate costs of £120k. The remaining variance is made up of technical accounting adjustments processed at year end.

Compared to Feb 2011 Outturn

The Corporate assets position is £72k favourable to the position reported in February broadly as a consequence of the above.

- **City Services is £370k over spent compared to the 2010-11 approved budget. This represents an improvement of £281k compared to the outturn reported as at 28th February 2011. The major contributors to the year end variance are:**
 - **Environmental development is £29k favourable,** This is a result of staff vacancies that have not been filled within the year

Compared to Feb 2011 Outturn

Environmental development is £16k adverse to the February 2011 position driven by additional carbon management costs to purchase smart meters at the end of the year

- **Customer Services is £255k adverse** this is driven by £180k of unachievable savings (note these have been adjusted for in the 2011-12 budget), £56k of unbudgeted spend relating maintenance of the CRM database, £82k adverse salary costs driven by a £228k over-spend on temporary staff offset by £146k favourable on permanent salary costs. In addition the service over-achieved against income budgets, £22k overachievement on court cost income and an additional sum received for Housing Benefit administration of £34k. The remaining variance can be attributed to technical accounting adjustments processed at year end.

Compared to Feb 2011 Outturn

Customer Services are £30k adverse to the February 2011 position this is driven by a £56k CRM database charge (unbudgeted in 2010-11) offset by additional court cost income received in the period.

- **City Leisure is £641k favourable** this is a result of a projected under spend on utilities related to the Leisure contract £105k; unspent additional sports development funding of £22k; £200k under-spend against the play project, £120k against salaries plus additional income in the Tree Maintenance team of £80k (additional internal income from Direct Services).
An enforced spending freeze across the Parks budget delivered further £114k of savings across supplies and services budgets.

Compared to Feb 2011 Outturn

City Leisure is £311k favourable to the February 2011 position primarily as a result of the £200k under spend within the Play project, a £51k under spend on Leisure management premises, and an additional £70k of income within the Parks area.

- **Direct Services is £784k adverse** as a result of an under achievement of car parking income, £700k (this has been addressed within the 2011/12 budget), a £60k over spend on utilities and a further £80k on business rates, offset by a £56k under-spend associated with employee costs.

Compared to Feb 2011 Outturn

Direct Services is £16k favourable to the position reported in February 2011.

- **Finance and Efficiency is £151k over-spent compared to the 2010-11 approved budget. This represents an adverse movement of £31k compared to the outturn position presented as at 28th February 2011**
 - **Strategic Procurement is £89k adverse**, this relates to savings that have been declared as unachievable during the year. These savings have been adjusted for in the 2010-11 budget base.
 - **Business Transformation (including ICT) is £19k adverse.** There are significant spend pressures on ICT services, due to County contract charges and other costs not budgeted for. The Copier Unit has a year

end pressure of £50k due to income shortfall. However, savings in other areas of the service have helped to alleviate the overall spend pressure.

- **Finance is £44k adverse**, this is driven by pressures on the employee budget of £148k, additional costs of £58k are associated with contracted services and consultant fees, including interim Head of Finance and work on the introduction of International Financial Reporting Standards accounting framework. This is offset by Internal and external audit savings of £81k and additional income of £54k, primarily driven by £41k rating appeals. The remaining variance is made up of technical accounting adjustments processed at year end
- **The corporate core, representing areas of the budget which cannot be attributed to particular service areas, is £221k over spent compared to the 2010-11 approved budget. This represents a deterioration of £500k compared to the outturn as at 28th February 2011. The major contributors to the year end variance are:**
 - **Local Cost of Benefits is £146k favourable**; this is driven by a significant up turn in the collection rate compared to budget (62% year end estimate vs. 53%). The level of overpayments raised in the year is also higher than anticipated at £3.7m (£2.8m 09/10). Offsetting this is £402k of overpayment write offs processed within the year.

Compared to Feb 2011 Outturn

Local cost of benefits is £54k adverse to the position reported as at 28th February 2011, due to the in year write offs

- **Corporate and Democratic Core is £325k adverse**; this is driven by a higher than budgeted requirement related to pension strain payments. These payments are made as a result of voluntary redundancy agreements with staff over the age of 55, as opposed to younger staff. The remaining variance can be attributed to technical accounting adjustments processed at year end

Compared to Feb 2011 Outturn

Corporate and Democratic Core is £138k adverse to the position reported as at 28th February 2011 primarily driven by technical accounting adjustments processed at the year end

- **Concessionary fares is £275k favourable**, this is as a result of lower than budgeted claims from local bus companies.

Compared to Feb 2011 Outturn

This is £75k favourable to the February 2011 position.

- **Transformation fund is £137k adverse**; this is a result of unachievable savings declared during this year.

Compared to Feb 2011 Outturn

This is £47k adverse to the February 2011 position

- **Investment income (payable and receivable and Item 8) is £189k adverse.** This is driven by lower than expected investment returns over the year. An investment strategy aimed at addressing this has recently been approved by Council this will impact investment returns in 2011-12. This is £31k adverse compared to the February 2011 position.
- Removal of 0.5% pay award this year is driving a favourable variance of £159k

3 ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

The approved budget for 2010/11 included savings and efficiencies of £2.7m. As at the 31st March 2011 £2.1m of the £2.7m target had been achieved (77%), of the remaining £0.6m, £0.5m has been adjusted in the 2011-12 base budget and £0.1m will be carried over and delivered in 2011-12.

Achievement of savings is monitored throughout the year via a system of 'traffic light reporting' highlighting whether the savings "will be achieved by year end" are 'Complete' or 'will not be achieved by year end'.

Table 2 – Savings status

Directorates:	Completed £'s	Not completed £'s	Total savings target 2010-11 £'s	Adjusted in 2011-12 base budget setting £'s	Pressure on 2011-12 base budget £'s
Policy Culture and Communication	(86,000)	(5,000)	(91,000)	(5,000)	
City Development	(104,000)	(40,000)	(144,000)		(40,000)
Community Housing	(278,877)		(278,877)		
Corporate Assets		(92,000)	(92,000)		(92,000)
City Regeneration	(468,877)	(137,000)	(605,877)	(5,000)	(132,000)
Environmental Development	(87,000)	(46,500)	(133,500)	(46,500)	
Customer Services	(109,000)	(90,000)	(199,000)	(90,000)	
City Leisure	(137,000)	(55,000)	(192,000)	(55,000)	
City Works	(952,000)		(952,000)		
City Services	(1,285,000)	(191,500)	(1,476,500)	(191,500)	0
Procurement	(70,000)	(90,000)	(160,000)	(90,000)	
Business Trans	(132,000)	(100,000)	(232,000)	(100,000)	
Finance	(34,000)		(34,000)		
Finance & Efficiency	(236,000)	(190,000)	(426,000)	(190,000)	0
People & Equalities	(90,000)	(65,000)	(155,000)	(65,000)	
Law & Governance	(46,000)		(46,000)		
Chief Executive	(136,000)	(65,000)	(201,000)	(65,000)	0
Total Savings	(2,125,877)	(583,500)	(2,709,377)	(451,500)	(132,000)

4 CONTINGENCIES, RESERVES AND BALANCES

The following table sets out the movements to and from Earmark Reserves and Provisions; Appendix B details those movements by service area.

Table 3 Reserve and Provision movements

	Opening Balance April 2010 £'s	Transfers in £'s	Transfers Out £'s	Net Movement (in)/ Out £'s	Closing Balance March 31st 2011 £'s
General Fund Earmarked Reserves	(3,531,023)	(3,065,614)	2,241,249	(824,365)	(4,355,388)
HRA Earmarked Reserves	(3,484,367)	(652,333)	1,508,727	856,394	(2,627,973)
Total Earmarked Reserves	(7,015,390)	(3,717,947)	3,749,976	32,029	(6,983,361)
General Fund Provisions	(706,369)	(735,096)	28,999	(706,097)	(1,412,466)
HRA Provisions	(1,368,429)	(203,005)	0	(203,005)	(1,571,434)
Total Provisions	(2,074,799)	(938,101)	28,999	(909,102)	(2,983,901)
Insurance fund	(1,227,046)	(145,749)	0	(145,749)	(1,372,795)

Notable Earmarked reserve movements include:**General Fund:**

- Business Transformation Projects has a net transfer in of £0.7m. This represents a collation of all under spends on Transformation projects within the year.
- Direct Revenue funding of capital has a net transfer in of £0.8m, This represents proceeds from the successful Fleming VAT claim, the balance will be used to fund future capital schemes

HRA:

- The Decent Homes reserve has a net transfer out of £1.1m - this has been used to part fund the decent homes programme in 2010/11.

Notable Provision movements**General Fund:**

- St Aldates rent review has a net transfer in of £0.4m; this represents the best current estimate of the value of back dated rent (March 2009) due at the point the rental value has been agreed for St Aldates Chambers
- The Lord Mayors Deposit scheme has a net transfer in of £0.3m, this will be used to deposits on houses for people that don't fit within current categories qualifying for support.

HRA:

- There has been an increase in the provision related to the lease agreement on Southfield Park, this provision has been created to cover the ongoing rent review associated with the property and represents the current estimate of back rent due at the point of settlement

The General Fund working balance has increased by £1.3m in the year to £4.3m, in line with the approved 2010-11 budget. It must be noted that the four-year budget set by Council in February 2011 sees this level of balances decrease to £3.6m by the end of 2015

5 PROVISIONAL HOUSING REVENUE ACCOUNT (HRA) OUTTURN

The HRA provisional outturn is a projected surplus of £282k; this is £218k adverse to the approved budget. The HRA position as at 31st March 2011 is set out in Table 4. A detailed breakdown of HRA income and cost can be seen in Appendix C

Table 4 – Housing Revenue Account as at 31st March 2011

	Approved Budget 2010-11 £'s	Actual 2010-11 £'s	Variance £'s
Income			
Rental/Service Charge Income	(34,528,775)	(34,799,066)	(270,291)
Expenditure			
Contracting and Repairs Service	7,074,005	7,908,737	834,732
Tenancy Services	4,509,714	4,225,249	(284,465)
Mgt/Infrastructure	4,611,416	4,163,656	(447,760)
Interest, Subsidy & Depr	17,779,476	17,867,834	88,358
Appropriations			
Transfers to Earmarked Reserves	54,164	307,390	253,226
Transfer to Self Insurance Fund	0	93,480	93,480
Surplus – (Transfer to Decent Homes Reserve)	(500,000)	(232,720)	267,280
Working Balance	2,000,000	2,000,000	0

Rental and Service Charge Income £0.3m Favourable

The rent collection rate achieved was favourable compared to budget (98.36% vs. 97.3%) resulting in a £0.2m favourable variance. Other income budgets (shops, garages, and furnished tenancies) also overachieved against budget by £0.1m.

Expenditure

Contracting and Repairs Service - £0.8m Adverse

- Overheads are £0.8m adverse due to an overly optimistic assessment of the proportion of overheads that could be capitalised during the year. Note that at the time the HRA budget was set it was anticipated that overheads would be fully capitalised during the year. Following an audit by PWC the Council's overhead capitalisation policy was reviewed and an adjustment made to the amount of HRA revenue expenditure on management and support service charges that were capitalised.
- Income generated was £0.6m adverse due to a lower volume of work than estimated. As a result contracting prime costs are £0.6m favourable. Savings in staff costs £0.5m and sub contractor costs £0.5m, £0.1m under spend associated with fuel This is offset by an over spend on materials of £0.5m.

- Estates income was £0.3m adverse compared to a budget of £0.5m. This is driven by lower trading volumes, as a result the variance on Day to Day Repairs £0.2m favourable is a result of an under spend on Estate shops of £0.1m and Day to Day repairs of £0.1m.
- Day to Day and planned maintenance income was £0.3m adverse driven by lower repair volumes, as a result planned maintenance is £0.5m favourable: A review of planned maintenance identified £0.2m of structural and disabled adaptations work that could have been capitalised, these costs have been transferred to capital. The remaining variance is driven by £0.3m adverse on electrical repairs, £0.2m adverse on gas heating repairs, offset by £0.1m less activity on fire regulations, £0.2m fencing repairs, £0.2m voids repairs, £0.1m disabled adaptations and pre-paint joinery of £0.2m
- Fees and other are £0.2m adverse driven by a lower than budgeted volume of capital work. Fees are 10% of capital spend (excluding new build)
- Operational management is £0.1m favourable driven by staff savings

Tenancy Services - £0.3m favourable

Local Housing Management has budget overspends relating to the removal scheme payments, £33k and temporary staffing costs, £61k. Furnished Tenancies are adverse by £50k driven by furniture/equipment purchases and repairs. These are offset by a number of favourable variances associated with:

A reduction in the bad debt provision associated with Rent Income and Collection of £108k and a similar reduction associated with the business rate / council tax bad debt provision of £38k.

Tenant Participation has delivered staff savings of £53k. The repairs and improvements budget is favourable by £29k. Tower Block and Flats have under spent vs. budget across utilities, (£77k electricity and £34k in gas). The caretaking service is favourable by £27k driven by salary costs.

Management infrastructure - £0.5m Favourable

The Management and Infrastructure variance is a result of minor under and overspends across several cost centres, with the main movements being £63k saving in Staff and Customer Services. £85k in Information systems as a result some staff savings and salaries recharged to CRM and £30k reduced spend on Hardware contracted maintenance. The remaining variance is driven by technical accounting entries processed at the year end

Interest and Subsidy – £0.1m adverse

Interest on balances and interest payable are under budget by £17k and £40k respectively. Subsidy is assumed as budget.

Appropriations £0.4 m adverse

Appropriations is driven primarily by a £0.1m transfer to the Self insurance fund, a £0.1m uplift in the IT Equipment reserve, a £0.2 transfer related to carry forward request

Working Balance

The HRA working balance remains as budgeted at £2m

6 CAPITAL PROGRAMME

General Fund and HRA Capital Programme

The General Fund and HRA Capital Programme for 2010/11 is shown in summary in Table 5 below. Appendix D attached shows the Capital Programme on a scheme by scheme basis.

The provisional outturn for the capital programme is £24.8m compared to the budget of £34.3m. The difference of £9.5m relates to slippage and under spends the detail of which is set out in Table 5. The Head of Finance on behalf of the Capital assets Management Group recommends carry forwards on capital schemes of £6.2 million as shown below

Table 5 – Capital Programme as at 31st March 2011

Capital Scheme	Latest Budget 2010-11	Spend as at 31st March 11	Variance	Carry forward requested
	£	£	£	£
City Development	465,168	145,893	(319,275)	319,275
Environmental Development	725,000	642,081	(82,919)	34,449
Community Housing & Development	1,769,242	1,162,369	(606,873)	716,222
Corporate Assets	4,699,565	4,240,774	(458,791)	458,792
Customer Services	18,000	0	(18,000)	18,000
City Leisure	3,339,306	1,876,147	(1,463,159)	1,463,160
City Works	2,525,558	1,554,645	(970,913)	491,430
Business Transformation	330,703	280,703	(50,000)	0
General Fund Total	13,872,542	9,902,612	(3,969,930)	3,501,328
Housing Revenue Account	20,444,000	14,930,137	(5,513,863)	2,701,000
Grand Total	34,316,542	24,832,749	(9,483,793)	6,202,328

Key Reasons for Variations:

General Fund Capital programme (£3.9m favourable)

City Development (£320k under spent): The under spend relate to 2 schemes, West End Partnership (£127k under-spent) and Housing Delivery (£184k under - spent); both are funded by New growth points grants

Environmental Development (£82k under spent): There are 2 capital schemes within the service – Renovation grants, this scheme is £34k under-spent due to grant refunds exceeding expenditure. Disabled facilities grant are £48k under spent in year.

Community Housing (£606k under spent): The largest scheme within the Community Housing portfolio is the Old Fire Station, this scheme represent s the bulk of the under-spend and a carry forward request has been submitted to shift funding to 2011-12. The scheme was delayed due to the bankruptcy of the main contractor but is now making good progress.

Corporate Assets (£458k under spent): The largest element of this relates to leisure centre substantive works £267k, this is slippage in the capital programme. A further £202k relates to building improvement capital spend; again this represents slippage in the programme.

Customer Services (£18k under spent): This represents a project to deliver a new telephony server. The work will commence once the main server replacement project has completed in 2011-12.

City Leisure (£1.5m under spent): there are 2 main schemes that drive the under spend in City Leisure. 1) Play ground refurbishment £585k under-spent; this is due to a slow down in the delivery of the 3rd phase of this project. The project team were assessing the sites that should be prioritised within the phase 2) Play Barton £744k. This scheme has been delayed due to uncertainty around the funding the playbuilder grant, which was initially withdrawn by government but which has now been reinstated.

City Works (£971k Under-spent): Under-spend is a result of non replacement of vehicles within the waste and recycling fleet a £491k carry forward request has been submitted to fund replacement of some of these vehicles in 2011-12

Housing Revenue Account Capital programme (£5.5m favourable)

New Build £3.3m favourable

There 2 Housing Revenue account new build schemes Lambourn Road and Cardinal house:

The Lambourn Road project is £1.3m favourable driven by a £0.7m reduction in the required budget to complete the works and a £0.6m slippage in the project, this slippage will be carried forward to 2011-12

The Cardinal House Project is £2m favourable driven by a £1m reduction in the required budget to complete the works and a £1m slippage, this slippage will be carried forward to 2011-12

Decent Homes £1.4m favourable

The work carried out replacing kitchens and bathrooms is under-spent by £1.4m as at 31st March 2011, this is due to lower than expected unit costs for installations

Shops £0.2m favourable

Shops are £0.2m under spent at year end; this is driven by some costs being absorbed in work completed on flats and maisonettes above the shops. Work can only be done when shops are void and year to date very few properties have become vacant.

Tower Blocks £0.6m favourable

Tower blocks are forecast to be £0.6m favourable at year end. This slippage is a result of delayed decisions for long term ownership of the blocks. Should the decision be to retain ownership of tower blocks work will be required to replace windows and wall ties.

Sheltered Housing £0.8m favourable

The Sheltered blocks area is expected to be £0.6m slippage at year end as a result of a delay in deciding the future of the blocks.

Disabled Adaptations £0.6m adverse

As at 31st March Aids and Adaptations are forecast to be overspent by £0.6m, due to demand being higher than at the level included in the budget. It should be noted that all adaptations are installed on the recommendation of an Occupational Therapist. Adaptations include the installation of level access showers, stair lifts and extensions to properties.

Structural £0.2m adverse

Controlled entry is £0.2m favourable driven by a delay in approving the contract and is now not likely to be until early 2011-12.

7 PERFORMANCE INFORMATION

There are a number of key performance indicators which when combined with budgetary performance information will give an overall picture of financial health of the organisation. These indicators are as follows:

The Level of Debtors

Table 6 – General Fund Debtors as at 31st March 2011

31/3/2011	Sundry Debtors	Periodic Income & Service Charges	Housing Benefit Overpayments	City Works, Parks & OCH Debtors	Total
	£	£	£	£	£
31-90 Days	442,403	48,073	223,687	33,301	747,465
91-180 Days	6,115	65,306	358,209	108,013	537,643
< 1 Year	14,931	(4,384)	561,523	53,199	625,270
< 2 Years	2,250	26,470	727,059	99,224	855,003
< 3 Years	9,565	(28,387)	517,897	51,288	550,363
< 4 Years	6,658	124	318,071	37,477	362,330
< 5 Years	2,400	(421)	219,225	(4,373)	216,831
< 6 Years	2,458	5,873	163,520	15,455	187,306
Over 6 Years	6,765	(2,607)	493,003	0	497,160
Total	493,544	110,047	3,582,194	393,585	4,579,370

The Council's total General Fund debt i.e. debt aged 31 days or more, stands at £4.6m; this is in line with last month.

As at 31st March 2011 39% of this debt is aged 3 years or over. Housing benefit overpayments represent 94% of the debt aged over 3 years, this represents no change on 28th February 2011.

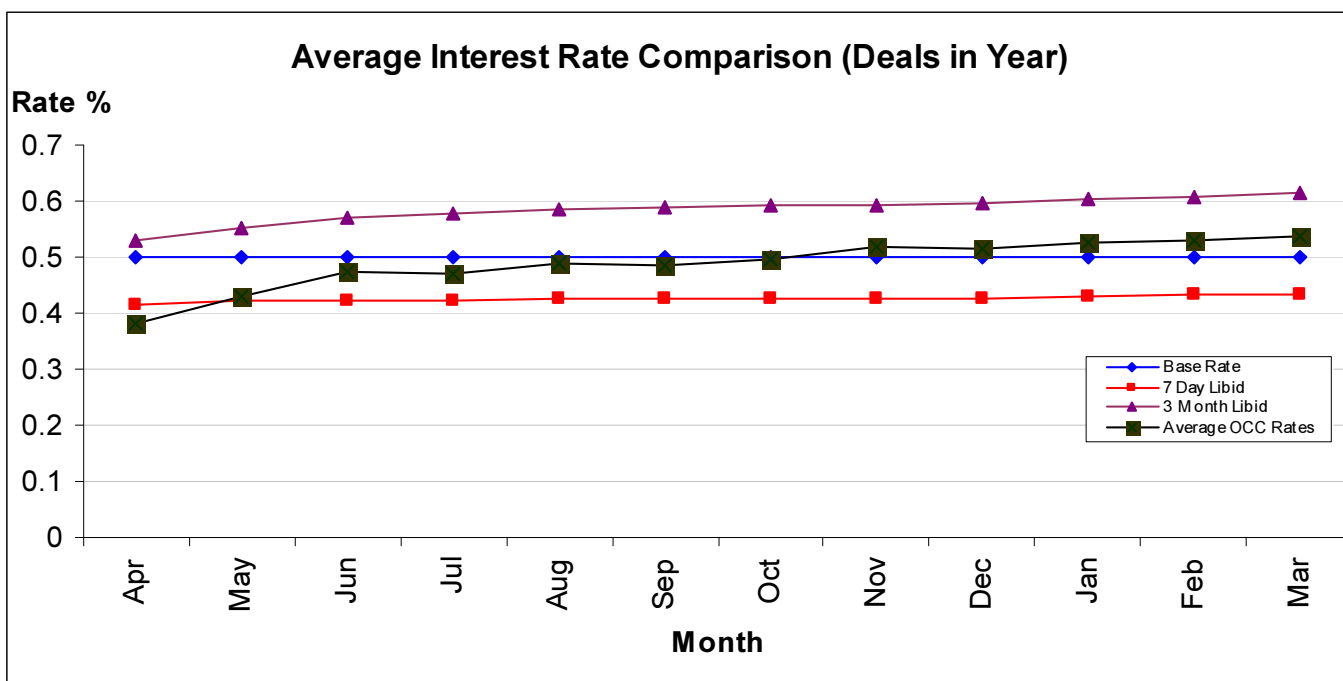
Table 7 Housing Revenue Account Debtors

HRA Dwellings Arrears
Current Tenants

	Mar 2011 £'s
Arrears by number of weeks	
0 to 4	117,731
4 to 13	203,588
13 to 26	148,813
26 to 39	37,488
39 to 52	20,959
52 +	9,599
	538,177
<u>Current Tenants</u>	
Court Costs	39,562
Others	33,349
Others	72,912
<u>Former Tenants</u>	
Arrears Dwellings	85,648
Arrears Garages	2,258
Others	3,908
TOTAL ARREARS	702,903

Debt associated with Housing Revenue Account current tenant's stands at £610k, of this £10k is aged over 1 year. Debt associated with former tenants is £87k, the majority (£85k is attributable to dwelling arrears)

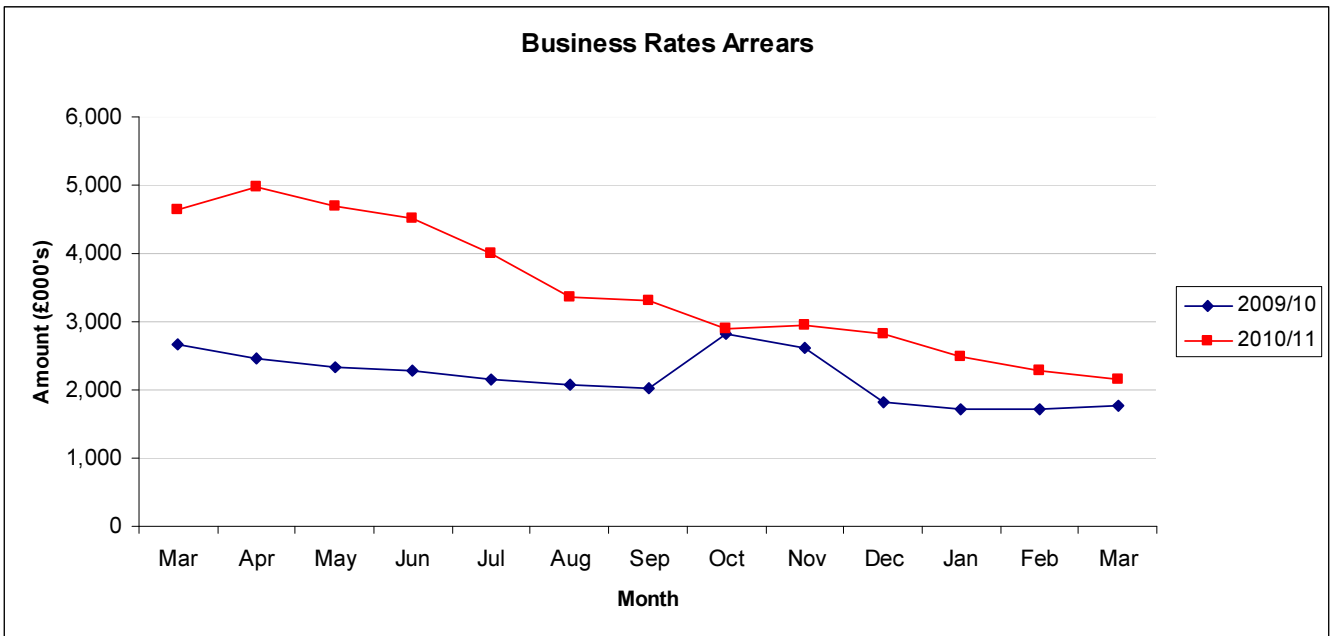
Investment Performance



As at 31st March 2011 the year to date average rate of interest is 0.54%, this is 0.01% up on February 2011. The Base Rate remains at 0.50%.

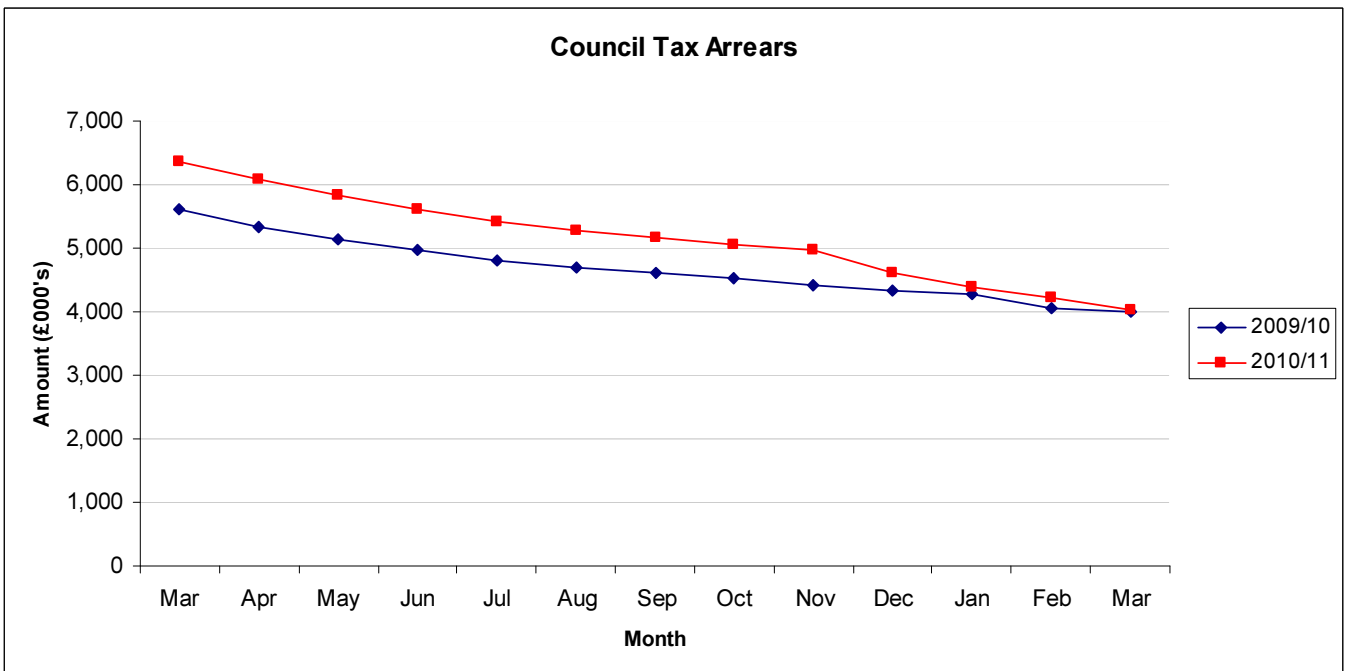
The Council monitors its performance against the 7 day Libid rate (0.43%), unchanged from February 2011.

Business Rates



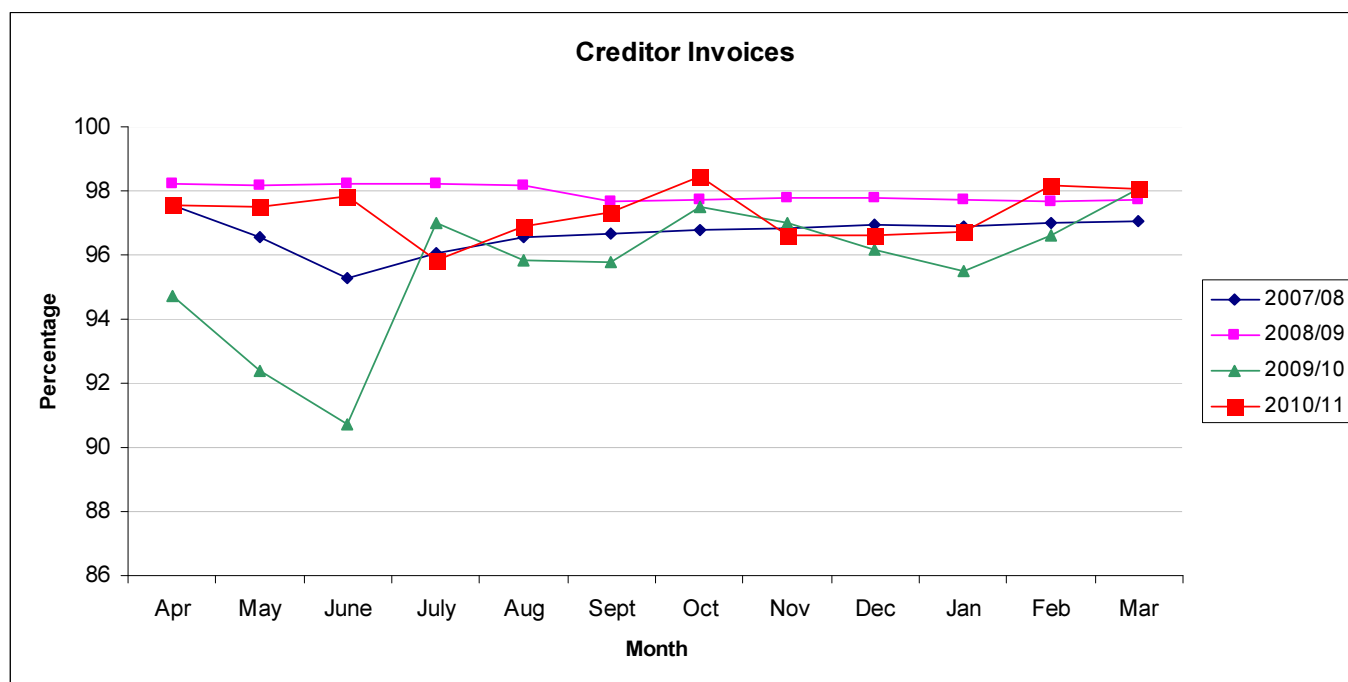
Arrears fell by £0.1m in March to £2.146m. The collection rate 2010-11 was 97.36% compared to a target of 97%

Council Tax Arrears Collection



Arrears fell during March by £0.2m (£4.2m to £4.0m). The collection rate for 2010-11 was 96.79% compared to a target of 97%.

Creditor Payment Times



98.30% of March invoices were paid within 30 days. Over 2010-11 97.33% of invoices were paid within 30 days, this is 0.17% below the 2010-11 target of 97.5%

8 GENERAL FUND AND HRA REVENUE CARRY FORWARD REQUESTS

A total of £1.1m of carry forward requests have been recommended for approval by the Head of Finance. £1m of this relates to the General Fund with the remaining £0.1m attributable to the Housing Revenue Account Appendix E sets out the detail of all carried forward requests

Table 7 – General Fund and HRA requests to carry forward unspent balances

Directorate	CMT Recommended £
Finance and Efficiency	27,000
City Services	136,950
City Regeneration	88,035
GF Transformation Projects	711,632
Total General Fund	963,617
HRA	181,409
Total	1,145,026

The General fund and HRA surplus as reported above assume that these carry forwards have been approved.

9 IMPACT ON FUTURE BUDGETS

General Fund

A number of the outturn variations identified above for 2010/11 are either one-off in nature or have been allowed for in the councils Medium Term Financial Strategy such as unachieved savings and car parking pressures, there are no ongoing pressure from 2010/11 which should give cause for concern in 2011-12.

Capital

On capital over £3 million under spend has been identified mainly within Housing Revenue the resources for which will be used to support the HRA capital programme for future years

HRA

There is an ongoing pressure on the HRA of around £600,000 which has arisen due to the reduction in overheads charged to capital, which for 2010/11 was partially mitigated by reductions in planned maintenance, revenue repairs and holding of vacancies. The rent increase in 2011-12 will absorb some of the pressure going forward and any additional pressure will need to be taken into account in a refresh of the Medium Term Financial Plan

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Service Area / Department Finance and Efficiency
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	Approved Budget 10/11 £000's	Expenditure 10/11 £000's	Variance At Year End 10/11 £000's	Variance as at Feb 28th 2011 £000's	Variance to outturn as at Feb 28th 2011 £000's
Directorates					
People and Equalities	1,310	1,437	127	168	(41)
Law and Governance	2,775	2,701	(74)	(43)	(31)
Chief Executive	4,085	4,137	52	125	(73)
Policy, Culture & Communication	1,157	1,051	(106)	(89)	(17)
City Development	1,527	1,553	26	99	(73)
Community Housing & Development	7,769	6,846	(923)	(727)	(196)
Corporate Assets	(3,167)	(3,232)	(64)	8	(72)
City Regeneration	7,286	6,219	(1,067)	(709)	(358)
Environmental Development	1,933	1,904	(29)	(45)	16
Customer Services	2,304	2,559	255	225	30
City Leisure	4,247	3,606	(641)	(330)	(311)
Direct Services	564	1,348	784	800	(16)
City Services	9,048	9,418	370	650	(281)
Procurement	78	167	89	74	15
Business Transformation	1,453	1,472	19	(24)	43
Finance	1,864	1,908	44	70	(26)
Finance & Efficiency	3,396	3,547	151	120	31
Total Excluding SLAs And Capital Charges	23,815	23,321	(495)	186	(680)
SLAs And Capital Charges	(1,481)	(1,457)	24	18	7
Local Cost Of Benefits	(110)	(256)	(146)	(200)	54
CDC & NDC	622	946	325	186	138
Income & Expenditure A/c	(7)	(3,338)	(3,330)	0	(3,330)
SMGFB	0	3,605	3,605	0	3,605
Concessionary Fares	1,507	1,231	(275)	(200)	(75)
Transformation Fund	488	625	137	90	47
Investment Income	(399)	(220)	179	200	(21)
Interest Payable	1,165	844	(321)	(355)	34
Removal of 0.5% 10/11 Employee Inflation	159	0	(159)	(159)	0
Transfer to Capital Reserves	2,345	2,220	(124)	(217)	93
Item 8 Interest Receivable	(1,040)	(708)	332	376	(44)
Corporate Line	4,728	4,950	221	(279)	500
Net General Fund	27,063	26,814	(249)	(75)	(174)
(Use of)/ transfer to Balances	1,256	1,256	0	0	0
Net Budget Requirement	28,319	28,070	(249)	(75)	(174)
External Funding	(16,766)	(16,767)	(1)	0	(1)
Council Tax	(12,447)	(12,558)	(111)	0	(111)
Less: Assumed Parish Precepts	172	197	25	10	15
LABGI	(100)	0	100	100	0
Collection Fund surplus	0	0	0	(111)	111
Transfer to/from Reserves	824	824	0	0	0
Total Funding Available	(28,319)	(28,304)	15	(1)	16
General Fund Total	0	(234)	(234)	(76)	(159)

Working Balance

1st April 2010	3,140
Transfers in	1,256
31st March 2011	4,396

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General Fund Reserve Movements

Account	Description	Reason For Earmarked Reserve	Opening Balance	Transfers In	Transfers Out	Closing Balance
Z620120	Recession Led Pressures Provision	The Recession Led Pressures reserve was created to provide funds to cover any recessionary pressures impacting the General Fund Budget. These pressure have now been incorporated in to bas budgets and therefore the provision is no longer required	(300,000)		300,000	0
Z750106	Cemetery Maintenance	The Cemetery Maintenance reserve was created to cover one off costs associated with cemetery maintenance. A project was started in 2010-11 to address cemetery maintenance. Part of the reserve will be used in 2010-11 the remainder in 2011-12	(19,146)		13,235	(5,911)
Z750107	Taxis A/C Reserve	The Taxis A/C reserve was created to manage the ring fenced taxi licensing cost centre. Surplus / deficits associated with this cost centre are collected and the balance is used to improve and / or address pressures within the Taxi Licensing area	(173,772)	(22,098)		(195,870)
Z750118	THall Equipment Reserve	The Town Hall Equipment reserve is used to fund new / replacement or repair of Town Hall equipment. The balance represents the net surplus of this cost centre year on year.	(46,492)		16,000	(30,492)
Z750119	Work Of Art Reserve	The Work of Art Reserve was created to aid the purchase or restoration of Council works of art.	(4,658)			(4,658)
Z750123	Shopmobility Reserve	The Shopmobility reserve was created to fund replacement or repair of Shopmobility equipment. Any under or overspend associated with the Shopmobility service is collected in this reserve account.	(41,395)	(8,148)		(49,543)
Z750133	Severance and HR Reserve	Created to cover employee pressures and severance payments	(741,070)	(792,267)	820,906	(712,431)
Z750134	Customer Services Server Replacement	The Customer Services Server Replacement reserve was created to fund a replacement server in Customer Services, this activity is expected to deliver in 2010-11.	(71,800)	(40,028)	71,800	(40,028)
Z750136	S&R Oxford Business Contributions	The Oxford Business Partnership reserve is used to fund contributions to Business Partnership Schemes within Oxford City.	(34,913)			(34,913)
Z750137	Performance reward grant	The Performance Award Grant reserve was an earmarked reserve used to fund investment in performance improvements. This reserve is now exhausted; there are no proposals to replenish this reserve at this time.	(148)		148	0
Z750140	SALIX Energy Projects	The Salix Energy Projects reserve created from a grant made available via Salix. The fund is used to loan money to Service Areas within Oxford City Council. Services then utilise these funds to implement energy efficient schemes. Savings on energy costs are then used to repay the initial loan.	(268,963)	(40,879)	89,934	(219,908)
Z750141	Non SALIX Energy Projects	The Non Salix Energy Project reserve was created to fund energy projects not matched by Salix funding. It is expected that all energy projects will be funded via the Salix reserve in the future	(376)		376	0
Z750143	IT Infrastructure Reserve	The IT Infrastructure reserve is used to fund IT Infrastructure replacement across the Council.	(100,000)			(100,000)
Z750144	Repairs & Maintenance Reserve	The Repairs and Maintenance reserve was created via a transfer of capital funding into revenue. This will be used to fund repairs & maintenance at Covered Market & other areas	(283,954)		105,101	(178,853)

Z750146	Reserve for Land Charges	The Reserve for Land Charges reserve collects the surplus / deficit associated with Land Charges. This is a ring fenced account; funds are used to improve the services / address pressures associated with the Land Charges area.	(19,386)		3,527	(15,859)
Z750147	Leisure Repairs & Maintenance	The Leisure Repairs and Maintenance reserve was created via a transfer of capital funding into revenue at the end of 2009/10. The reserve will be used to cover substantive repairs in the Leisure Service area.	(280,340)			(280,340)
Z750148	Business Transformation Projects	The Business Transformation reserve is a transitory account. At the year end budgets associated with transformation projects not yet completed are transferred to this reserve. At the start of the following year projects are approved to continue and the funds allocated back to the projects	(561,608)	(1,195,632)	561,332	(1,195,908)
Z750153	City Council Elections Reserve	The City Council Elections reserve is created from the budget surplus / deficit on the City Council Elections cost centre. City elections are held every 2 years and this reserve is used to fund additional costs in election year.	(20,661)			(20,661)
Z750159	Direct Revenue Funding of Capital	For future funding of the capital programme	0	(813,099)		(813,099)
Z750154	Chief Executive's Fund	The Chief Executives Award fund reserve was set up at request of Chief Executive to fund future award schemes.	(3,450)	(1,386)		(4,836)
Z750155	City Centre Waste Bins Reserve	The City Centre Waste Bins Reserve was created to cover waste bin replacement in the City Centre. The balance as at March 31st 2010 represents a carry over of cost from FY09-10.	(65,000)		65,000	0
Z750156	Committed Projects Reserve	The Corporate Contingency Reserve was created as a result of a net under spend in FY2009-10	(9,890)	(7,000)	9,890	(7,000)
Z750162	Finance and Efficiency - Carry Forward Reserve	Set up to manage year end carry forward requests	0	(27,000)		(27,000)
Z750163	City Services - Carry Forward Reserve	Set up to manage year end carry forward requests		(96,922)		(96,922)
Z750165	City Regeneration - Carry Forward Reserve	Set up to manage year end carry forward requests		(88,035)		(88,035)
Z750158	CRM Rollout Reserve	The Corporate Contingency Reserve was created as a result of a net under spend in FY2009-10	(484,000)		184,000	(300,000)
Z750167	Land at Barton	This is an HCA grant made available to fund expenses related to the project to build houses on land at Barton	0	(167,500)	0	(167,500)
Grand Total			(3,531,023)	(3,299,994)	2,241,249	(4,589,768)

General Fund Provisions Movements

Account	Description)	Reason For Provision	Opening Balance	Transfers In	Transfers Out	Closing Balance
Z620119	Icelandic Banking Provision	The Icelandic Banking reserve will be used to fund the capitalisation of the Iceland Banking losses	(257,859)			(257,859)
Z620105	Capitalised Pension Cost Provision		(8,746)			(8,746)
Z620112	Public Health Burial Provisions		(8,443)		1,163	(7,280)
Z620113	Lord Mayors Deposit Scheme Provision	To fund deposits on houses for people that are not eligible for support from other sources	(141,303)	(289,096)	9,235	(421,164)
Z620115	Oxfordshire Sports Partnership contingency	Crated to recovery any redundancy costs associated with the termination of the Sports England Partnership contract	(66,000)			(66,000)
Z620122	Pension Hidden Cost provision	To fund the 5 year effect of early retirement/capitalised cost	(224,018)		18,601	(205,417)
Z620124	West Oxford Community Renewables	Loan provided to community, provision set up to cover non payment	0	(40,000)		(40,000)
Z620128	St Aldates rent review	Provision to cover the payment related to settlement of the rent review on St Aldates Chambers	0	(369,000)		(369,000)
Z620129	Legal disputes Provision	Set up to cover planning appeal disputes live but not settled	0	(37,000)	0	(37,000)

Grand Total	(706,369)	(735,096)	28,999	(1,412,466)
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Housing Revenue Account Earmarked Reserve Movements

Account	Description)	Reason For Earmarked Reserve	Opening Balance	Transfers In	Transfers Out	Closing Balance
Z620125	Tree Survey - New Build			(275)		(275)
Z620126	Highway Maintenance - New Build			(424)		(424)
Z620127	Direct Services Project Work			(119,822)		(119,822)
Z750114	IT Equipment Reserve	1 The IT Equipment reserve is used to fund replacement and / or upgrade of the Housing Revenue Account IT systems.	(191,507)	(117,683)		(309,190)
Z750142	Decent Homes Capital Reserve	The Decent Homes Capital reserve is a Housing Revenue Account general reserve used to meet the cost of capital works to properties.	(3,180,638)	(232,720)	1,396,504	(2,016,854)
Z750166	Carry forwards			(181,409)		(181,409)
Z750158	Corporate Contingency Reserve	The Corporate Contingency Reserve was created as a result of a net under spend in FY2009-10.	(112,222)		112,223	1
Grand Total			(3,484,367)	(652,333)	1,508,727	(2,627,973)

Housing Revenue Account Provision Movements

Account	Description)	Reason For Earmarked Reserve	Opening Balance	Transfer In	Transfer Out	
Z620103	Singletree R & M Provision		(217,591)	(11,925)	0	(229,516)
Z620106	Albert House Sinking Fund		(4,358)	0	0	(4,358)
Z620110	Lease Agreement Of Southfield Park		(1,146,480)	(191,080)	0	(1,337,560)
Grand Total			(1,368,429)	(203,005)	0	(1,571,434)

Insurance Provision Movement

Account	Description)	Reason For Provision	201100	Transfer In	Transfer Out	Grand Total
Z769801	Self Insurance Fund	The Self Insurance Reserve is used to cover claim costs that are below the Council's insurance policy excess limit. The fund will be subject to actuary review in this FY and will be adjusted in line with any recommendations flowing from this review.	(1,227,046)	(145,749)		(1,372,795)
Grand Total			(1,227,046)	(145,749)		(1,372,795)

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Oxford City Homes

Budget 2010/11 Period 13	March 2011	Revenue Account		
		Approved Budget for 2010/11	Actual to Date	Variance
Service Description				
INCOME				
Dwellings - Rent		(31,334,426)	(31,405,996)	(71,570)
Service Charges		(1,003,747)	(1,088,231)	(84,484)
Shops/Garages/Furn./Other Rent		(2,191,301)	(2,304,840)	(113,539)
Interest On Balances		(60,000)	(42,617)	17,383
Contracting		(14,400,305)	(12,295,445)	2,104,860
Fees/Other		(1,074,475)	(856,194)	218,281
National Subsidy Payment		17,169,375	11,833,295	(5,336,080)
Item 8 Interest Payable		670,101	709,702	39,601
Net Income		(32,224,778)	(35,450,325)	(3,225,547)
EXPENDITURE				
Tenancy Services				
Local Housing Management		1,003,299	1,047,908	44,609
Rent/Income Collection		977,221	826,701	(150,520)
Tenant's Participation		246,070	161,024	(85,046)
Tower Blocks And Flats		547,491	473,041	(74,450)
Caretaking Services		695,897	665,197	(30,700)
Furnished Tenancies		384,868	428,707	43,839
Contact Centre		654,868	622,670	(32,198)
Contracting Prime Costs		11,903,517	11,283,392	(620,125)
Repairs Service				
Day To Day Responsive Repairs		3,065,095	2,825,569	(239,526)
Planned Maintenance		4,799,964	4,283,556	(516,408)
Operational Management		2,121,033	2,070,314	(50,719)
Overheads				
Management/Infrastructure		4,401,399	4,172,587	(228,812)
Major Projects/Policy/Technical		659,176	597,545	(61,631)
Depreciation				
		10,017,225	6,535,081	(3,482,144)
Total OCH Expenditure		41,477,123	35,993,293	(5,483,830)
Net Cost - OCH		9,252,345	542,967	(8,709,378)
Appropriations				
AMRA		(10,017,225)	(1,167,627)	8,849,598
Net Transfer To/From Reserves		174,685	400,870	226,185
CDC, Pension & Retirement Costs		116,668	115,320	(1,348)
Net changes made for retirement benefits FRS17		(26,473)	(124,250)	(97,777)
Other Business Units		(9,752,345)	(775,687)	8,976,658
Total HRA Surplus -/Deficit for 2010/11		(500,000)	(232,720)	267,280

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Capital Budget and Spend as at 31/03/2011

Capital Scheme	Budget 2010-11 Agresso	Spend as at 31st March 11	Variance to current budget	Carry forward requested
A1500 Paradise Street - work of art	661	0	(661)	661
F1323 Bridge Over Fiddlers Stream	2,855	2,855	0	(0)
F6015 Slade Area Public Work of Art	6,743	750	(5,993)	5,993
F7004 Littlemore Village Hall - improvement of facilities	10,000	10,000	0	0
M5002 Refurbishment of Bonn Square	8,035	7,176	(859)	859
M5014 West End Partnership (Growth Points Grant)	252,203	125,112	(127,091)	127,091
M5016 Housing Delivery (Funded via New Growth Points)	184,671	0	(184,671)	184,671
S11 City Development Total	465,168	145,893	(319,275)	319,275
E3511 Renovation Grants	30,000	(4,449)	(34,449)	34,449
E3521 Disabled Facilities Grants	695,000	646,530	(48,470)	0
S12 Environmental Development Total	725,000	642,081	(82,919)	34,449
F5008 West Oxford Cylce Route	16,152	15,998	(154)	154
F5010 Marsh Lane to Stockleys Rd cycle link	50,001	38,280	(11,721)	11,721
F5011 Barton Cycle Link	0	0	0	0
F6012 Wood Farm Community Centre - provision or enhancement of facilities	50,000	50,000	0	0
F6013 Bullingdon Community Centre - provision or enhancement of facilities	18,500	13,693	(4,807)	4,807
G3013 Diamond Place car park footpath extension	6,324	0	(6,324)	6,324
G3014 East Oxford Community Association Improvements	2,550	0	(2,550)	2,550
G4006 Florence Park CC Kitchen	4,057	2,646	(1,411)	1,411
G6010 Mount Place Square Refurbishment	11,602	10,201	(1,401)	1,401
G6012 South Oxford Community Centre Main Hall Replacement	8,100	6,962	(1,138)	1,138
M5012 Rose Hill Redevelopment	0	109,349	109,349	0
M5015 Old Fire Station	1,601,956	915,240	(686,716)	686,716
S13 Community Housing & Development Total	1,769,242	1,162,369	(606,873)	716,222

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Capital Budget and Spend as at 31/03/2011

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Capital Scheme	Budget 2010-11 Agresso	Spend as at 31st March 11	Variance to current budget	Carry forward requested
A4800 Barton Pool	10,237	31,730	21,493	(21,493)
A4801 BBL Pool	38,350	55,796	17,446	(17,446)
A4802 BBL LC	671,533	107,985	(563,548)	563,548
A4803 Ferry LC	135,877	78,942	(56,935)	56,935
A4804 Hinksey Pool	125,636	86,474	(39,162)	39,162
A4805 Temple Cowley Pool	10,837	84,331	73,494	(73,494)
A4806 Ice Rink	256,863	759,309	502,446	(502,446)
A4807 Barton Pool Improvements	614,880	602,287	(12,593)	12,593
A4808 Blackbird Leys LC Improvements	730,958	433,830	(297,128)	297,128
A4809 Ferry Sports Centre Improvements	570,673	657,523	86,850	(86,850)
B0012 BBL CC - wiring Improvements	10,000	0	(10,000)	10,000
B0014 South oxford CC - replacement rainwater goods	79,510	79,510	0	0
B0015 South Oxford CC - Roof refurbishments	40,218	33,212	(7,006)	7,006
B0022 DDA East Oxford Community Centre Lift	2,352	2,352	0	0
B1001 Blackwells Music Shop repairs	10,000	0	(10,000)	10,000
B1002 -Town Hall PA system upgrades	30,000	1,810.00	(28,190)	28,190
B1003 - Town Hall pigeon proofing	5,000	0.00	(5,000)	5,000
B1004 - Covered Market repairs/upgrading	1,216	1,216.45	0	0
B8347 South Oxon Comm. Centre - install new lift 04/05	7,586	7,586	(0)	0
B9202 Parks properties (H&S works	3,352	3,352	(0)	0
B9203 Community Centres - Water Bylaws and Legionella	30,000	18,500	(11,500)	11,500
B9207 Northway Centre Demolition	54,476	54,458	(18)	18
F1103 Beenhams, Railway Lane - Affordable Housing Scheme	145,000	145,000	0	0
Q2000 Offices for the Future	883,000	995,571	112,571	(112,571)
Z7500 Building Improvements (General Fund)	102,011	0	(102,011)	102,011
Z7506 Building Improvements (GF Leisure)	130,000	0	(130,000)	130,000
S14 Corporate Assets Total	4,699,565	4,240,774	(458,791)	458,792
C3041 New server for telephone system	18,000	0	(18,000)	18,000

Capital Budget and Spend as at 31/03/2011

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Capital Scheme	Budget 2010-11 Agresso	Spend as at 31st March 11	Variance to current budget	Carry forward requested
S21 Customer Services Total	18,000	0	(18,000)	18,000
A1300 Playground Refurbishment	1,738,062	1,152,553	(585,509)	585,509
A1301 Play Barton	800,000	55,536	(744,465)	744,465
A2808 Replacement Sports Facilities - Cowley Marsh	49,783	49,775	(8)	0
A3124 Barton Village Pavillion	10,000	2,232	(7,768)	7,768
A4810 New Build Competition Pool	635,000	561,929	(73,071)	73,071
F6001 Ferry Centre - provision or enhancement of facilities	19,306	19,306	0	0
F6003 Barton Pool - Provision of indoor sports facilities	8,640	8,640	0	0
F6004 St Christophers Place - enhancement of play area	8,057	8,057	0	0
F6005 Barracks lane Allotments - enhancement of facilities	112	112	0	0
F6009 Town Furze Allotments - enhancement of facilities	677	339	(339)	339
F6010 Dene Road Play Area - enhancement of facilities at dene road or bullir	17,669	17,669	0	0
Z3010 Rosehill/IffleY Play Sites	38,000	0	(38,000)	38,000
Z8009 Bury Knowle Park - Improvements	14,000	0	(14,000)	14,000
S22 City Leisure Total	3,339,306	1,876,147	(1,463,159)	1,463,152
A1217 Aristotle Lane Improvements	1,880	1,850	(30)	0
F6011 Meadow Lane - improvements to recreational facilities	31,500	31,500	0	0
R0005 MT Vehicles/Plant Replacement Prog.	1,892,178	925,556	(966,622)	491,400
T2265 Purchase of blue domestic bins	600,000	595,740	(4,260)	0
S23 City Works Total	2,525,558	1,554,645	(970,913)	491,400
C3039 ICT Infrastructure	330,703	280,703	(50,000)	0
S31 Business Transformation Total	330,703	280,703	(50,000)	0
GF Total	13,872,542	9,902,612	(3,969,930)	3,501,290
N6380 Windows 05/06	0	(6,523)	(6,523)	0
N6384 Foresters Towers	779,000	136,926	(642,074)	642,074
N6385 Adaptations for disabled	580,000	1,158,391	578,391	0
N6386 Structural	100,000	283,712	183,712	0

Capital Budget and Spend as at 31/03/2011

Capital Scheme	Budget 2010-11 Agresso	Spend as at 31st March 11	Variance to current budget	Carry forward requested
N6387 Controlled Entry	200,000	2,190	(197,810)	197,810
N6388 Major Voids	700,000	1,025,104	325,104	0
N6389 Damp-proof works (K&B)	100,000	102,013	2,013	0
N6390 Kitchens & Bathrooms	4,200,000	2,715,289	(1,484,711)	0
N6391 Heating	1,000,000	1,116,274	116,274	0
N6392 Roofing	200,000	194,792	(5,208)	0
N6393 External Doors	200,000	200,142	142	0
N6394 Windows	400,000	418,996	18,996	0
N6395 Electrics	400,000	107,724	(292,276)	0
N6396 Sheltered Blk, George Moore	6,783	6,783	(0)	60,000
N6426 BISF's	0	(434)	(434)	0
N6427 Shops	200,000	0	(200,000)	200,000
N6430 Evenlode tower	0	(895)	(895)	0
N6431 Windrush Tower	0	(895)	(895)	0
N6432 Plowman Tower	67,412	67,412	(0)	0
N7006 Northbrook House - Refurbishment	43,078	43,078	(0)	0
N7010 Headley House - Refurbishment	74,122	74,122	(0)	0
N7011 Cardinal House - Refurbishment	7,103,784	3,752,618	(3,351,166)	0
N7012 Grantham House - Refurbishment	768,837	0	(768,837)	1,601,000
N7013 Bradlands House - Refurbishment	38,613	38,613	0	0
N7015 Knights House - Refurbishment	1,155	1,155	(0)	0
N7017 Aireys	0	212,336	212,336	0
N7019 Lambourn Road	3,281,216	3,281,216	(0)	0
Housing Revenue Account	20,444,000	14,930,137	(5,513,863)	2,700,884
Grand Total	34,316,542	24,832,749	(9,483,793)	6,202,174

Financing - General Fund

Developer contributions	500,000	416,056	(83,944)	29,506
Government Funding	2,050,000	1,547,333	(502,667)	311,762

Capital Budget and Spend as at 31/03/2011

Capital Scheme	Budget 2010-11 Agresso	Spend as at 31st March 11	Variance to current budget	Carry forward requested
Capital Receipts	4,822,542	1,496,702	(3,325,840)	1,396,396
Direct Revenue Funding	2,500,000	2,404,834	(95,166)	0
Prudential Borrowing	4,000,000	4,037,688	37,688	1,763,625
Total General Fund Financing	13,872,542	9,902,613	(3,969,929)	3,501,289
Financing - HRA				
MRA	5,300,000	5,367,455	67,455	0
Grant re Lambourne Rd/Cardinal House	3,566,179	3,566,179	0	0
Capital receipts	5,957,921	0	(5,957,921)	2,200,884
Decent Homes Reserve	1,019,900	1,396,502	376,602	500,000
Prudential Borrowing	4,600,000	4,600,000	0	0
Total HRA Financing	20,444,000	14,930,136	(5,513,864)	2,700,884
Total Financing	34,316,542	24,832,749	(9,483,793)	6,202,173

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Carry Forward Requests 2010-11

Description	Amount Requested	CEB		CMT		Total	Consequences of not approving
		Approved	Not Approved	Approved	Not Approved		
General Fund							
Finance and Efficiency							
Oxfordshire Procurement Hub	27,000			27,000		27,000	Oxfordshire County Council gave the Procurement Team £25,000 to fund the Procurement hub for part of 2010/2011 and all of 2011/2012 – the £22,000 will be used to fund the Procurement Hub Officer salary for 2011/2012. West Oxfordshire District Council paid £5,000 of the £10,000 due in 2011/2012 in February 2011, this too will go towards funding the Hub Officers salary in 2011/2012
Total Finance and Efficiency	27,000	0	0	27,000	0	27,000	
City Services							
Football Development	20,000			20,000		20,000	If the funding is not carried over then the CEB decision in Nov 2009 to grant fund Oxford City Football Club is at risk and the funding will need to be found from another Council project, to avoid significant reputational damage. If the funds are not carried over then there would also be no funding to continue with the FSDO post, which is a three year fixed term contract
Fuel Poverty Grant	20,223			20,223		20,223	To demo best practice we administer the Fuel Poverty Grant under the same requirements as DFG's and ERG's as such our customers have 12 months to spend the grant money, consequently the spend does not tally with the financial year. In addition to the £30k that has been spent and the £13k committed there is c£5k of work upon which we are currently awaiting a decision from customers. A failure to carry forward the request amount would mean that the public may not have agreed works carried out
Rose Hill / Iffley Play site	37,000			37,000		37,000	To improve community facilities in Rose Hill using allocated s106 funds and additional revenue funding. If not approved only half the scheme would be delivered
Academy Server Replacement	40,028			40,028		40,028	This represents the balance of the Server replacement fund released from the balance sheet towards the end of last FY. If this is not approved then the remainder of the sever replacement work can not be funded
DIP/ Information@Work	19,699			19,699		19,699	Additional project costs (including County ICT project management and any hardware purchases required) is to be funded from £17,000 set aside by the Programme Board (tbc).
Total City Services	136,950	0	0	136,950	0	136,950	
City Regeneration							
Woodfarm Community centre/school development	48,700			48,700		48,700	The project is a major partnership project in Wood Farm with the County Council to build a new facility that will integrate education and community and youth facilities on one site. The building work commenced on site in March 2010 and is expected to last 3 – 4 years. In the meantime we are supporting community groups in Wood Farm to access other halls to continue their activities and reimbursing additional costs related to travel to other venues.
ABC Climate Change Grant-Planning Policy	22,500			22,500		22,500	Project support for continuing technical studies to assist in adapting to and mitigating the impacts of climate change throughout the LDF. For examples, we are committed to the production of the Site Allocation DPD which require technical studies on biodiversity and flood risk. If this grant is not carried forward to 2011/12 then we have to fund this work within existing budget
The New Burdens Climate Change Grant - Planning Policy	16,835			16,835		16,835	This grant only awarded to City Council because there is a European Designated Site in Oxford. This is a specific grant to deliver expenditure lawfully occurred or to be incurred by Local Authority. We have identified a number of relevant Habitat/Climate Changes Projects
Total City Regeneration	88,035	0	0	88,035	0	88,035	
Transformation Fund	711,632			711,632			
Total General Fund Requests	963,617	0	0	963,617	0	251,985	

Carry Forward Requests 2010-11

Description	Amount Requested	Included Outturn	CEB		CMT		Total	Consequences of not approving
			Approved	Not Approved	Approved	Not Approved		
Pre-paint Joinery & Special Events	25,665 107,132	25,665 107,132			25,665 107,132		25,665 107,132	DIP/ Information@Work Delayed start to the scheme and slippage resulting from bad weather in December 2010/ January, therefore carry forward required to completed planned maintainance programme. Note this is delivered via an external contract
Special Events	15,000	15,000			15,000		15,000	Tenancy Management will take over the mantle of Mediation as a tool for managing low level anti-social behaviour from Estate Managers. The training had been agreed in principle last year but held back due to restructures. There was no other expenditure planned for this allocation of monies. The training is crucial to provide effective management of the service.
	23,909	23,909			23,909		23,909	This budget is for OCH Tenants to put forward ideas for environmental improvements through the Tenants Improvement Panel. The projects are assessed and costed and implemented throughout the year. Benefits are that improvements come from the tenants and address particular issues they have concern over especially related to community safety and access. Due to the OCH restructure with staff posts vacant and also staff sickness, there have been delays in projects being implemented and also new projects being developed. There are some projects that have been approved but the contracted work has not been completed.
	9,703	9,703			9,703		9,703	Part of this budget is for OCH Tenants to access training especially in developing ICT skills, finance/money management courses etc. Benefits are that tutors/coaches can be bought in and use Tenants resource facility, so a number of tenants can be trained. (£5537). Tenants Community Grants – to support groups run small events e.g. street parties (£4166) Due to the OCH restructure with staff posts vacant and also staff sickness, there has been little progress to develop these projects with tenants.
Total HRA	181,409	181,409	0	0	181,409	0	181,409	

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To: Value and Performance Scrutiny Committee

Date: 21 June 2011

Report of: Head of Leisure and Parks

Title of Report: A report on the delivery progress for the Council's leisure management contract with Fusion Lifestyle, April 2010 to March 2011.

Summary and Recommendations

Purpose of report: To provide a year two (April 2010 to March 2011), performance update for the Leisure Management Contract with Fusion Lifestyle.

Report Approved by:

Legal: Jeremy Thomas

Finance: Nigel Kennedy

Recommendation(s): To note the content of the 2011/ 2012 performance update for the Leisure Management Contract with Fusion-Lifestyle.

1 Introduction:

On the 30th of March 2009 the Council transferred the management of its seven leisure facilities to Fusion Lifestyle. This was for a ten year contract, with the option of a five year extension.

Fusion Lifestyle is a registered not for profit charitable organisation. As a registered charity, Fusion continually reinvests to improve the sport and leisure offer in the community.

The Leisure Management Contract (LMC) incorporates the service delivery of the Council's seven leisure facilities; Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.

This report sets out the delivery of service for the leisure facilities managed on behalf of the Council by Fusion Lifestyle, April 2010 to March 2011.

2 Governance:

The Council sets policy and has final approval for any significant changes involving the day to day management by Fusion Lifestyle. Council wide contract monitoring and strategic guidance takes place by a Leisure Delivery Board, meeting on a monthly basis.

Strategic overview takes place at a local quarterly Leisure Partnership Board (LPB), quarterly Council and Fusion Senior Management Meeting. Performance is reported bi-annually to the Value and Performance Scrutiny Committee.

Lead Council and Fusion Lifestyle Officers complete operational contract monitoring through Client Performance Monitoring meetings (monthly), Carbon meetings (monthly), Finance meetings (quarterly), Marketing & Communications meetings (quarterly), and Client Liaison meetings (fortnightly).

Auditing and inspection mechanisms consist of; planned and unplanned facility visits, Fusion Lifestyles Customer relations system *'Please Tell Us What You Think'* and real time on-line-access to Fusion Lifestyle performance monitoring systems.

3 Target Setting:

The over-riding objective of the LMC is to ensure that the leisure facilities deliver a service that provides *"World Class leisure opportunities to enhance the quality of life for everyone living, working or visiting Oxford"*.

The strategic objective setting process commences in the September of the preceding year, this process is guided by the LPB.

Targets are set through a process of reviewing performance from contract commencement to date; review of achievements in respect of Sport England National Benchmarking Service and QUEST (UK quality award for leisure facility management); liaison with appropriate stakeholders in order to understand key issues and potential development opportunities; assimilation of staff and customer feedback in respect of current service levels and opportunities for improvements; analysis of the local market, potential key targets and relevant competition.

4 Value For Money:

Pricing proposals are incorporated into the Fusion Lifestyle Annual Service Plan. The Council retains overall control over core programme pricing.

In 2010/ 2011 there was no change to the existing concessionary Bonus Slice membership scheme. This concessions scheme has 15 categories and includes the dependents, which ensure the facilities are inclusive.

Net Membership growth by scheme type for 2010/ 11 was:

- BONUS Slice (concessions), 133 members
- Aqua Slice, 5 members
- Active Slice, 69 members
- Student Slice, 114 members
- Hinksey Slice, 2 members
- Cool Slice, -3 members
- Fusion Lifestyle Choice, 16 members.

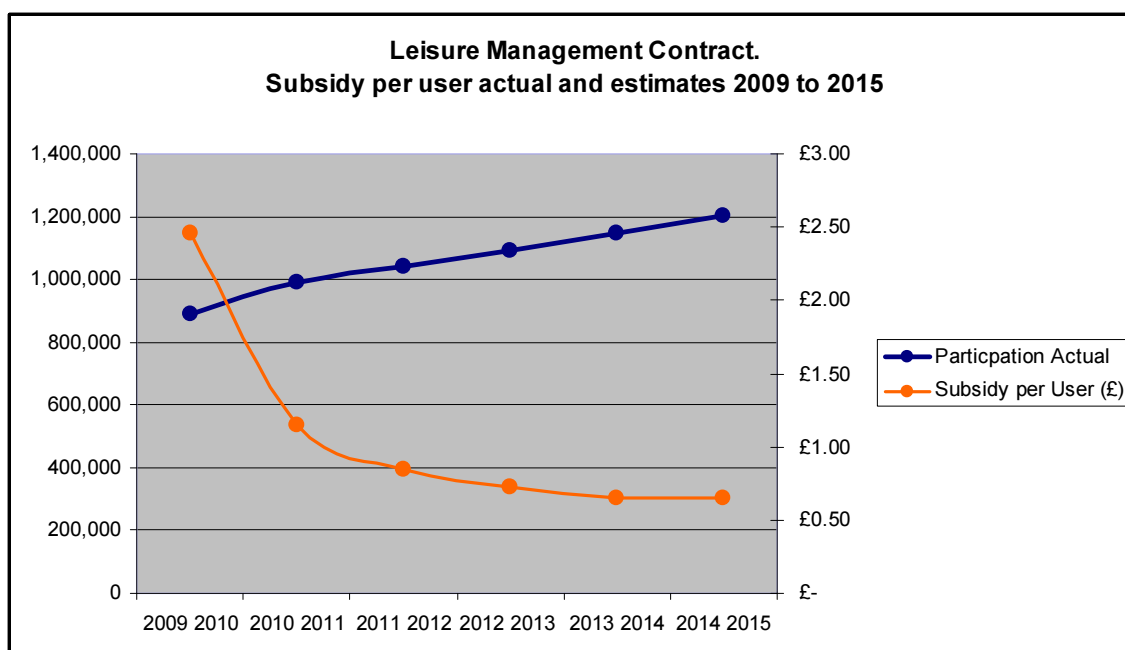
Appendix One summarises membership graphs

Pre 2010/ 11 subsidy per user was calculated using only the original management fee from the Best And Final Offer (BAFO).

The financial data used for the 2010/ 11 subsidy per user includes the contract management fee (including the RPIX increase), BAFO utilities costs and the subsidy paid for the provision of free swimming. Total subsidy per user in 2010/ 11 equates to £1.14.

Using the same data for the 2009/ 10, subsidy per user for year one of the contract equated to £2.45.

A 53% reduction in subsidy per user was achieved against the 2009/ 10 baseline.



5 Increased participation:

Total participation in 2010/11 was 991,212 visits. This equates to a 12% increase against the previous year's baseline and exceeds the 5% annual target.

By target group the number of visits for users increased (exceeding a 5% target), against the 2009/ 10 baseline:

- Those aged 50 years and over by 48%
- Those under 16 years by 63%
- Participation by disabled users by 107%
- People on low income by 65%
- Participation by users from BME groups, by 186%
- Users from areas of deprivation by 57%.

Following the Governments withdrawal of national funding for free swimming to those under the age of 17 years and over 60 years, the Council has continued to offer a reduced programme of free swimming for those under the age of 17.

Free swimming participation for those under 17 years in 2010/ 11 equates to 41,000 visits; for those aged 60 years and over 8,867 visits (for the period up to 31st August 2011).

Appendix Two summarises participation graphs.

6 Improvement in quality of service:

Total customer satisfaction across the facilities in 2010/11 was 96%; equal to a 1% increase against the previous year.¹

In 2010/11 customer satisfaction increased/ decreased for each facility by:

- Barton Leisure Centre, equal to the previous year
- Blackbird Leys Leisure Centre, 2% increase
- Blackbird Leys Pool, 1% decrease
- Ferry Leisure Centre, 4% increase
- Hinksey Outdoor Pool, 7% increase
- Oxford Ice Rink, equal to the previous year

¹ Percentage rated as excellent/ good/ satisfactory on Fusion Lifestyles "Please Tell Us What You Think" customer feedback system.

- Temple Cowley Pools, 2% increase

Appendix Three Summarises customer satisfaction graphs

In January 2011 Barton Leisure Centre was re-assessed for its QUEST accreditation (UK quality scheme for leisure and sport), and re-achieved a highly commended accreditation.

- 6.4 The leisure facility web pages have been significantly improved this year and facilities now have local ownership for updating web pages, enabling updates to be completed more efficiently. 72,305 home page views were completed during the year.
- 6.5 Blackbird Leys Leisure Centre, Ferry Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink will be completing QUEST assessments in the 2011/12 operational year.
- 6.6 Within each facility a customer journey project has been initiated, including:
- New notice boards installed at Ferry, Barton & BLLC
 - Advertising frames erected with new posters
 - Hinksey Pool tourist signs implemented.
- 6.7 Significant promotion was completed in advance and during the re-launch of the developed and refurbished facilities at Barton Leisure Centre, Blackbird Leys Leisure Centre, Ferry Leisure Centre and Oxford Ice Rink. Actions included local radio and television reports, internal and external promotional literature, leaflet drops, promotional teams, bus shelter advertisement, an official opening event and an open weekend with special offers, free activities and demonstrations.
- 6.8 BBC Radio morning shows have been broadcasted live from Ferry Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.

7 Outreach work:

- 7.1 An Oxford Sport & Leisure FREE rewards programme card was introduced in 2010/11. The schemes simple aim is to give loyal customers rewards for using the wide choice of facilities and activities available at the Council leisure facilities; those registered for the scheme receive news of exclusive offers. Points are earned on all facility sport and leisure activities and can be redeemed against FREE activities. On the 31st March 2011 2,871 reward cards had been registered.
- 7.3 Sport and Community development initiatives during 2010/ 11 have included; appointment recruitment to a ladies Go-active to develop women's participation, over 50s 'Fit as a Fiddle' activities including

badminton and Zumba dance, Completion of a swimming teacher course (12 new teachers qualified), links established with Oxford & Cherwell Gymnastics club to provide a satellite club at Blackbird Leys Leisure Centre, Free Access for National Sports People scheme implemented across facilities, the National Teaching Plan for swimming was introduced across the City pools, a Free Swimming programme and free swimming lessons have been offered, holiday, exercise class and pool programmes reviews have been completed

7.4 Fusion have worked in partnership with the Council to support the Oxfordshire Primary Care Trust Health Weight Action Plan 2010/11. This is in the main through GP exercise referral scheme at Blackbird Leys Leisure Centre, Ferry Leisure Centre and Temple Cowley Pools and the delivery of a FREE weight loss swimming project at Blackbird Leys Pool.

8 Staff satisfaction:

The 2010 survey concluded that 71% of employees confirmed that they are satisfied with Fusion Lifestyle as their employer and intend to continue working for the company in the foreseeable future; 81% of employees have sufficient knowledge and training to do their job; 85.7% get on well with colleagues within the team; 84.9% of employees know what they are doing and what is expected of them.

The Fusion Lifestyle 2011 staff satisfaction survey is programmed for completion mid-June 2011.

9 Carbon management:

Indicative data² demonstrates that a 7% reduction in electricity and a 3.9% increase in gas consumption took place against the 2009/2010 baseline.

In CO₂ terms though this equates to a 3.1% reduction in CO₂ emissions.

In the context of expanded facilities at Ferry Leisure Centre and Barton Leisure Centre (and hence likely increased consumption), increased footfall and harsh winter conditions this is not unexpected performance and does not raise concern on overall performance.

Carbon trust Surveys were completed at Barton Leisure Centre and Hinksey Outdoor Pool to help identify further energy saving initiatives; however items were excluded rather than included

SALIX³ funded projects completed in 2010/11 have included lighting upgrades at Barton Leisure Centre, Blackbird Leys Leisure Centre and Ferry

² Provisional Energy consumption/CO₂ data for 2010/11 for Leisure buildings as data is pending further validation.

Leisure Centre (in final completion phase); contributing a total energy saving of 45 carbon tonnes per annum and an estimated financial saving of £8,373 per annum.

Other projects completed and that contributed to improved carbon efficiency include the refurbishment works at Oxford Ice Rink where a lighting upgrade was completed and the installations of a new energy efficient boiler and chiller plant unit. SALIX opportunities through leisure substantive works have been taken into consideration and implemented where relevant as SALIX projects.

Appendix Four shows the leisure facility carbon performance 2009/ 10 and 2010/11

10 Leisure Development and substantive works programme:

10.1 Fusion have worked with the Council on the development projects at Ferry Sports Centre, Barton Pool and Blackbird Leys Leisure Centre. Significant customer facing improvements have been created across these three facilities, additionally:

- Barton Pool has a new 45 station gym;
- Ferry Sports Centre has a new 100 station gym;
- Blackbird Leys Leisure Centre has a new spinning studio.

Works were completed under budget.

10.2 A second year of a substantive works programme has been completed with works prioritised by health and safety, equipment life cycle replacement, value for money and customer facing improvements.

11 Recommendation:

To note the content of the 2011/ 2012 performance update for the Leisure Management Contract with Fusion – Lifestyle.

Name and contact details of author:

Ian Brooke
Head of Leisure and Parks
ibrooke@oxford.gov.uk

01865 252707

Background papers:

³ SALIX is interest free funding provided to accelerate investment in energy efficiency technologies across the UK public sector.

None

Appendices:

Appendix One – Summary membership graphs.

Appendix Two – Summary participation graphs.

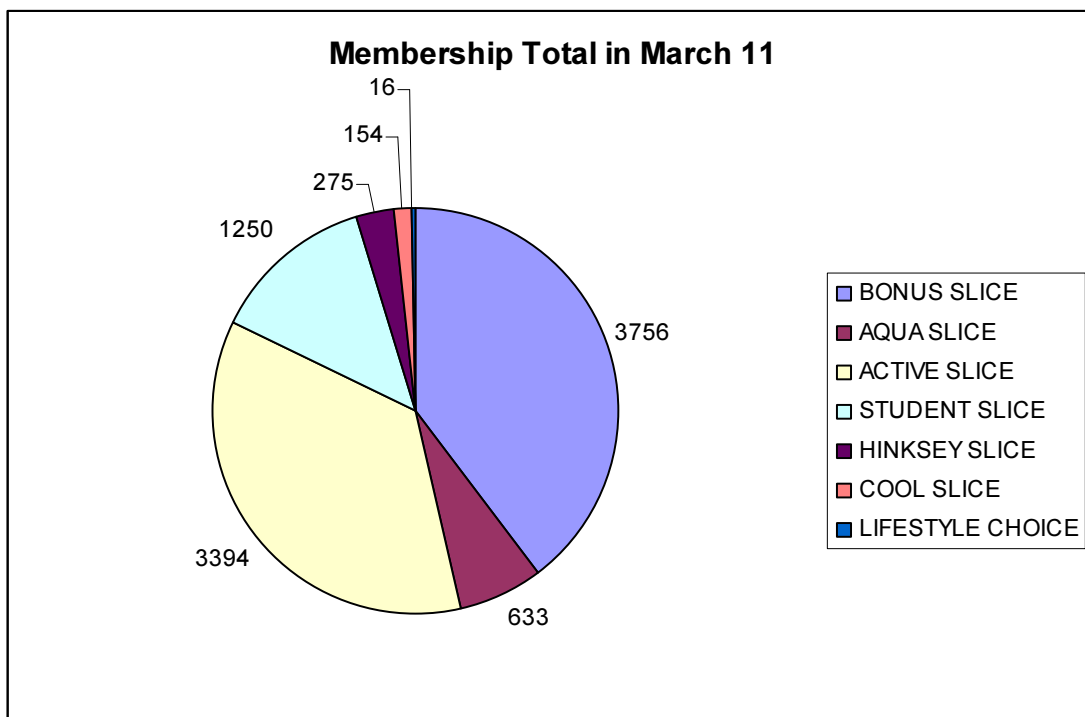
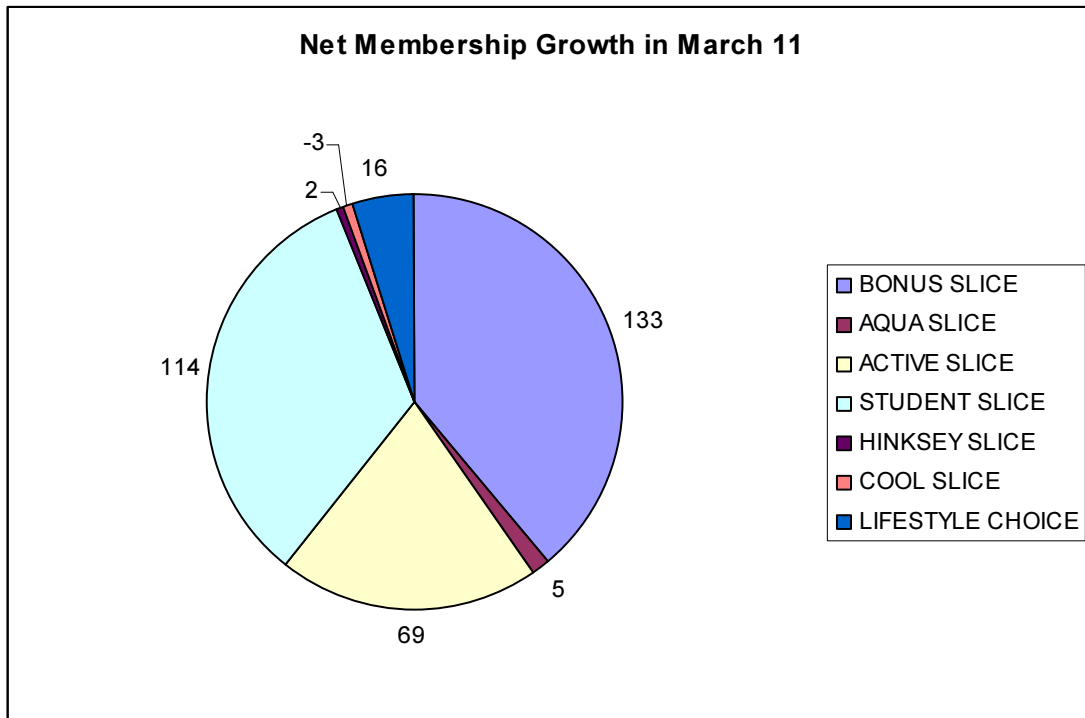
Appendix Three – Summary customer satisfaction graphs.

Appendix Four – Leisure facility carbon performance 2009/ 10 and 2010/ 11

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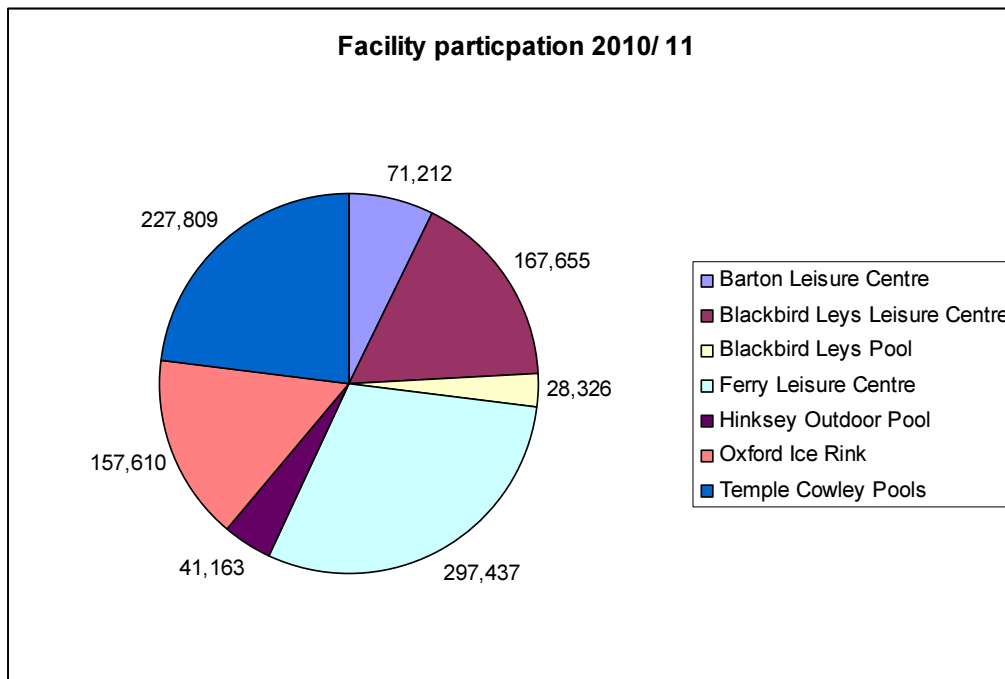
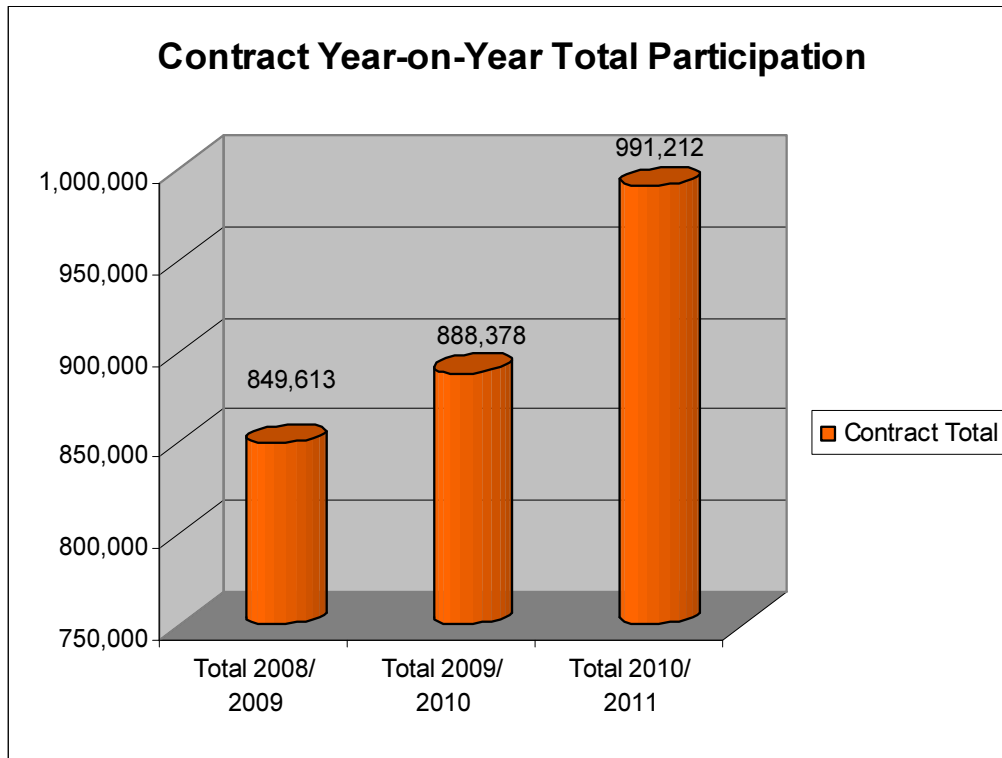
Appendix One.

Summary membership graphs 2010/ 11

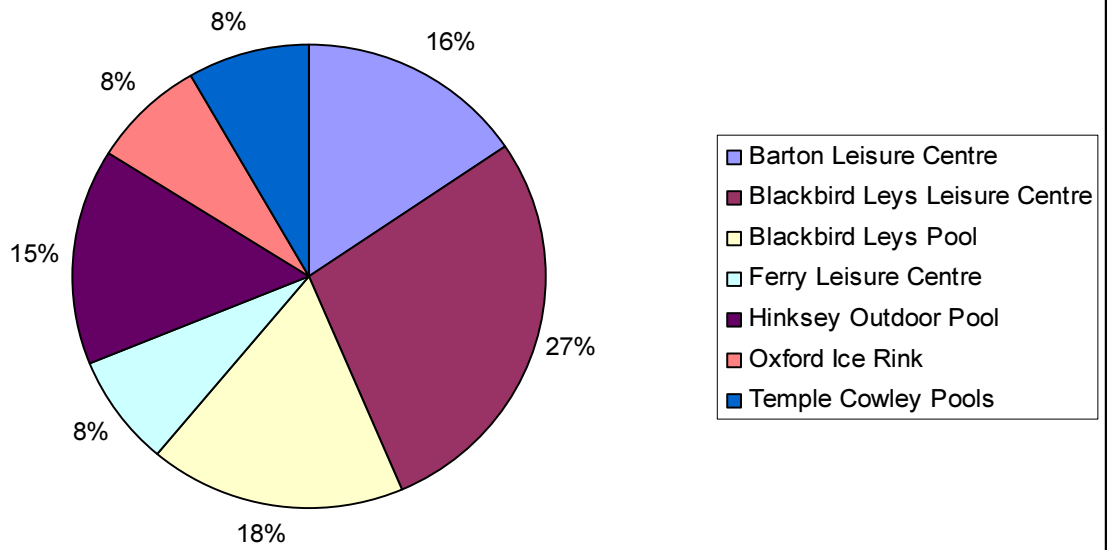


Appendix Two.

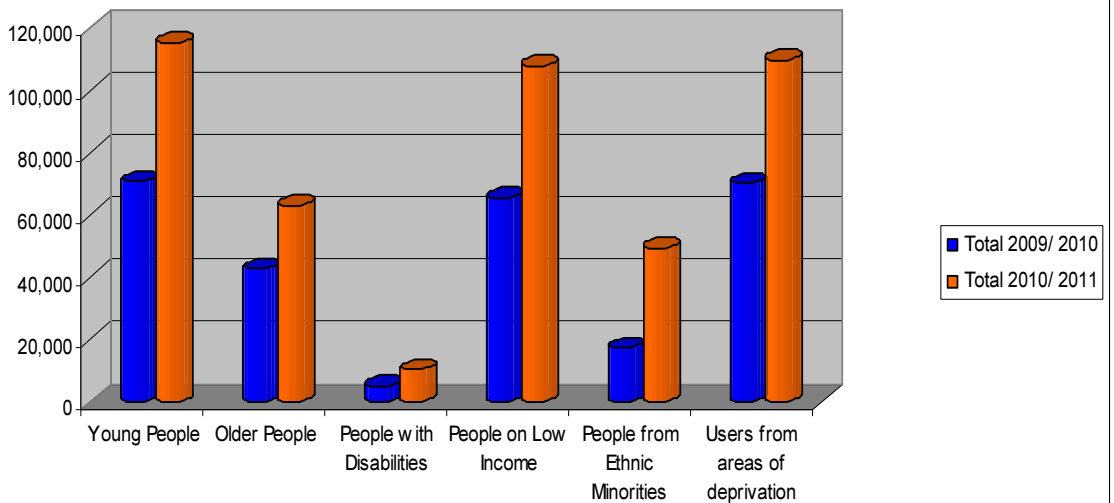
Summary participation graphs, 2010/ 11



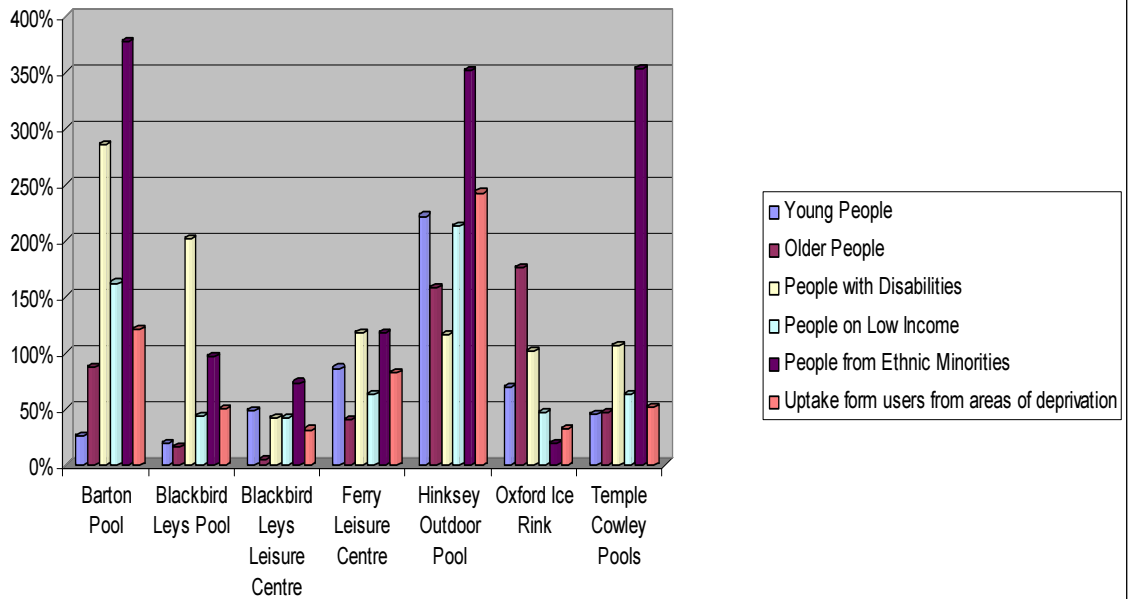
Percentage participation increase against the 2009/ 10 baseline



Target Group participation totals

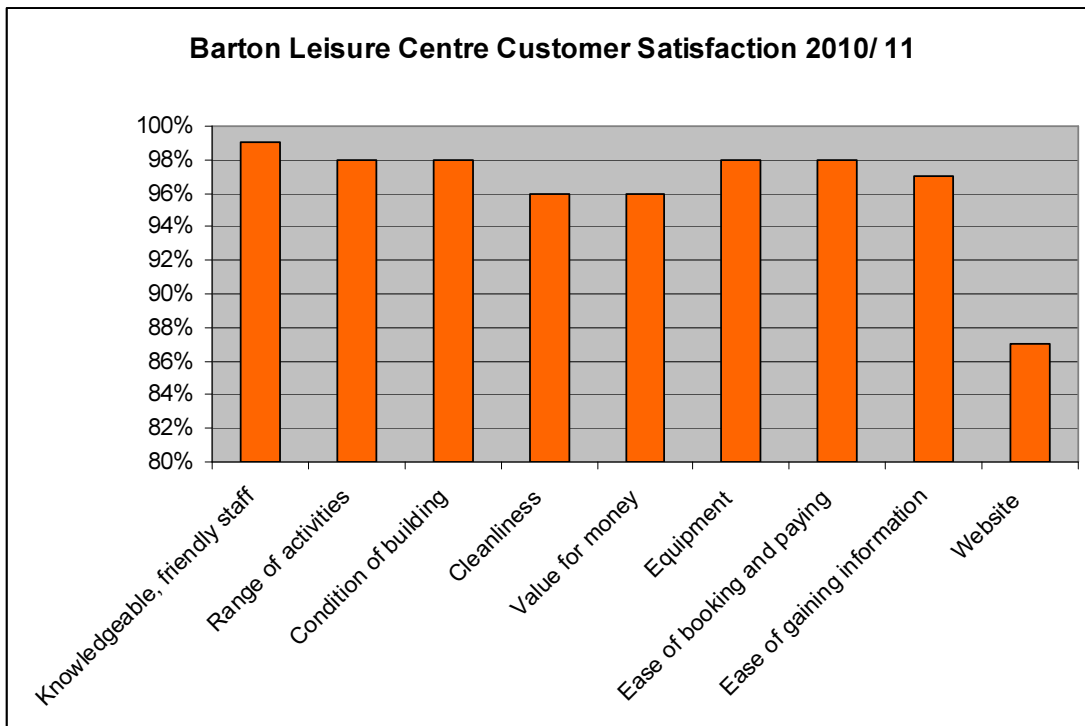
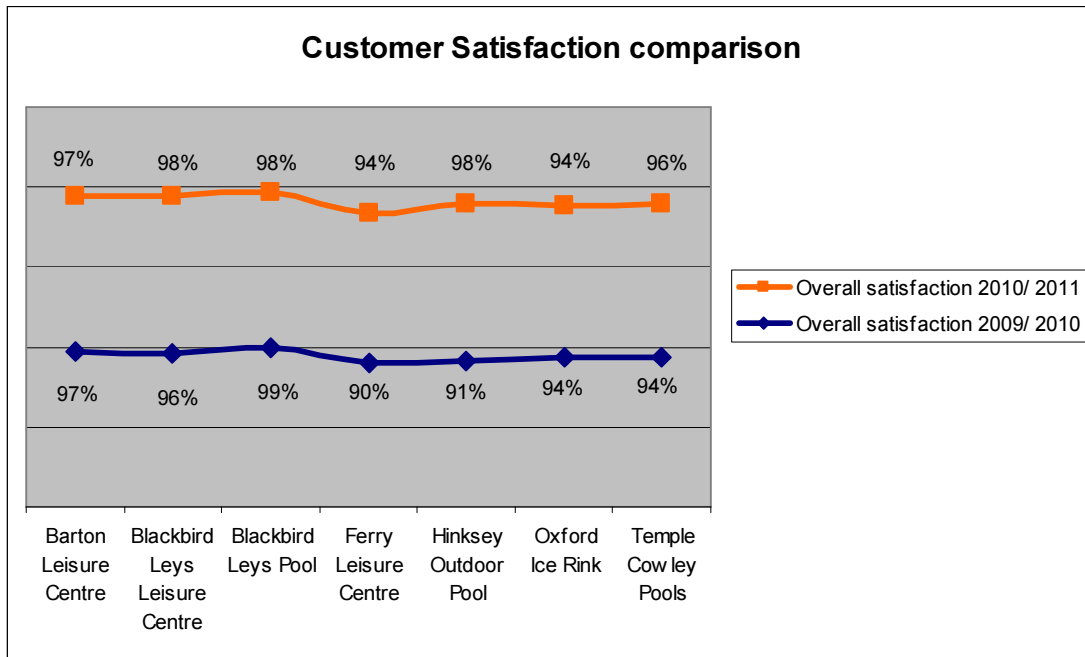


Facility target group participation increase from the 2009/ 10 baseline

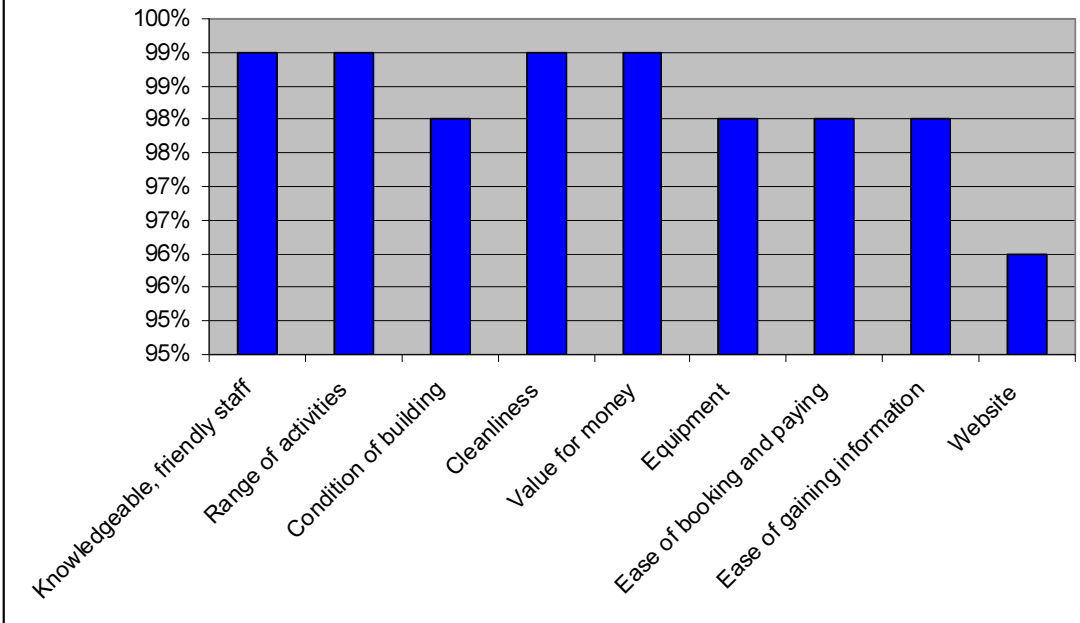


Appendix Three.

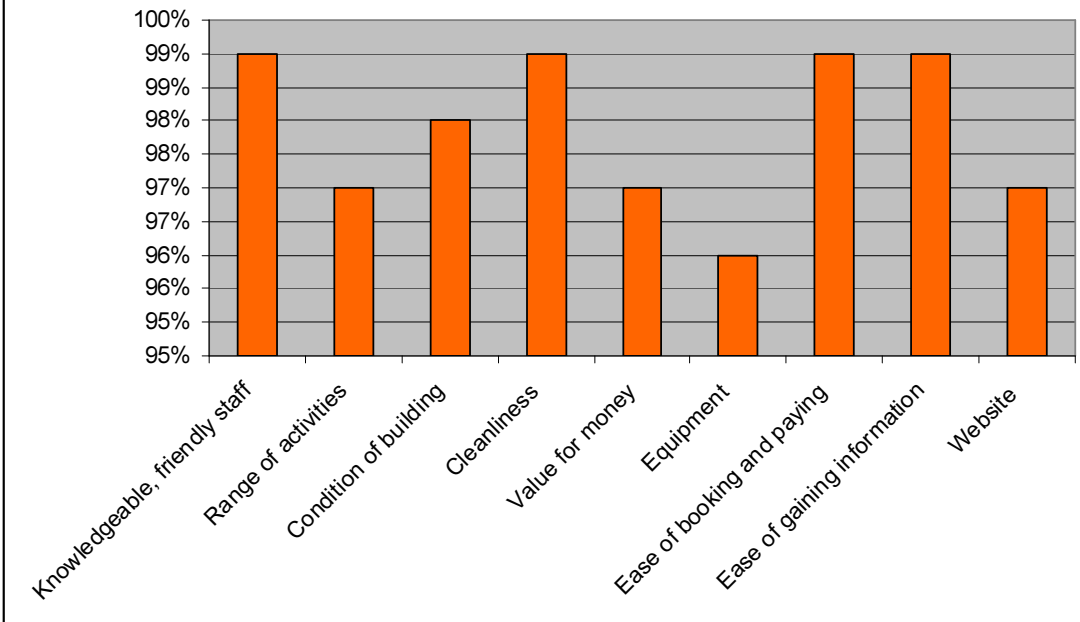
Summary Customer Satisfaction graphs, 2010/ 11.



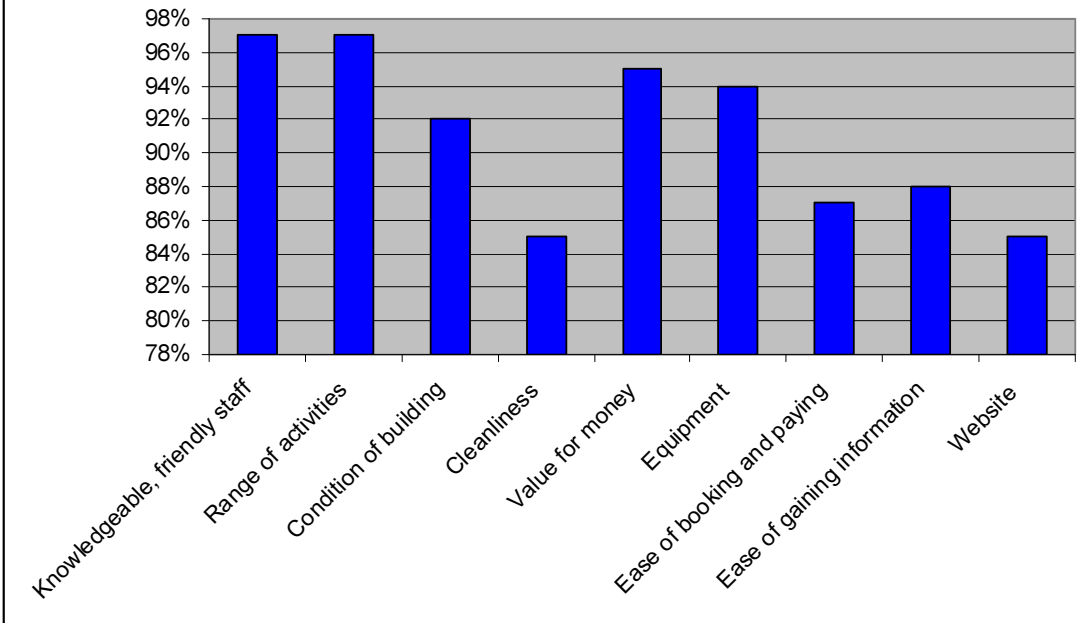
Blackbird Leys Leisure Centre Customer Satisfaction 2010/ 11



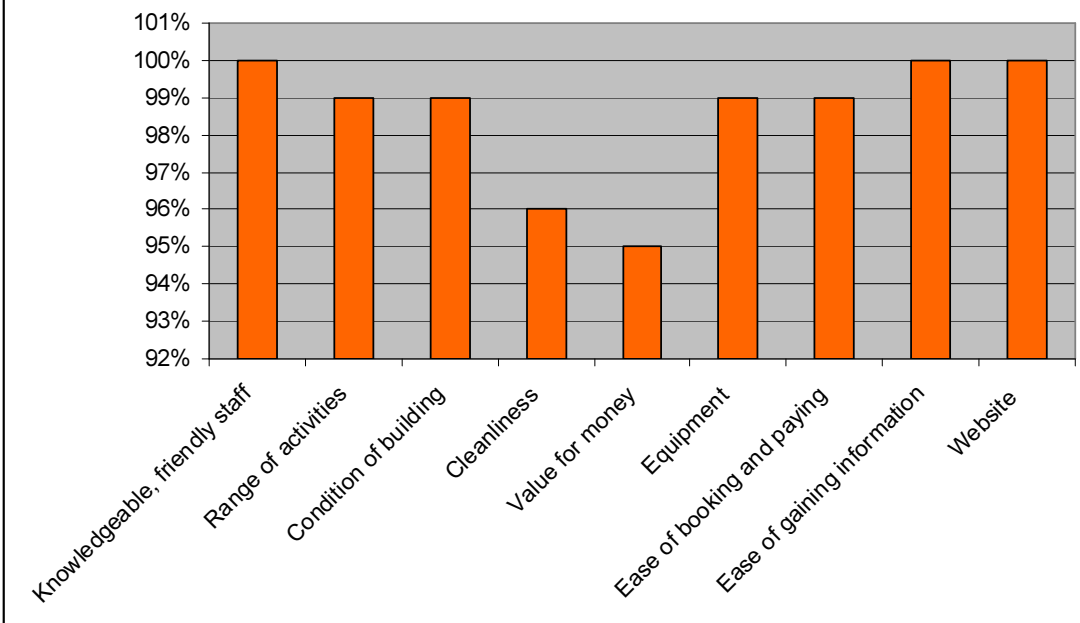
Blackbird Leys Pool Customer Satisfaction 2010/ 11

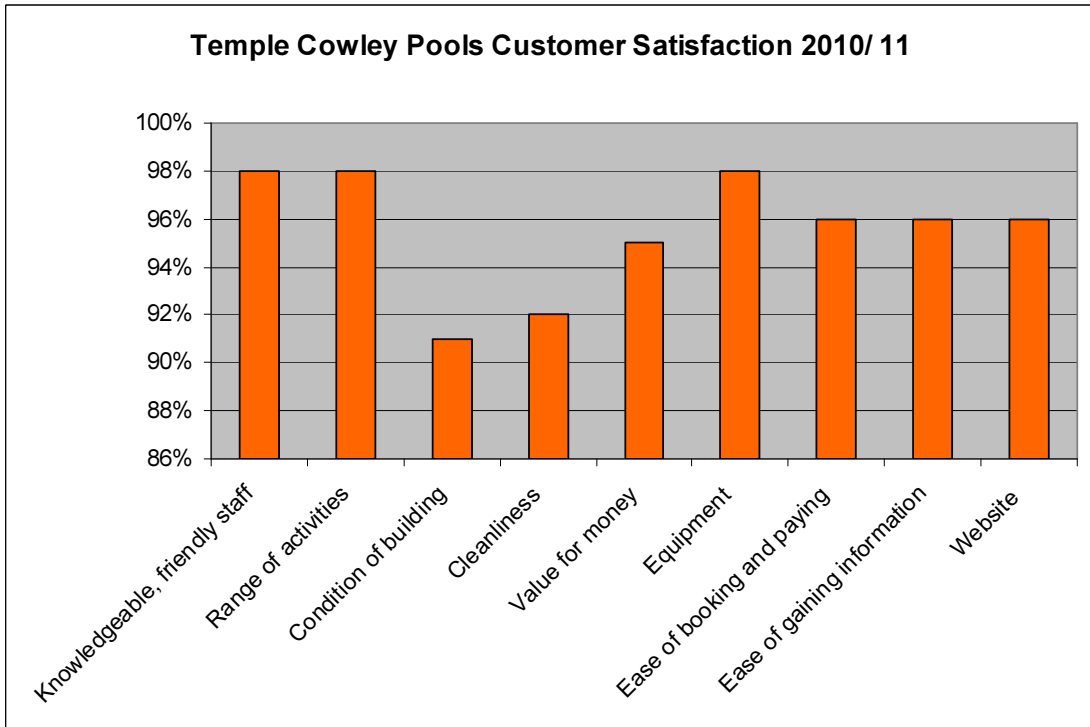
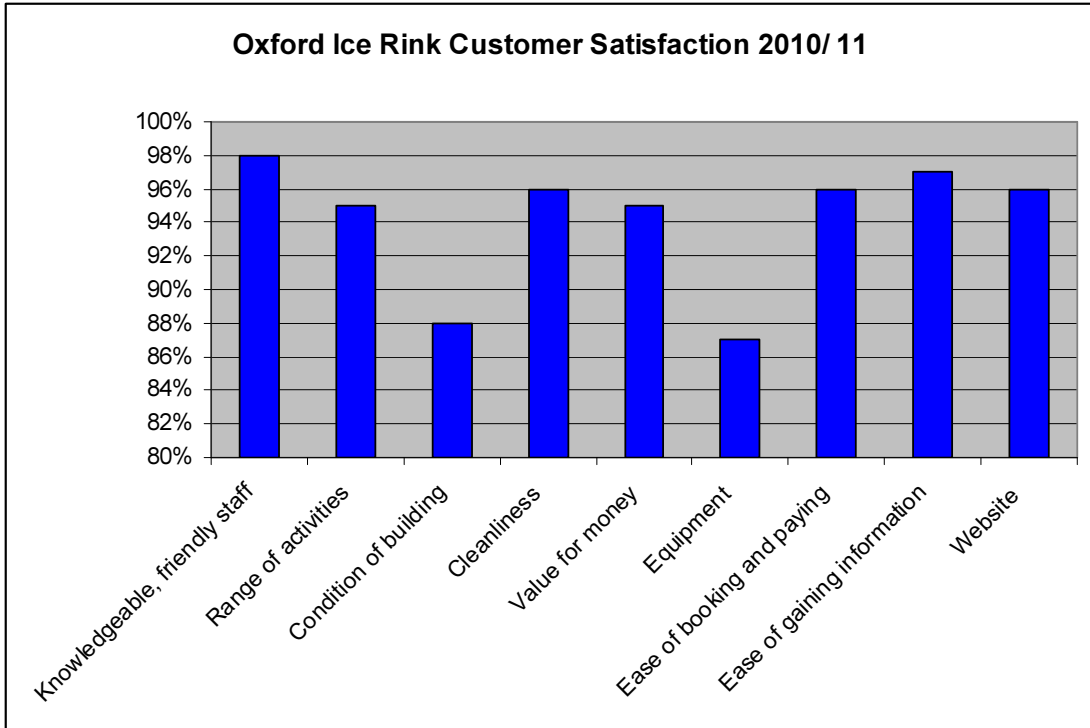


Ferry Leisure Centre Customer Satisfaction 2010/ 11



Hinksey Outdoor Pool Customer Satisfaction 2010/ 2011





Appendix Four.

Leisure facility carbon performance 2009/ 10 and 2010/ 11

LACMP Year 2 2009/10				
Leisure Sites	Electricity consumption kWh	Gas consumption kWh	Total CO ₂ tCO ₂	Change +/- %
Barton Pool	310,689	589,463	278	1.7%
Blackbird Leys Leisure Centre	429,549	971,070	413	15.1%
Blackbird Leys Swimming Pool	69,039	541,729	138	-4.2%
Ferry Sports Centre	594,633	1,608,892	621	-2.9%
Hinksey Outdoor Swimming Pool	129,850	1,869,198	418	-5.6%
Ice Rink	1,107,008	801,898	748	1.5%
Temple Cowley Pools	1,387,018	653,242	872	-10.8%
<i>Total (not inc. Barton Pool)</i>	<i>3,717,097</i>	<i>6,446,029</i>	<i>3,210</i>	<i>-2.7%</i>
Totals	4,027,786	7,035,492	3,488	-2.4%

LACMP Year 3 2010/11				
Leisure Sites	Electricity consumption kWh	Gas consumption kWh	Total CO ₂ tCO ₂	Change +/- %
Barton Pool	324,236	706,888	307	10.5%
Blackbird Leys Leisure Centre	406,398	943,510	395	-4.3%
Blackbird Leys Swimming Pool	62,952	560,000	138	0.1%
Ferry Sports Centre	625,618	1,583,548	633	1.9%
Hinksey Outdoor Swimming Pool	125,000	1,574,918	361	-13.7%
Ice Rink	996,071	765,229	681	-8.9%
Temple Cowley Pools	1,191,991	1,175,103	863	-1.0%
<i>Total (not inc. Barton Pool)</i>	<i>3,408,030</i>	<i>6,602,308</i>	<i>3,072</i>	<i>-4.3%</i>
Totals	3,732,266	7,309,196	3,379	-3.1%

blue figures are estimates or provisional - awaiting consumption data/validation

0.541kgCO₂/kWh elec conversion factor used

0.186kgCO₂/kWh gas conversion factor used

**10/11 data sourced from TEAM energy bureau and HH data stark (plus envido/optimal for Barton Pool)
LACMP= Local Authority Carbon Management Programme**

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VALUE AND PERFORMANCE SCRUTINY COMMITTEE

Tuesday 5 April 2011

COUNCILLORS PRESENT: Councillor Brown (Chair), Councillor Coulter (Vice-Chair), Councillors, Gotch, Keen, Jahan Khan, McCready, Rowley, Seamons and Wolff.

OFFICERS PRESENT: Tim Sadler (Executive Director, City Services), Andrew Bradfield-Barnes (Parking Manager); Helen Bishop and Paul Wilding (Customer Services); Pat Jones and Alec Dubberley (Law and Governance).

54 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies were received from Councillors Abassi and Baxter plus Barrie Finch and Anita Fisher. Councillor Rowley attended as a substitute member.

55 DECLARATIONS OF INTEREST

None declared.

56 EQUALITIES STANDARDS

The Head of People and Equalities submitted a report (previously circulated, now appended) updating the Committee on the work done towards reaching “achieving” level under the Qualities Framework for Local Government.

The Committee welcomed the Head of People and Equalities to present the report. He made the following points:-

- The Corporate Management Team had taken a decision to focus on 10 key standards focusing on core Council services
- He believed that the Council would reach “achieving” level by September 2011. A ‘dry run’ for achieving this standard was recently undertaken and initial feedback was appended to the report;
- All of the proposals outlined in the budget were all the subject of an equality impact assessment.

Members asked for officers to pay particular attention to vulnerable members of the community who may be disproportionately affected by cuts to the City Council budget.

Resolved to:-

- (1) Note the report
- (2) Request that a further report is presented to the September meeting of the with a progress report which should include the results of the peer challenge.

57 REVIEW OF BENEFITS SERVICE

The Committee received the report of the Audit Commission (previously circulated, now appended) detailing the results of an inspection of the Council's Benefits Service.

The Committee welcomed the Head of Customer Services to highlight key points of the report and any actions that had been taken to address the commission's concerns. The following points were covered:-

A fundamental service review group was now meeting regularly to monitor progress. This group's membership included Councillors from all parties.

It was anticipated that projected savings for the service could be achieved by not filling vacant staff posts

Members were concerned that despite extra resources being allocated to benefit assessment, the cost per claim and performance remained poor, when compared with similar local authority performance. The Executive Director assured the Committee that performance improvement was a key priority for fundamental service review and this would lead to an eventual decrease in cost and ultimately better value for money.

The Committee agreed that

Resolved to:-

- (1) Note the report and briefing from, the Head of Customer Services
- (2) Request that a progress report concerning key areas agreed by the Chair would be presented to a future meeting in six months time.

58 CAR PARKING CHARGES IN PARKS

The Head of Direct Services submitted a report (previously circulated, now appended) summarising the results of public consultation into charging for parking in areas adjacent to City Parks.

The Committee noted that a permit scheme for sports clubs members would be introduced and that the scheme would be operational from the 1 July at the latest.

Resolved

- (1) Note the report
- (2) Ask officers to submit a report to the Committee in six months time which would monitor the effectiveness of the scheme.

59 WORK PROGRAMME 2010/11

The Principal Scrutiny Officer presented a summary of the Committee's activities for the previous Council year.

Members felt that much had been achieved in the year with some very positive outcomes as a result. In particular the work of panels was felt to be very effective – particularly the work of the Finance and Performance Panel. The Chair thanked members and officers for their efforts.

The Committee felt that a more detailed discussion on the work programme for the next Council year should take place at the next meeting.

Resolved to note the report

60 MINUTES

Resolved to approve the minutes of the meeting held on held on 22 February 2011.

The meeting began at 5.00 pm and ended at 7.35 pm.

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