

Agenda

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City Executive Board

Date: **Thursday 21 March 2013**

Time: **5.00 pm**

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

For any further information please contact:

William Reed, Democratic Services Manager

Telephone: 01865 252230

Email: wreed@oxford.gov.uk

If you would like help to understand this document please call William Reed, Democratic Services Manager or in advance of the meeting.

City Executive Board

Membership

Chair

Councillor Bob Price	Corporate Governance and Strategic Partnerships
Councillor Ed Turner	Finance and Efficiency
Councillor Colin Cook	City Development
Councillor Van Coulter	Leisure Services
Councillor Steven Curran	Young People, Education and Community Development
Councillor Mark Lygo	Parks and Sports
Councillor Scott Seamons	Housing
Councillor Dee Sinclair	Crime and Community Safety
Councillor Val Smith	Customer Services and Regeneration
Councillor John Tanner	Cleaner, Greener Oxford

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Board Members are asked to declare disclosable pecuniary interests they may have in any of the following agenda items. Guidance is contained at the end of these agenda pages.

3 PUBLIC QUESTIONS

When the Chair agrees, questions from the public for up to 15 minutes – these must be about the items for decision at the meeting (excluding the minutes) and must have been given to the Head of Law and Governance by 9.30am on a day so that there are at least two clear working days before the meeting (email executiveboard@oxford.gov.uk or telephone the person named as staff contact). No supplementary questions or questioning will be permitted. Questions by the public will be taken as read and, when the Chair agrees, be responded to at the meeting.

4 SCRUTINY COMMITTEE REPORTS

The following scrutiny committee reports /comments may be submitted to this meeting:-

- Customer Feedback – agenda item 5 refers.

5 CUSTOMER FEEDBACK - PERIODIC REPORT

1 - 10

Lead Member: Councillor Price, Board Member for Corporate Governance and Strategic Partnerships.

Report of the Head of Customer Services

This report analyses and comments upon customer feedback trends over the past three years, and makes recommendations concerning feedback response.

6 FINANCE, PERFORMANCE AND RISK - QUARTER 3 PROGRESS 2012/13

11 - 54

Lead Member: Councillor Ed Turner, Board Member for Finance and Efficiency

Report of the Head of Finance and Head of Business Improvement and Technology.

The report advises on the position in relation to the Council's financial and non-financial performance, and the position in relation to the Council's corporate risks.

7 EMPTY HOMES STRATEGY

55 - 82

Lead Member: Councillor Scott Seamons, Board Member for Housing
Report of the Head of Housing

The Council's current Empty Homes Strategy covers the period 2009 to 2012, and a revised Strategy has to be prepared. The report presents outcomes of a review of progress to date in Oxford and potential future priorities, and seeks permission to consult on issues arising within a Draft Empty Homes Consultation Document.

8 WRITE OFFS

83 - 92

Lead Member: Councillor Ed Turner, Board Member for Finance and Efficiency

Report of the Head of Customer Services

The report details "unrecoverable" debts for write off.

9 TOWER BLOCKS - APPOINTMENT OF PROJECT MANAGER

93-99

Lead Member: Councillor Ed Turner, Board Member for Finance and Efficiency

Report of the Head of Corporate Property.

The report contains details of tenders received to project manage works to the Council's tower block properties, and makes a recommendation for acceptance

10 FUTURE ITEMS

This item is included on the agenda to give members the opportunity to raise issues on the Forward Plan or update the Board about future agenda items.

11 MINUTES

101-106

Minutes of the meeting held on 13th February 2013

12 MATTERS EXEMPT FROM PUBLICATION

If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART TWO **MATTERS EXEMPT FROM PUBLICATION**

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

To: City Executive Board

Date: 21st March 2013

Report of: Head of Customer Services

Title of Report: CUSTOMER FEEDBACK

Summary and Recommendations

Purpose of report: To analyse the customer feedback received by the organisation.

Key decision? No

Executive lead members: Councillors Price and Turner

Policy Framework:

Recommendation(s): The City Executive Board is recommended to agree to the following enhancements to how the Council deals with its customer feedback:

i) Ensure all service areas review their web content and literature by 30th September 2013, and where possible involve customers in sense checking how well we are explaining our services.

ii) Develop our policy to always explore the immediate actions required for the customer concerned and those actions needed to improve the process and stop a reoccurrence for other customers.

iii) Clarify what constitutes a complaint within our policy in order to provide more capacity and focus for genuine complaints and service improvement potential. This should be underpinned in our procedure, and staff supported to deliver this through training and on line guidance. Particular areas to be covered include:

- a) Service requests should not constitute a complaint
- b) Complaints about policies should be recorded and used to inform future policy direction.
- c) Letters from Members of Parliament requesting advice and information should not be logged as complaints.

iii) Amend our policy and procedure to ensure all service areas always make contact with the customer before closing any complaint on the system, use email whenever possible to allow this to be done electronically, and advise where appropriate of the corrective and preventive action taken as a result of any investigations.

iv) Include the ability to report customer feedback within the marketing strategy for the City Council's web site.

v) Capture the best practice that exists within the organisation for handling feedback reports in an efficient manner, and ensure this is rolled out to all service areas.

vi) Develop our processes and analysis tools to enable further insight into key themes; this could be within a service area or corporately.

Appendices

Appendix A – Risk Register

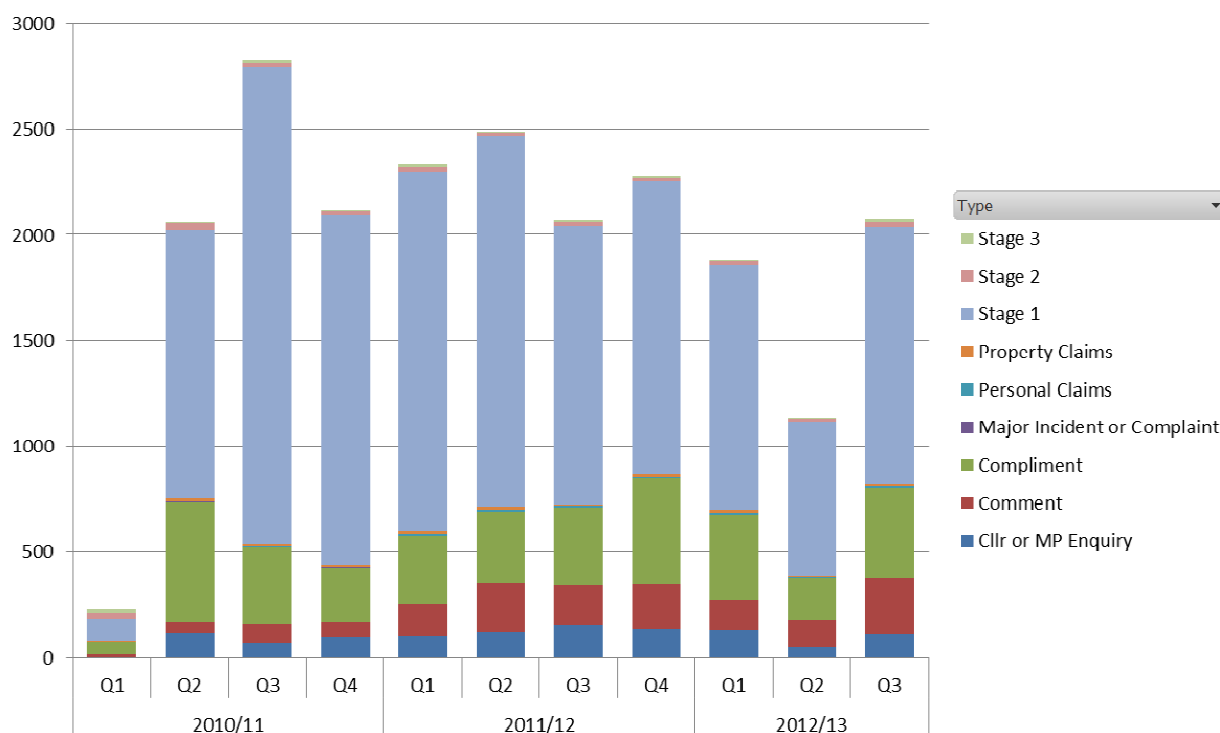
Introduction

1. This report analyses the feedback received by the organisation since April 2010. The last report on this matter covered the period from 1st April 2010 until 30th September 2010, but this report analyses trends across the three financial years (with data to December 2012 for 2013/14). All feedback data is recorded and analysed by service areas using the Lagan Customer Relationship Management (CRM) software. Customers can lodge their feedback by telephone via the contact centre, in person at our customer service centres and using the City Council's web site.
2. Training in how to update and amend the CRM system and to understand what constitutes different types of feedback has been provided across all service areas. This has been supported by having a champion in each service area, and by publishing self help guides on the intranet.
3. Improvements have been made to the forms used by customers and staff to report feedback, making more fields mandatory to ensure we gather more information of a higher quality and better consistency.
4. This report has also considered initial feedback from Heads of Service on a sample of complaints in their own service areas, and this has led to recommendations for improving the process.
5. Feedback from customers can help to make vital adjustments to the way any business is run, and as such they should be seen as a valuable tool for improvement. The Council needs to embrace and demonstrate that it listens, learns and improves as a direct result of the insight we get from our customers. The management of this valuable information is a cornerstone of the Customer Service Excellence standard, which sets out best practice for public sector organisations in how they interact with their customers. The improvements to our current process recommended in this report will help us on our journey to improving our customer service against aspects of that standard, but more importantly will assist in the improvement of the services we deliver to our community. As a result our customers will be more satisfied as we show ourselves to be responsive.

Overall Position

6. A total of 21,493 feedback reports have been recorded in the Lagan CRM System since the system was introduced in April 2010. The chart below shows the distribution of reports over this period.

Total Number of Comments, Complaints and Compliments Received per Quarter



7. The following table compares on a percentage basis the type of reports received across the three financial years.

Case Type	2010/11	2011/12	2012/13 (part)
Cllr or MP Enquiry	3.9%	5.5%	5.6%
Comment	3.1%	8.6%	10.6%
Compliment	17.2%	16.6%	20.3%
Major Incident or Complaint	0.2%	0.0%	0.0%
Personal Claims	0.1%	0.3%	0.4%
Property Claims	0.6%	0.5%	0.6%
Stage 1	73.1%	67.3%	61.0%
Stage 2	1.3%	0.7%	1.2%
Stage 3	0.6%	0.4%	0.4%
Grand Total	100.0%	100.0%	100.0%

8. The majority of reports are stage 1 complaints, with compliments making the next highest category. The charts show that the percentage of stage 1 complaints has reduced across the three financial years from 73.1% to 61.0%. Additionally, the number of compliments has increased from 17.2% to 20.3% as has the number of comments (increasing from 3.1% to 10.6%).

9. The following table compares on a percentage basis how customers have reported their issues across the three financial years.

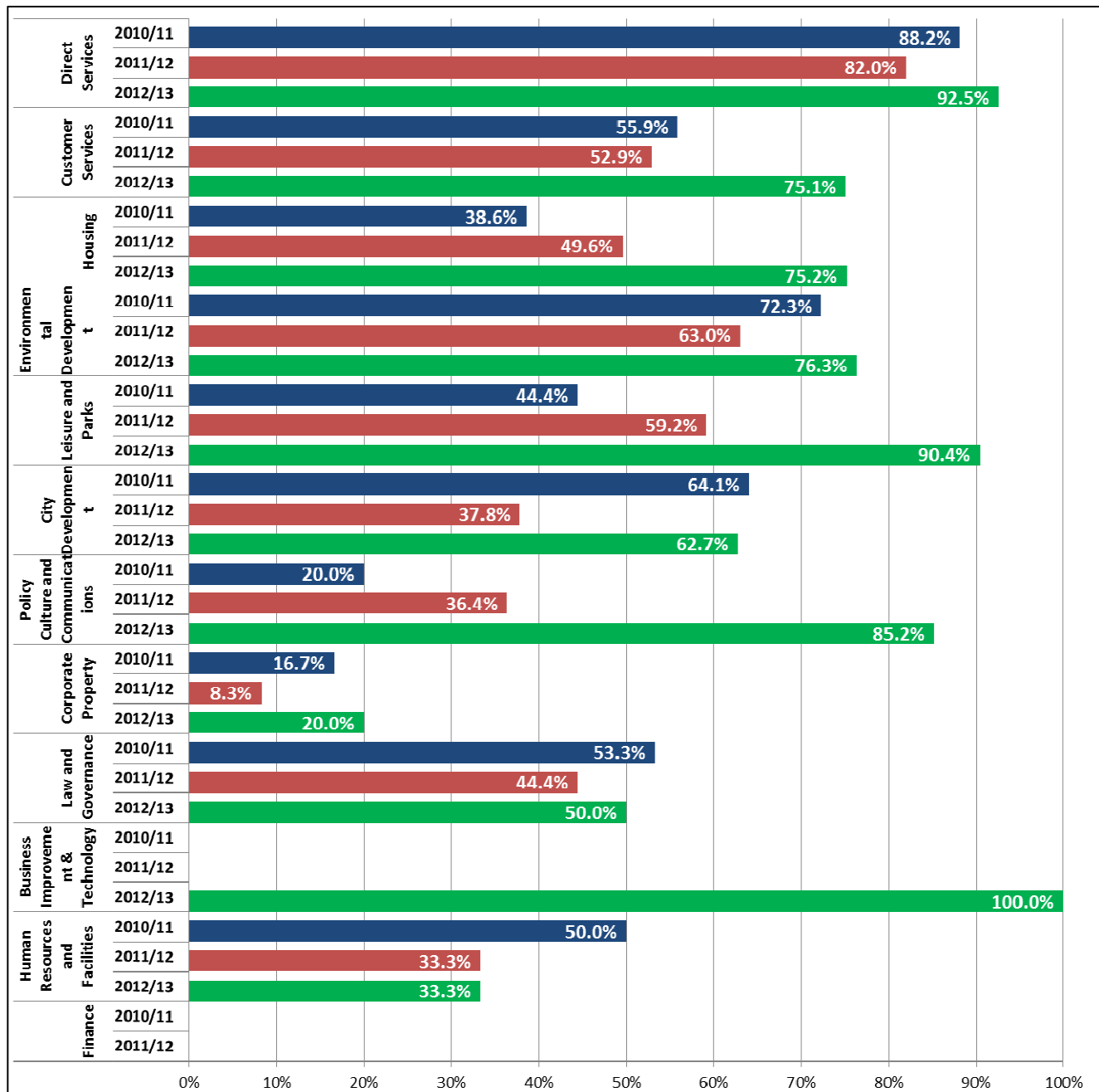
Channel	2010/11	2011/12	2012/13 (part)
Telephone	68.9%	57.5%	55.8%
Mail	23.7%	25.9%	30.3%
email	7.0%	6.1%	5.7%
Face to face	0.3%	6.5%	1.6%
Website	0.1%	4.0%	6.7%
Grand Total	100.0%	100.0%	100.0%

10. This table shows that we are now receiving a lower proportion of reports by telephone, reducing from 68.9% to 55.8% across the three financial years. Reports by post have increased from 23.7% to 30.3%, and more reports are being made via our web site (increasing from 0.1% to 6.7%). This reflects some success in our marketing of the web as a means to do business with the Council, and demonstrates how as officers we are making better use of the software to record letters received as feedback.

Managing Feedback - Performance against Service Standards

11. Each feedback report is allocated a target response time. An analysis of performance against targets shows that overall performance has improved from 85% in 2010/11 to 90% in 2012/13 for reports being handled within the target response time. A comparative breakdown of performance by Service area across the three financial years is shown below. It is important to note that Service areas with small numbers of reports may show large variations in performance

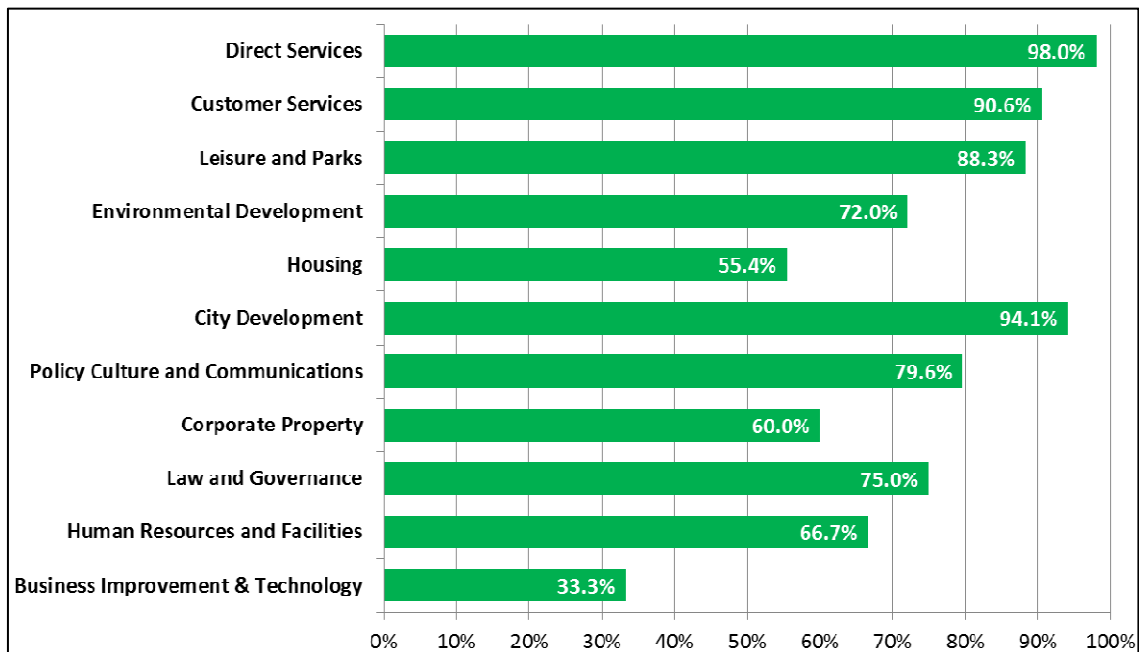
Performance against service standards in managing feedback



Closure of Cases

12. For reports raised during 2012/13 (up to December 2012), 95.7% had been dealt with and closed. The relative performance of each service area in closing cases is shown below, in order of the volume of reports each service dealt with.

Percentage of cases closed (April 2012 – Dec 2012)



Case investigation and closure

13. The table below shows the outcomes from investigating the reports made by customers across all three financial years.

14. Reports regarded as “invalid” have been applied to those cases that are not the responsibility of Oxford City Council, or where information from customers has been incomplete. A high proportion of reports are compliments, comments, or MP’s letters and this is reflected in the high proportion of reports classified as “case resolved”

15. An analysis of the reports recorded as “Justified with work being undertaken” show that over 90% relate to refuse or recycling, reflecting the high level of service request-type cases collected at present.

16. A very low number of reports have been recorded as leading to service review or change. This suggests that the Council has further to go in terms of using customer feedback to drive service improvement.

Case investigation and closure

Closure Reason	2010/11	2011/12	2012/13 (part)
Complaint not Justified	15.63%	17.51%	17.67%
Case is Invalid	12.31%	9.32%	7.56%
Case Resolved	28.63%	28.63%	29.85%
Complaint Justified - Apology or Explanation Given	5.92%	6.56%	7.38%
Complaint Justified - Compensation Paid	0.33%	0.32%	0.47%
Complaint Justified - Service Change	0.02%	0.04%	0.00%
Complaint Justified - Service Review	0.00%	0.01%	0.05%
Complaint Justified - Work Undertaken	35.74%	34.84%	26.27%
Miscellaneous	1.42%	2.76%	10.76%
Grand Total	100.00%	100.00%	100.00%

Breakdown of Reports by Service

17. The table below shows the number of reports made by service area across all three financial years. It can be seen that the vast majority (nearly 90%) of all reports are attributed to Direct Services, with most of these relating to Stage 1 complaints.

Breakdown of reports by service)

Service Area	Cllr or MP Enquiry	Comment	Compliment	Personal Claims	Property Claims	Stage 1	Stage 2	Stage 3	Grand Total
Direct Services	813	1,383	3,471	55	125	13,430	111	34	19,422
Customer Services	57	57	83			462	31	9	699
Housing	115	16	16			221	29	13	410
Environmental Development	19	32	104			152	4	3	314
Leisure and Parks	8	25	72			159	8	10	282
City Development	42	15	14			57	23	13	164
Policy Culture and Communications	1	22	24			59	6	1	113
Corporate Property	12		1			9	3	4	29
Law and Governance	3	2	8			7	1	7	28
Business Improvement & Technology	1		5			3		1	10
Human Resources and Facilities	2	1	1			2	1	1	8
Finance	1					1			2

18. A further analysis of Direct Services reports shows the majority of these are Stage 1 complaints for recycling or refuse collection. Of the 13,430 Stage 1 complaints in Direct Services, 12,259 cases (91.2%) relate to recycling or refuse collection, and of these 8,120 cases (66%) relate to missed collections. Therefore, missed collections account for 38% of the total number of reports recorded for the organisation since the system was introduced.

Summary Findings from Service Area Analysis

19. A sample of recent reports in each service area has been examined, to provide assurance regarding the rigour with which customer feedback is investigated in

the City Council, and to understand whether the opportunities for service improvements are maximised.

20. 90 reports have been reviewed in total. Where appropriate, the necessary actions have been taken to resolve the matter for that customer, usually by explaining the rationale behind our processes, apologising where those processes have not been followed and putting a remedy in place.
21. To reduce the likelihood of repeating issues, where appropriate training has been given to staff, procedures have been improved and information available to customers has been amended.
22. However, to ensure we derive the maximum benefit from this valuable information and improve our services further, we need to develop a culture where we are not measured by the number of complaints that we log, but rather by how we respond and improve from what we learn. The following actions are therefore recommended:
 - We should ensure our customers are fully aware of what to expect from our services. Our web site and associated literature need to be up to date and written in clear language. All service areas should review their web content and literature by 30th September 2013, and where possible involve our customers in sense checking how well we are explaining our services.
 - We need to develop our policy to always explore the immediate actions required for the customer concerned and those actions needed to improve the process and stop a reoccurrence for other customers, i.e. corrective and preventive actions. This needs to be supported by the technology we use.
 - We should clarify what constitutes a complaint within our policy, in order to provide more capacity and focus for genuine complaints and service improvement potential. This should be underpinned in our procedure, and staff supported to deliver this through training and on line guidance. Particular areas to be covered include:
 - Service requests should not constitute a complaint
 - Complaints about policies should be recorded and used to inform future policy direction.
 - Letters from Members of Parliament requesting advice and information should not be logged as complaints.
 - We should amend our policy and procedure to ensure all service areas always make contact with the customer before closing any complaint on the system, and use email whenever possible to allow this to be done electronically. We should advise where appropriate of the corrective and preventive action taken as a result of our investigations.
 - We should include the ability to report customer feedback within the marketing strategy for the City Council's web site.
 - We should capture the best practice that exists within the organisation for handling feedback reports in an efficient manner, and ensure this is rolled out to all service areas.

- We need to develop our processes and analysis tools further to enable us to gain further insight into key themes; this could be within a service area or corporately.

Financial Implications

23. Feedback is invaluable information for improving Service delivery and can have a positive effect on the financial position of the council if processes are more efficient and streamlined as a result of implementation of the feedback. At the opposite end negative feedback can cause reputational damage to the Council and could ultimately have an adverse effect on council finances.

Risk

24. An evaluation of the risks associated with recording comments, complaints and compliments has been carried out. A detailed risk register is at Appendix A.

Climate Change/Environmental Impact

25. None.

Equalities Impact Assessment

26. Not applicable.

Legal Implications

27. None.

Name and contact details of author:-

Name	Helen Bishop
Job title	Head of Customer Services
Service Area	Customer Services
Tel:	01865 252233
e-mail:	hbishop@oxford.gov.uk

List of background papers: None

Version number: 6

Risk Register

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	
		I	P			I	P	Action: Reduce Owner: :	Outcome required:
1.	Failure to log and resolve complaint(s) that may lead to serious consequences for the customer and the Council	3	3	Failure to use software to record and monitor 3Cs	Ensure adequate 3Cs training and support available for staff Ensure best practice in high performing areas in terms of managing complaints is replicated across organization Ensure 3Cs Champions established and empowered in each service area	3	2	Customer First Programme Manager	Robust 3CS process that picks up all reports and manages outcomes. Any critical issues resolved in a timely way.
2.	Failure to maximize opportunities to improve service delivery	2	3	Failure to examine each report with its potential for service improvement, and failure to identify trends in reports	Amend policy to identify corrective and preventive actions for each report raised. Amend software to enforce these actions to be recorded. Amend policy to advise customer as a result of each report of the corrective and preventive actions taken.	2	2	Customer First Programme Manager	Increased levels of service improvements
3.	Failure to achieve Customer Service Excellence	2	3	Comments, feedback and complaints from customers can help to make vital adjustments to the way the City Council is run. This is a fundamental lynch pin to achieving customer service excellence. If the Council's 3Cs process does not successfully feed this information back into the business then progressing with the Customer Service Excellence Standard will be difficult.	Adopt the recommendations in the accompanying report	2	2	Customer First Programme Manager	Achievement of Customer Service Excellence Standard

To: City Executive Board

Date: 21st March 2013

Item No:

Report of: Head of Finance
Head of Business Improvement and Technology

Title of Report: Integrated Report 3rd Quarter 2012/2013

Summary and Recommendations

Purpose of report: To update Members on Finance, Risk and Performance as at the end of Quarter 3, 31st December 2012.

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendation(s):

The City Executive Board is requested to note the attached report.

Appendix A An Explanation of the Integrated Report

Appendix B Integrated Report – Corporate Q3

Appendix C Integrated Report – Chief Executive Q3

Appendix D Integrated Report – City Regeneration Q3

Appendix E Integrated Report – Community Services Q3

Appendix F Integrated Report – Organisational Development and Corporate Services Q3

Appendix G December 2012 Finance/Performance Report and associated appendices (1-4)

Background

1. Attached at Appendices B to F is the Council's second batch of Integrated Performance Reports for quarter 3 of 2012/13. The reports have been produced using CorVu, the Council's performance management system, and utilise a Red, Amber and Green reporting methodology. The principles of this report are set out in Appendix A.

2. An integrated reporting approach is one which enables a more holistic picture to be presented and understood. It is a concept many local authorities have and are grappling with.

Key Messages

3. Overall the Council's finances are in a strong, robust position with a forecast favourable variance on the General Fund of £1.441 million after allowing for transfers to earmarked reserves. The variance arises from :
 - Increased commercial property income
 - Temporary staff vacancies in Housing
 - Underspends in Direct Services relating to employer pension contributions
 - Additional engineering works
4. On the Housing Revenue Account there is a favourable variance of £1.989 million arising mainly from the release of a £1.2 million provision in respect of Southfield Park.
5. On Capital there is a favourable variance of £2.2million from that reported last quarter largely due to slippage in the programme.

Performance

6. Performance on corporate indicators continues to improve as follows:
 - Corporate Indicators - 63% (12) of all corporate performance indicators are on target.
 - Community Services Directorate – 83% (33) of indicators met or exceeded
 - City Regeneration Directorate – 73% (24) of indicators met or exceeded
 - Chief Executives Directorate – 86% (12) of indicators met or exceeded
 - Organisational Development and Corporate Services Directorate – 54% (22) of targets met or exceeded

Risk

7. The level of risk across all Directorates is reducing with only 6 red risks in quarter 3 compared to 12 in quarter 2. On Corporate risks only 1 risk continues to give cause for concern namely the uncertainty over the financial impact on the Council of changes in welfare reforms. This is an area the Council is actively monitoring and appropriate mitigations are in place.

Financial Implications

8. These are covered within the main body of this report and the attached appendices.
9. Given the level of favourable variance projected for the 2012/13 General Fund, Members should note that the Council have a general principle that any additional revenue underspend identified at year end will in the first instance, after agreed carry forwards, be utilised to finance the Council's capital programme. This approach provides resilience against future variations either in increased capital costs or reduced capital receipts. It also assists the GF revenue position in the longer term if the Council can deliver future capital projects by borrowing less and/or enhancing the level of annual investment income achieved from possessing larger levels of capital cash receipts available to invest.

Legal Implications

10. There are no legal implications directly relevant to this report.

Name and contact details of author:-

Name: Nigel Kennedy, Jane Lubbock

Job title: Head of Finance, Head of Business Improvement and Technology

Service Area / Department: Finance, Business Improvement and Technology

Tel: 01865 252708 e-mail: nkennedy@oxford.gov.uk, jlubbock@oxford.gov.uk

List of background papers:

Version number:

AN EXPLANATION OF INTEGRATED REPORTED

Key Principles of Integrated Reporting

The key principles applied in producing the report are:

- Exception reporting utilising clear graphical summaries, followed by narrative which focuses on those issues that requires attention. Notable performance achievements will be highlighted where applicable.
- Narrative which pulls together and makes the links between risk, finance and performance to form a holistic view and incorporating trend data.
- Existing monitoring data from CorVu will be used for the report (i.e. no additional work created for Services).
- Some entries for performance monitoring and risk monitoring are shown as “no data”. In the performance summary this is where no data has been provided or where no targets have been set. For example, for contextual measures such as the number of complaints received a performance rating and trend are therefore not possible. Similarly if a risk assessment has not been provided for the current period this will show in the “no data” column. Alternatively if the risk was only opened in the current quarter no assessment will exist for the previous quarter therefore not allowing a trend to be stated.
- The distinction between a summary Corporate-level view and Directorate-level picture of performance is retained and the latter enhanced by the inclusion of service plan target performance
- The detail of the existing finance report will be appended to the integrated as it is needed to enable decisions to be taken at executive level (authorisations, virements etc)
- The following tolerances apply to the financial dials:
 - **Green** – Forecast outturn is on target compared to latest approved budget
 - **Amber** – Forecast outturn is between 100% - 105% of the latest approved budget and performance is of **potential** concern
 - **Red** - Forecast outturn is over 105% of the latest approved budget. Performance in this area is a concern and will be commented on within the report

What Do the Dials Show?

Several items are displayed below each dial.

Budget	This is the monetary value of the Latest Budget for the above dial
Forecast	This is the projected outturn position i.e. what we think the year-end spend will be
Variance	Difference between the Latest Budget and the Projected Outturn (Forecast)
Prev Qtr	The projected outturn estimated at the time of the previous quarter
Movement	Change in projected outturn from the previous quarter for the current quarter. Please note that the projected outturn for the previous quarter can be retrospectively revised if additions/transfers to latest budget levels have taken place during the interim.

Performance Summary

This section is broken down into 3 sub-sections;

- Current quarter's performance based on Red Amber Green (RAG) rating of measures against their current target;
 - **Green** –performance is at or above target
 - **Amber** – performance is below target but above the performance threshold for acceptable variance set for the target
 - **Red** – performance is below the threshold for acceptable variance set for the target
- A summary of the previous quarter's position;
- A Direction of Travel table displaying the movement between ratings from one quarter to the next.

Risk Management

For Directorate commentary this section is similarly broken down into the same 3 sub-sections as for performance;

- Current quarter's information on the number and proportion of service risks rated Red Amber Green (RAG) according to the Council's Risk Strategy;
- A summary of the previous quarter's position;
- A Direction of Travel table displaying the movement between ratings from one quarter to the next.

For the Corporate Summary only corporate risks are analysed showing the current RAG rating and trend from the last quarter's report

Appendix B Integrated Report- Corporate Q3 2012/13

Financial Performance

General Fund



Budget: £24,113,000
Forecast: £22,672,000
Variance: £-1,441,000
Prev Qtr: £23,569,000
Movement: £-897,000

HRA



Budget: £-5,864,000
Forecast: £-7,853,000
Variance: £-1,989,000
Prev Qtr: £-6,594,000
Movement: £-1,259,000

Capital



Budget: £19,689,072
Forecast: £17,455,179
Variance: £-2,233,893
Prev Qtr: £19,788,000
Movement: £-2,332,821

Efficiencies



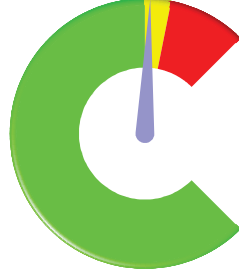
Budget: £-3,244,000
Forecast: £-3,062,000
Variance: £182,000
Prev Qtr: £-3,022,000
Movement: £-40,000

Employees



Budget: £46,742,364
Forecast: £45,962,241
Variance: £-780,123
Prev Qtr: £45,784,000
Movement: £178,241

Supplies and Services



Budget: £22,632,231
Forecast: £22,860,250
Variance: £228,019
Prev Qtr: £22,315,876
Movement: £544,374

Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Meeting Housing Need	0 (0%)	0 (0%)	2 (50%)	2 (50%)
Strong and Active Communities	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	2 (40%)	3 (60%)
An Efficient and Effective Council	0 (0%)	0 (0%)	2 (50%)	2 (50%)
Total	0 (0%)	0 (0%)	7 (37%)	12 (63%)
Previous Quarter	No Data	Red	Amber	Green
	0 (0%)	1 (5%)	5 (26%)	13 (68%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Meeting Housing Need	0 (0%)	1 (25%)	2 (50%)	1 (25%)
Strong and Active Communities	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	2 (40%)	2 (40%)	1 (20%)
An Efficient and Effective Council	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Total	0 (0%)	4 (21%)	9 (47%)	6 (32%)

Risk Management

Ref.	Category	Description	Previous		Current		Trend since last quarter	Declined to red?
			P	I	P	I		
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	3	4	3	4	↑	
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	3	3	3	3	↑	
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	3	3	3	3	↑	
CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	5	3	5	3	↑	
CRR-006	Supplier Management	Ability of the council to manage large contracts and to obtain best value from those contracts	3	3	2	3	←	

CORPORATE SUMMARY

1 OVERALL SUMMARY POSITION

Overall the Council's finances are in a strong, robust position with forecast underspends on the General Fund of £1.441 million and on the Housing Revenue Account £1.989 million. However, this does mask the fact that underspends in revenue on specific projects and more importantly on many capital projects have occurred during the financial year. This is a concern and delivery of these key programmes and projects is an improvement that is needed moving forward into next financial year especially given the ambitious Capital Programme. Whilst there are some budgeted efficiencies and additional income which will not be delivered namely in Corporate Property, Customer Services, City Development and Facilities these shortfalls are being offset by mitigating savings elsewhere within these services. Performance on corporate performance indicator targets continues to be good with 63% (12) 'green'. The level of risk in services shows some signs of improvement across all Directorates however 4 out of 5 of the Corporate Risks show no signs of improvement.

2 FINANCE OVERALL

A favourable variance of £1.4 million is forecast for the Councils General Fund which has arisen from a number of specific areas which could be said to be fortuitous in nature such as increased commercial property income, vacancies in Housing and savings from budgeted employer pension fund contributions in Direct Services. In addition there is additional income from engineering works awarded from the County Council.

At year end the underspend on revenue together with any unused contingencies allowed for in the budget is likely at this stage to be transferred to earmarked reserves for future funding of the council's capital programme.

With regard to the Council's Housing Revenue Account (HRA) the forecast outturn of HRA working balances have improved during the quarter to around £7.8 million primarily, due to the release of £1.2 million of provision held for the Southfield Park rental dispute. This is now no longer required as legal Counsel found in favour of Oxford City Council. Additionally, savings associated with the Building Services team that undertake a significant proportion of the HRA revenue and capital works, accounts for the remaining increases in HRA balances this financial year.

Very few Right to Buy (RTB) disposal completions have occurred during the period to December despite the Government's attempts to re-invigorate the RTB scheme, so rental sums have remained buoyant. That said the introduction of the Direct Payments project has resulted in the level of outstanding HRA arrears being higher than previously experienced. This is primarily a timing issue but one of the benefits of being selected to pilot the Direct Payments scheme for Council housing tenants, is that DWP will financially reimburse pilot authorities with some of the losses experienced. This is not open to the remainder of authorities who will introduce their Direct Payments schemes later this calendar year. This risk nonetheless along with the future ambitious spending plans for new build, does mean that the increased HRA balances mentioned above and projected for 2012/13 are likely to be utilised in the short to medium term to future proof the HRA.

As at the end of December the Capital Programme shows a favourable variance of £2.2 million but this is primarily due to a combination of slippage to schemes of £1.9 million and underspends of £0.3 million.

Performance in the delivery of the Council's Capital Programme does need improvement. In 2013/14 a number of improvements have been put in place including:

- Profiling of capital budgets
- More robust conversations with Service Heads on outturn forecasts
- Preparation of schemes so that they commence early on in new year
- Earlier prioritisation and agreement of the use of block allocations

3 PERFORMANCE

Overall the Council's performance against its corporate targets is Good with 12 (63%) targets being delivered as planned, 7 (37%) are below target but within acceptable tolerance limits and none are off target. This is a slight reduction on performance from Q2 which had 13 (68%) on target and can be attributed to the delivery of homes at Barton, which is now slightly below target. However, this is balanced by an improvement in the delivery of efficiency savings and the reduction in the council's carbon footprint, which is now well above its periodic target of 280 tonnes at 417 tonnes.

Downturns in individual performance areas are set out in the exceptions section below. Areas of notable performance are; waste sent to landfill which continues to exceed target due to a number of reduced waste initiatives; the cost per resident of delivering council services, which is 10.5% under its target; the number of training places and jobs created through council investment, which has been boosted by the letting of properties within the city creating 113 jobs and HMOs subject to licence provisions, which has passed its annual target three months early.

Corporate performance indicator exceptions

Amber:

Meeting Housing Needs: The number of households in Oxford in temporary accommodation - An increase in 3 families in temporary accommodation since last quarter has caused this target to decline to amber. It remains a challenging environment in terms of high housing need and homelessness presentations (especially family exclusions). There are very few available private rented properties at suitable rent levels for the Council to access, which is limiting its main alternative to using temporary accommodation. Many landlords are now starting to exit the 'Housing Benefit market'. The Options team continue to focus on early homelessness prevention and to only place families into temporary accommodation as a last resort.

Meeting Housing Needs: Delivering a programme of new homes at Barton - It is now felt highly unlikely that a planning application will be submitted before April.

Strong and Active Communities: Satisfaction with our neighbourhoods - Data shown is still for the for 2011 survey. Data for 2012 will not now be available for reporting until Q4.

Cleaner, Greener Oxford: Household waste recycled and composted - Despite the year to date recycling rate improving on last year by 1.48%

(currently 46.3%), the target of 48.7% for this quarter has been missed. We continue to exceed the reduction target for the amount of household waste collected and in December achieved the highest ever dry recycling rate ever achieved (30.8%). A number of projects have supported the increase of the dry recycling rate including a Christmas bin tag promotion, flats recycling project, a project in Blackbird Leys providing larger recycling bins, street recycling project and kerbside battery recycling.

Cleaner, Greener Oxford: Reduction in the Council's water consumption (cubic metres) - The year to date reduction of 2,878 is below the target of 3,500 for the end of quarter three. In this quarter further reductions have been achieved through the transfer of water utilities at Barton Pavilion to community association (estimated 144m³ per year saving) and of Blue Boar Street office from Town Hall water supplies (estimated 418m³ per year saving). Progress is being made on repairing the Hinksey Pool water leak which will deliver significant annual water (and gas/CO2) savings once completed.

An Efficient and Effective Council: The percentage of customers satisfied at their first point of contact - the 70% target is only narrowly being missed at present, with overall performance at 69.3%. This has been rising steadily since June but has been affected by lower response volumes for telephones in December, which mean non-telephone channels have a greater impact on overall performance. Telephone satisfaction is very high (89.3%), but face to face satisfaction is much lower (50%) as is web satisfaction (45%). Waiting times have reduced in the CSC but this has not had an impact on satisfaction.

An Efficient and Effective Council: The delivery of the Council's efficiency savings - For 2012/13 the savings are forecast to be £0.103 million below target. Anticipated improvements of £0.046 million from a combined contact centre, £0.054 million from rates savings at Ramsay and £0.003 million associated with Oxford in Bloom will now not be realised.

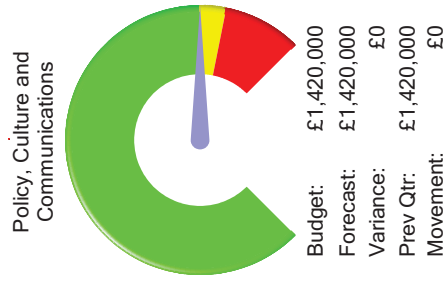
Corporate risks are showing a declining direction of travel, with 4 out of the 5 risks not moving and one declining from Amber to Green. The declining risk is in relation to our management of large contracts. A proactive response to improve this activity has recently been carried out so that the Council and Officers are better trained, more knowledgeable and appropriately prepared to engage with this activity moving forward that will allow the level of risk assigned to the management of large contracts to reduce to more acceptable levels.

There is still one red risk relating to the impact on homelessness arising from introduction of the Government's welfare reforms. Whilst mitigating actions are in place the unknown extent of the changes mean this must remain a red risk and a potential threat to the future financial position of the council.

Appendix C

Integrated Report- Chief Executives Q3 2012/13

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Policy Culture and Communications	0 (0%)	1 (7%)	1 (7%)	12 (86%)
Total	0 (0%)	1 (7%)	1 (7%)	12 (86%)

Risk Summary

Service	No Data	Red	Amber	Green
Policy Culture and Communications	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Total	0 (0%)	0 (0%)	3 (100%)	0 (0%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	1 (7%)	0 (0%)	13 (93%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Policy Culture and Communications	0 (0%)	0 (0%)	10 (71%)	4 (29%)
Grand Total	0 (0%)	0 (0%)	10 (71%)	4 (29%)

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

Service	No Data	Declining	No change	Improving
Policy Culture and Communications	0 (0%)	1 (33%)	2 (67%)	0 (0%)
Total	0 (0%)	1 (33%)	2 (67%)	0 (0%)

CHIEF EXECUTIVES DIRECTORATE

Directorate Overview

The Directorate is on target to spend its latest revenue budget of £1.420 million. Of the 13 performance targets only one (7%) is of concern which relates to dance participation, although even this is perceived to be a timing issue rather than a true adverse variance. There are no concerns regarding the service area's risk register items as the direction of travel is good with all risks now shown within amber.

1. Directorate Financial Performance **Policy, Culture and Communications**

As reported last quarter no projected outturn variance has been identified for this service area as at the end of December 2012.

2. Directorate Performance **Policy, Culture and Communications**

Events income is at £0.045 million and well above its target of £0.020 million. Museum audiences through outreach are also significantly above target, with a total of 2,267 people from hard to reach groups engaged. The number of on-line transactions (e-Forms and online payments) that have been processed through the council's website by the public each month is now in excess of 51,000 compared to a target of 30,555.

Dance participation is at 2,783 and is as a result significantly below its periodic target of 4,700. The largest element of the programme for 2012/13 took place at the end of November (with the Christmas Light Night Dance Stage project) and the Dancin' Oxford Dance Festival that will take place next Spring. Updated data for both these events will put this performance measure back on target for the last quarter.

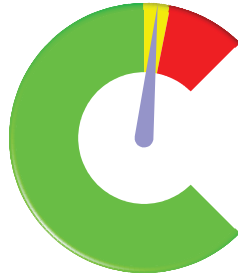
3. Risk Performance- Exceptions **Policy, Culture and Communications**

There are only three risks in this Directorate within the Policy, Culture and Communications service area. An improvement since the last quarter is evident with one declining and currently shown as an amber risk at the end of December 2012.

Appendix D Integrated Report- City Regeneration Q3 2012/13

Financial Performance

City Development



Budget: £1,475,000
Forecast: £1,513,000
Variance: £38,000
Prev Qtr: £1,471,000
Movement: £42,000

Housing



Budget: £3,394,000
Forecast: £3,210,000
Variance: £-184,000
Prev Qtr: £3,364,000
Movement: £-154,000

Corporate Property



Budget: £-3,647,000
Forecast: £-4,178,000
Variance: £-531,000
Prev Qtr: £-4,171,000
Movement: £-7,000

Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Corporate Property	1 (4%)	1 (4%)	3 (13%)	18 (78%)
Housing	0 (0%)	2 (29%)	0 (0%)	5 (71%)
Total	1 (3%)	4 (12%)	4 (12%)	24 (73%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	4 (12%)	8 (24%)	21 (64%)

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Corporate Property	0 (0%)	0 (0%)	15 (65%)	8 (35%)
Housing	0 (0%)	2 (29%)	4 (57%)	1 (14%)
Grand Total	0 (0%)	2 (6%)	21 (64%)	10 (30%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	2 (25%)	2 (25%)	4 (50%)
Corporate Property	0 (0%)	3 (25%)	3 (25%)	6 (50%)
Housing	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Total	0 (0%)	6 (25%)	6 (25%)	12 (50%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	8 (25%)	7 (23%)	9 (27%)

Service	No Data	Declining	No change	Improving
City Development	0 (0%)	0 (0%)	7 (88%)	1 (13%)
Corporate Property	0 (0%)	1 (8%)	8 (67%)	3 (25%)
Housing	0 (0%)	0 (0%)	4 (100%)	0 (0%)
Total	0 (0%)	1 (4%)	19 (79%)	4 (17%)

CITY REGENERATION DIRECTORATE

Directorate Overview

Financial performance associated with the revenue position has so far in 2012/13 been good to excellent. However, the delivery of agreed capital projects has been satisfactory to below average and it is this area moving forward that requires attention if the ambitious capital programme agreed for 2013/14 is going to be achieved. For the Directorate as a whole 76% of performance indicators are on target, with 12% below target but within tolerance limits and 9% off target. This represents an improved position since the last quarter and can be said to be satisfactory to good. Furthermore, 67% of performance indicators are on target with 24% below target. The majority of this improvement has been from within Corporate Property, with six indicators improving their performance classification. Risk management continues to show improvement and can be said to be satisfactory.

1. Directorate Financial Performance

City Development

A small £0.038 million projected year-end overspend is anticipated for this service area as at the end of Quarter 3, relating to lower than budgeted Building Control income caused by lower activity in the market. Some innovative practices to boost future income levels are being explored, which will hopefully improve financial performance in 2013/14. Slippages in capital programme performance, amounting to £0.260 million, are predicted for City Development projects.

Housing

The projected outturn favourable variance has increased to £0.184 million during the course of the year for this service area due to staff recruitment to temporary vacant posts taking a little longer than expected within the Housing Strategy and Allocations teams. All posts have now all been filled.

Corporate Property

The financial performance associated with the Council's commercial property portfolio continues to be strong and accounts for the majority of the favourable variance associated with this Directorate at the end of Quarter 3. It is now expected to exceed £0.530 million for 2012/13. However, slippages in capital projects totalling £0.322 million are now estimated.

2. Directorate Performance - Exceptions:

City Development

Net additional homes provided - Housing delivery remains lower than the target, reflecting the national economic uncertainty and the lack of large sites currently under construction in the city. 101 homes have been delivered against a year to date target of 171.

Processing of minor planning applications - The proportion of minor applications dealt with within 8 weeks has improved slightly to 71% but is still short of the overall target of 75%.

Housing

Development of on-line housing applications - this project is behind schedule as the release date for a new product required from our ICT supplier was moved back from June to October 2012, and a demonstration of the intended product has shown it to be unsuitable. A demonstration of an alternative product is in hand

Corporate Property

Capital Receipts (HRA) - there have been no new capital receipts in this area in the last quarter. Sites have taken out of disposal programme in order to build new homes instead, which means the target of £0.5 million will not now be achieved.

HRA planned maintenance spend - Currently reporting £0.714 million against a target of £0.750 million, which represents a significant improvement over Q2 performance. This indicator is anticipated to meet the target by end of year.

SAP assessments (HRA) Review - progress on this has been delayed pending a software update (scheduled for February 2013).

Tower Blocks appraisal - A report to CEB has been slipped to March 2013.

3. Risk Performance- Exceptions

There has been an overall decline of risk in this Directorate. 8 red risks reported last quarter have now reduced to 6 relating to :

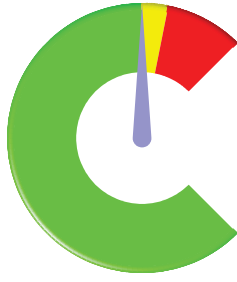
- Service failure in ICT systems
- Local opposition to emerging statutory plans
- Delays in the construction of the Competition Swimming Pool leading to cost overruns
- Inability to recruit and retain suitable staff
- Delays in the redevelopment of Westgate
- Cost pressures in delivery of HRA Business Plan

All the above risks have mitigating factors in place to reduce the level of risk to an acceptable level

Appendix E Integrated Report- Community Services Q3 2012/13

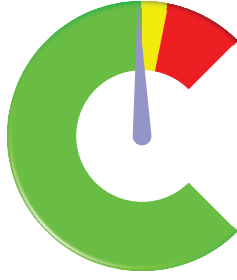
Financial Performance

Environmental Development



Budget: £1,829,000
Forecast: £1,829,000
Variance: £0
Prev Qtr: £1,829,000
Movement: £0

Leisure and Parks



Budget: £3,785,000
Forecast: £3,755,000
Variance: £-30,000
Prev Qtr: £3,796,000
Movement: £-41,000

Direct Services



Budget: £-920,000
Forecast: £-1,620,000
Variance: £-700,000
Prev Qtr: £-1,160,000
Movement: £-460,000

Community Development



Budget: £3,864,000
Forecast: £3,673,000
Variance: £-191,000
Prev Qtr: £3,834,000
Movement: £-161,000

Performance Summary

Service	No Data	Red	Amber	Green
Community Development	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Direct Services	0 (0%)	0 (0%)	0 (0%)	9 (100%)
Environmental Development	0 (0%)	0 (0%)	1 (14%)	6 (86%)
Leisure and Parks	0 (0%)	2 (10%)	2 (10%)	16 (80%)
Total	0 (0%)	3 (8%)	4 (10%)	33 (83%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (8%)	4 (10%)	33 (83%)

Service	No Data	Declining	No Change	Improving
Community Development	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Direct Services	0 (0%)	1 (11%)	4 (44%)	4 (44%)
Environmental Development	0 (0%)	1 (14%)	2 (29%)	4 (57%)
Leisure and Parks	0 (0%)	2 (10%)	12 (60%)	6 (30%)
Grand Total	0 (0%)	5 (13%)	19 (48%)	16 (40%)

Risk Summary

Service	No Data	Red	Amber	Green
Community Development	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Direct Services	0 (0%)	0 (0%)	5 (45%)	6 (55%)
Environmental Development	0 (0%)	0 (0%)	5 (63%)	3 (38%)
Leisure and Parks	0 (0%)	0 (0%)	7 (64%)	4 (36%)
Total	0 (0%)	0 (0%)	18 (56%)	14 (44%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (9%)	15 (33%)	13 (30%)

Service	No Data	Declining	No change	Improving
Community Development	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Direct Services	0 (0%)	1 (9%)	7 (64%)	3 (27%)
Environmental Development	0 (0%)	2 (25%)	5 (63%)	1 (13%)
Leisure and Parks	1 (9%)	1 (9%)	8 (73%)	1 (9%)
Total	1 (3%)	4 (13%)	21 (66%)	6 (19%)

COMMUNITY SERVICES DIRECTORATE

Directorate Overview

The Directorate is anticipated to have a significant favourable revenue variance amounting to £0.921 million at year-end predominately caused by activities within Direct Services. It is not anticipated that many of these will continue into 2013/14. Whilst this has been welcomed a pro-active approach to identify any projected variances must continue given the size, complexity and trading environment both Direct Services and Leisure and Parks currently participate within. Slippage in schemes from the original capital programme continues to be a problem, especially for Leisure and Parks. As such financial performance can be said to be satisfactory to good. 83% of performance targets in this Directorate have been met or exceeded this quarter, with only 3 not achieving target. This is an improvement against that reported for Q2 of 80% on target and 3 off target. Risk appears to be being managed well although efforts should still be made to ensure more risks are categorised as green during the remaining months of the financial year.

1. Directorate Financial Performance

Environmental Development

As previously reported for Quarter 2 this service continues to show no variance against its latest budget position as at the end of December 2012.

Leisure and Parks

There is a slight anticipated revenue underspend at year-end of £0.030 million for Leisure and Parks relating to additional HRA tree work income and vacancy savings. However, slippages totalling £0.633 million of associated capital schemes in 2012/13 have been identified as at the end of December. Performance is said to be satisfactory to below average due to the inability to deliver on the agreed capital programme.

Direct Services

Significant additional revenue savings are projected for Direct Services as at Quarter 3. Made up from Local Overheads caused by £0.040 million savings associated with relinquishing additional car park spaces previously rented at Horspath Road depot (these will be on-going), together with £0.040 million of NDR savings following a revaluation. Also the Engineering Team continues to win additional works which has given rise to additional planned contribution this year of £0.280 million. Two posts within the Streetscene service are currently vacant and are proposed to be removed as part of the Streetscene service review. Therefore a saving of £0.080 million is projected. Due to St Clements car park remaining open for most of 2012/13 this is expected to generate an additional £0.1 million in Off-Street Parking income. Lastly, savings of £0.160 million are being projected from employer pension contributions within GF activity salary budgets. With regard to the service's capital projects, slippage of £0.135 million is anticipated with the Purchase of Capital Items at Peartree and Redbridge Park and Ride schemes and £0.084 million slippage is expected for the some replacement vehicles. Overall financial performance associated with revenue activities is satisfactory to good.

There is however anticipated slippages in capital spend totalling £0.219 million associated with replacement vehicles that will now not be replaced until 2013/14.

Community Development Team

The Community Development Team is showing a favourable variance of £0.191 million. This relates to £0.111 million of deferred expenditure that will

now take place next financial year based on re-planning the Youth Ambition Programme. The balance of is associated with longer than expected vacancies within CANACT that have recently been filled.

Performance is therefore deemed to be satisfactory to below average for this service area.

2. Directorate Performance - Exceptions

Environmental Development

Six of the seven targets within the service are being met or exceeded. Notable performance includes enforcements for environmental offences, which are performing significantly above target (1,399 compared to a target of 480) as are the number of candidates achieving a level 2 catering award (148 compared to a target of 94). Satisfaction with the HIA service is at 94% and above the target of 90%.

Percentage of Low Carbon Oxford milestones achieved has slipped due to priority being given to the EU Intelligent Energy Bid.

Leisure and Parks

16 of the 20 targets within the service are being met or exceeded. Notable performance includes large increases in the use of active volunteers in Leisure (12,026 against a target of 8,700) and in Parks (622 against a target of 450). The Active People Survey 6 result has identified that 9.3% of Oxford's adult population is volunteering in line with Sport England's criteria. The recruitment drive for volunteers during 2012 such as Sport Makers and the Torch Relay event in Oxford is likely to have contributed to this increase. Participation at leisure centres has increased by 28% (against a target of 5%).

The number of development days undertaken by Leisure and Parks staff is slightly below the target but this should be met as planned training is received in the last quarter of the financial year.

The cost of parks per household is still shown as amber as it relates to the previous year's data until refreshed at year end. Various legal issues have prevented work starting on Blackbird Leys pool, so performance is currently shown as red.

The number of sick days per employee is off target and shown as red, largely due to a long-term sickness within the service. This employee has recently left the Council.

Community Development Team

Dealing with local concerns about anti-social behaviour and crime by the local council and police: Current (amber) performance relates to 2011/12. The annual Talkback assessment will be undertaken in Autumn to provide data for 2012/13.

The re-offending rate for those who have received a warning from CANACT is shown as amber for December, but this reflects November data as Thames Valley Police have yet to provide December information.

3. Risk Performance - Exceptions

Previously, at the end of Q2 there were 3 risks within this Directorate that were identified as being red. As at the end of December there are now none shown as being categorised as red (high risk). The three reported last month have now been reduced to amber and related to

- improvements made in customer satisfaction levels for Direct Services,
- risks in Environmental Development relating to HMO licencing and
- threats to public health protection.

Appendix F Integrated Report- Organisational Development and Corporate Services Q3 2012/13

Financial Performance

Transformation



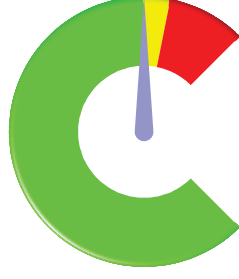
Budget: £1,029,000
Forecast: £1,029,000
Variance: £0
Prev Qtr: £1,029,000
Movement: £0

Business Improvement and Technology



Budget: £3,864,000
Forecast: £3,864,000
Variance: £0
Prev Qtr: £3,864,000
Movement: £0

Customer Services



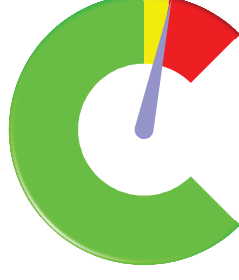
Budget: £2,773,000
Forecast: £2,773,000
Variance: £0
Prev Qtr: £2,895,000
Movement: £-122,000

Finance



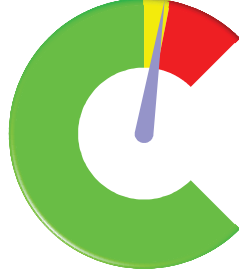
Budget: £2,185,000
Forecast: £2,095,000
Variance: £-90,000
Prev Qtr: £2,149,000
Movement: £-54,000

Human Resources and Facilities



Budget: £1,707,000
Forecast: £1,797,000
Variance: £90,000
Prev Qtr: £1,814,000
Movement: £-17,000

Law and Governance



Budget: £2,569,000
Forecast: £2,669,000
Variance: £100,000
Prev Qtr: £2,649,000
Movement: £20,000

Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	0 (0%)	6 (100%)
Customer Services	5 (42%)	3 (25%)	0 (0%)	4 (33%)
Finance	0 (0%)	2 (13%)	7 (44%)	7 (44%)
Human Resources and Facilities	0 (0%)	2 (40%)	0 (0%)	3 (60%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	5 (12%)	7 (17%)	7 (17%)	22 (54%)
Previous Quarter	No Data	Red	Amber	Green
	5 (12%)	10 (24%)	7 (17%)	19 (46%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	0 (0%)	5 (83%)	1 (17%)
Customer Services	0 (0%)	9 (75%)	0 (0%)	3 (25%)
Finance	0 (0%)	1 (6%)	9 (56%)	6 (38%)
Human Resources and Facilities	0 (0%)	2 (40%)	1 (20%)	2 (40%)
Law and Governance	0 (0%)	2 (100%)	0 (0%)	0 (0%)
Grand Total	0 (0%)	14 (34%)	15 (37%)	12 (29%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	3 (60%)	2 (40%)
Customer Services	0 (0%)	0 (0%)	0 (0%)	6 (100%)
Finance	0 (0%)	0 (0%)	4 (57%)	3 (43%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Total	0 (0%)	0 (0%)	11 (42%)	15 (58%)
Previous Quarter	No Data	Red	Amber	Green
	1 (4%)	1 (4%)	10 (27%)	16 (37%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	1 (33%)	0 (0%)	1 (33%)	1 (33%)
Customer Services	0 (0%)	0 (0%)	3 (50%)	3 (50%)
Finance	0 (0%)	0 (0%)	7 (100%)	0 (0%)
Human Resources and Facilities	0 (0%)	0 (0%)	3 (60%)	2 (40%)
Law and Governance	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Total	1 (4%)	0 (0%)	17 (71%)	6 (25%)

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

Financial performance within the Directorate has previously been of some concern across several service areas, namely Customer Services, Human Resources and Facilities and Law and Governance. Improvements to contain the budget have been made since the last quarter and the Directorate is now forecasting an adverse variance of £0.100 million some £0.173 million lower than that reported at the end of quarter 2 this is as a result of mitigating action having been taken by Customer Services and Facilities Management to stay within agreed budget limits. Performance management has generally improved with 54% of measures now meeting or exceeding target at the end of Q3 compared to 46% at the end of the previous quarter. The number of measures off target has reduced from 10 to 7 compared to the previous quarter although there are a number of key performance indicators that are not at target. Risk management within this Directorate is reported as good with all risks direction of travel moving out of the red category.

1. Directorate Financial Performance

Business Improvement and Technology

No projected year-end variance against the latest budget is anticipated for this service area.

Customer Services

No projected year-end variance against the latest budget is anticipated for this service area.

Finance

Finance is forecast to underspend by £0.090 million. This is due to savings achieved on Internal Audit fees £0.036 million, a part year saving on the new external audit contract £0.022 million and an over provision for legal liabilities now settled, of £0.032 million.

Human Resources and Facilities

Human Resources and Facilities Management is projected to be overspent at year end by £0.090 million. This is largely due to a £0.160 million pressure on the Town Hall income which following a recent change in marketing and sales strategy has improved. A £0.050 million pressure in post room income and a £0.010 million pressure on photocopier toner have also been identified. These pressures are being offset by £0.040 million staff turnover savings in HR due to structure changes, and a £0.090 million favourable variance on the apprentices due to 2 year contracts starting midway through the year.

Law and Governance

Law and Governance is projecting a £0.1 million overspend. The forecast includes a £0.095 million pressure on employees' due to a base budget shortfall of £0.074 million, as well as £0.021 million additional maternity cover and canvassing costs. In addition there are pressures against unachievable income targets in Democratic Services and Elections Services that make up the remaining adverse variance.

2. Directorate Performance - Exceptions

Business Improvement and Technology

All measures within the service are now on target. Notable performance has been achieved in the level of identified savings from business process reengineering (£0.460 million compared to a periodic target of £0.250 million).

Customer Services

The level of Council Tax collected has improved and is now above its year to date target of 84% and slightly above the level achieved for the equivalent period last year. Arrears carried forward from last year have reduced by almost 24%. The percentage of enquiries resolved by the customer service centre remains consistently high as a result of the on-going training provided to Customer Service Officers.

While the year to date performance for the percentage of customer calls answered has risen slightly from 83.1% in November to 83.6% in December, it is still short of its 95% target.

Monthly performance for customers satisfied at their first point of contact has been above the target level for the past three months, but poorer performance earlier in the year is holding back the year to date average to just 0.7% below the cumulative target for December. For telephone call satisfaction we are close to the top ten of our benchmarking group of 130 organisations, with both monthly and year to date performance of around 90%. Face to face satisfaction is proving more challenging to improve, with year to date satisfaction at 50% despite an improvement in waiting times. We are gathering more information on customer views as part of the Customer Service Excellence project, and will use this learning to help target improvement action in this area.

Housing Benefits processing: The average processing time in December was 15.73 days which has moved the year to date result from 12.09 days at the end of September to 12.15 days at the end of December. The target is 10 days, and it is still anticipated that we should meet this target. Performance at the end of 2011/12 was 11.97 days, so hitting the 10 day target will demonstrate a significant improvement for the City Council in this area. The average processing time for new claims during December was 29.1 days which has moved the year to date result from 22.87 days at the end of September to 23.74 days at the end of December. The target this year is 14 days which is extremely ambitious. Last year's performance was 19.5 days which represented top quartile performance nationally. The introduction of risk based verification for new claims, is expected to be introduced in quarter 4 and will see a reduction in the supporting evidence required for low risk new claims, and should further contribute to moving towards our 14 day target. It is also interesting to note that the DWP are noticing a quarter on quarter deterioration in performance nationally in benefit processing times.

Finance

The Service is performing well in some areas, with above target performance for the percentage of orders issued electronically and the percentage of income taken electronically. Performance on debt is also above target, with the percentage of debt more than 12 months old now only 7% (compared to a target of 20%) and the percentage of debtor invoices paid within 30 days at 62% (compared to a target of 55%).

The percentage of invoices of supplier payments paid by BACS continues to improve month on month and is currently 81% against an 85% target. Monthly performance is now significantly higher than the poor start to the year with 92% being achieved in the month of December.

Similarly, monthly improvements in the percentage of invoices paid on time are slowly bringing the year to date figure (94.19%) closer to the target of 97%. December's target was missed by only 2 late invoices.

Percentage of remittance advices emailed - the target of 85% was achieved in December, bringing the year to date average up to 83%.

The percentage of debtors on direct debits remains at 11% against a 15% target despite efforts to promote to new and existing customers.

Investment returns above base rate has fallen further below target due to fewer investment opportunities and the take up of lower paying investments with suitable counter parties. This drop is likely to continue to the year end.

There has been no progress against the target for dwellings returned through prosecutions. Little case law exists on criminal prosecution for tenancy fraud to date. This will change with the proposed changes in Housing Law making the sub-letting of a social housing property a criminal offence.

The number of Housing Benefit security investigations per 1000 caseload remains below target but is moving back on track now that cases are being concluded.

The number of prosecutions and sanctions per 1000 caseload has improved to 3.66 since last quarter from 2.31 against a target of 5.35. Case loads are prosecution-heavy with 20 cases either currently being prepared for prosecution or currently with Legal teams at the Council or DWP.

Human Resources and Facilities

The percentage of employees with a disability has improved to be on target as a result of more employees declaring a disability. This is a positive step as it allows the Council to manage staff needs more effectively. Sickness levels are 5.12 days per FTE against a year to date target of 6, so on track to meet the year-end target of 8 days.

Income from Town Hall and Museum operations is still off-target. A new sales officer and new processes are in place to push sales and are helping to address the shortfall. The Main Hall has been unavailable for bookings at various times due to maintenance (e.g. work to the balconies meaning the hall was unable to be booked for 2 months) a, the café closure and loss of long term bookings. A consultant is working on short and medium term plans aimed to increase income and ensure we have appropriate arrangements in place to maximise this.

The percentage of black and ethnic minority employees is an area where we need to improve significantly. Work is planned to understand what barriers to employment there may be from various communities in the City and then we will take steps to overcome those barriers.

Risk Performance - Exception

There are now no longer any red risks within this Directorate and all identified risks are being mitigated appropriately within the current action plans that have been put in place.

Budget Monitoring as at 31st December 2012 (Quarter 3)

Appendix 1: December 2012 monitoring – General Fund Forecast Outturn

Appendix 2: December 2012 monitoring – Capital Programme Forecast Outturn

Appendix 3: December 2012 monitoring – Housing Revenue Account Forecast Outturn

Appendix 4: December 2012 monitoring – General Fund year to date position

EXECUTIVE SUMMARY

1. This report sets out the Council's projected outturn position as at the 31st December 2012 and highlights major variances to the approved budget. In summary
 - Whilst the monitoring report indicates that the financial position of the Council's revenue accounts (General Fund and HRA) are relatively robust, this should nonetheless be viewed over the medium term. Uncertainties and risks regarding future public funding from the Government spending review, the County Council and welfare reform together with increased HRA revenue contributions to fund new build capital projects from 2013/14 onwards need to be considered.
 - The General Fund Revenue account indicates a favourable variance of £1,441k against the latest budget, which is £111k more favourable than that reported in November and £897k more favourable than Quarter 2.
 - The HRA is now projecting an outturn balance of £7,853k, which is £1,989k favourable than the latest budget, and £1,604k lower than that reported in November and £1,259k lower than that reported at Quarter 2.
 - The latest capital outturn projections suggest a net £2,234k favourable variance is projected for 2012/13, caused by slippages of £1,904k and genuine underspends of £330k. This is £2,229k lower than that reported last month and £2,334k lower than that reported at Quarter 2. The main cause is £1,904k of additional project slippages.
 - The collection rate for Council Tax arrears has improved from 96.80% (March 2012) to 97.83% as at the end of December 2012. At Quarter 2 (September) it was 97.54%.
 - Business Rate collection at the end of December 2012 was 98.72% compared to 97.75% for 2011/12. At Quarter 2 it was 98.56%.
 - The payment of invoices within 30 days has improved slightly since last month and now stands at 93.86% compared to 93.23% in November. The 2012/13 target for payment of invoices within 30 days is 97%. As at Quarter 2 the figure was 92.92%
 - HRA total arrears were £1,595k as at the end of December. They were £1.367k at the end of November and £1,241k at Quarter 2 and were £1,071k at Quarter 1.
2. The Approved Budgets have been re-aligned to reflect virement requests approved by the Head of Finance up to December in accordance with the Council's Financial Regulations.
3. As part of the monitoring process Finance staff have met and had budget monitoring discussions with Cost Centre Managers and Heads of Service to verify the current budgetary position. The following forecast variances have been identified and these are commented on and explained more fully within the body of the report:
4. The main projected General Fund outturn variances compared to the latest budget are shown below:

5. City Regeneration Directorate – A favourable outturn variance of approximately £677k is forecast, an increase of £56k on the previous month and an increase of £119k from that reported in Quarter 2. The majority of this £677k variance relates to £531k of increased commercial income within Corporate Property with the balance mainly relating to salary savings from vacant posts within Housing Strategy and Housing Needs.
6. Community Services Directorate – An £921k favourable variance is projected against the latest budget, which is an increase of £80k on the November position and £662k more than that reported in Quarter 2. Direct Services accounts for £700k of this £921k favourable variance, £191k from the Community Development team and £30k from Leisure and Parks.
7. Organisational Development and Corporate Services Directorate – As at the end of December the Directorate is projecting a £100k adverse variance, a reduction of £32k on the previous month and a reduction of £173k from that reported at Quarter 2 (September). The service area net projections that make up this £100k adverse variance are a £90k saving within Finance, offset by an equal £90k overspend within Human Resources and Facilities, leaving a £100k overspend in Law and Governance.
8. As has been the case since Quarter 2 Service Heads within this Directorate are continuing to work hard to mitigate this overspend position and positive progress has and continues to be made month on month.

GENERAL FUND OUTTURN

9. Appendix 1 provides a General Fund revenue outturn position, broken down by Service Area. Table 1 below also details the summarised GF position as at the end of December 2012 and compares the position to that reported in November and Quarter 2.

Table 1 General Fund Revenue

GF Outturn Report @ Q3 , 31st December, 2012	Latest Budget	Expenditure	Income	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance to Latest Budget (Prev Month)	Outturn Variance to Previous Month	Projected Outturn Variance @ Q2	Outturn Variance Movement from, Q2 to Q3
	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
Directorates											
Chief Executive	1,420	1,075	(265)	810	57%	1,420					
City Regeneration	1,222	9,154	(10,030)	(876)	(72%)	545	(677)	(621)	(56)	(558)	(119)
Community Services	8,556	36,444	(31,724)	4,720	55%	7,635	(921)	(841)	(80)	(259)	(662)
Organisational Dev & Corp Services	14,126	12,924	(2,304)	10,620	75%	14,226	100	132	(32)	273	(173)
Directorate Total Excl SLA's & Capital Charges	25,325	59,596	(44,323)	15,274	60%	23,827	(1,498)	(1,330)	(168)	(544)	(954)
SLA's & Capital Charges	(1,264)	2,024	(122)	1,902	(150%)	(1,264)					
Corporate Accounts	1,696	49,824	(59,579)	(9,754)	()	2,063	367		367		367
Contingencies	2,672		(9)	(9)	(1%)	2,672					
Total Corporate Accounts & Contingencies	4,368	49,824	(59,588)	(9,764)	(224%)	4,735	367		367		367
Net Expenditure Budget	28,429	111,445	(104,033)	7,412	26%	27,299	(1,131)	(1,330)	199	(544)	(587)
Transfer to / (from) GF working balances	(1,622)					(1,622)					
Transfer to / (from) Ear Marked Reserves	(2,694)		(2,694)	(2,694)		(2,694)					
Net Budget Requirement	24,113	111,445	(106,727)	4,718	20%	22,982	(1,131)	(1,330)	199	(544)	(587)
Funding											
External Funding	11,719		(10,001)	(10,001)	(85%)	11,719	310		310		310
Council tax	12,587					12,897					
Less Parish Precepts	(193)		(193)	(193)	100%	(193)					
Total Funding Available	24,113		(10,194)	(10,194)	(42%)	24,423	310		310		310
(Surplus) / Deficit for year		111,445	(96,533)	14,912		(1,441)	(1,441)	(1,330)	(111)	(544)	(897)

10. As at the end of December the forecast outturn position on the General Fund is £1,441k less than the latest budget and a favourable movement of £111k on the previous month. The latest projection is £897k more favourable than that reported at Quarter 2 (September).
11. **City Regeneration Directorate** - The directorate is currently estimated to have a projected outturn position of £545k, which is £677k lower than the approved latest budget. This is £56k more favourable than last month and £119k more favourable than Quarter 2. The projected outturn favourable variance has increased during the course of the year due to staff recruitment to temporary vacant posts taking a little longer than expected within the Housing Strategy and Allocations teams within Housing Needs (£184k). All posts have now all been filled. The remainder of the favourable variance predominately comes from increased rental income from the Council's commercial portfolio (£531k), slightly offset by a projected £38k overspend within City Development associated with lower than budgeted income from Building Control fees.
12. **Community Services Directorate** - The directorate is currently estimated to have a projected outturn position of £7,635k, which is a favourable variance of £921k against the latest budget and primarily relates to savings/additional income associated with Direct Services of £700k. The balance is made up of £30k from Leisure and Parks relating to net additional income from tree work and vacancy savings, together with £191k coming from a combination of deferred expenditure associated with the additional Youth Ambition programme that will be carried forward to 2013/14 and underspends associated with the delay in employee appointments within the Community Development Team. The December outturn position is £80k more favourable than that reported last month and £662k more favourable than reported at Quarter 2.
13. As reported Direct Services is showing a year-end favourable variance against its General Fund activities of £700k. The total favourable variance for Direct Services is actually £1,580k as at the end of December, which includes £880k associated with Building Services. Given over 90% of Building Services activity is for the HRA the internal trading environment and best practice dictates that the majority of any year-end surplus or deficits are passed onto the HRA.
14. The Building Services favourable variance has been caused by a combination of employer pension contributions being included in the original salary estimates, together with continually carrying nine vacancies in the Building Services team during the year that are now unlikely to be required prior to March 2013. These vacancies related to posts earmarked to undertake a proportion of non-HRA works. Direct Services have been successful in when existing posts become vacant reallocating that post to the correct resource required for the external works gained, together with driving down the costs associated with sub-contractors and materials.
15. The current £700k favourable GF variance is made up from Local Overheads caused by £40k savings associated with relinquishing additional car park spaces previously rented at Horspath Road depot (these will be on-going), together with £40k of NNDR savings following a revaluation. Also the Engineering Team continues to win additional works which has given rise to additional planned contribution this year of £280k. Two posts within the Streetscene service are currently vacant and are proposed to be removed as part of the Streetscene service review. Therefore a saving of £80k is projected. Due to St Clements car park remaining open for most of 2012/13 this is expected to generate an additional £100k in Off-Street Parking income. Likewise to that experienced for

Building Services savings of £160k are being projected from employer pension contributions within GF activity salary budgets.

16. The Community Development Team is showing a favourable variance of £191k, which is the same as that reported last month but £161k lower than that reported at Quarter 2. This relates to £111k of deferred expenditure that will now take place next financial year based on re-planning the Youth Ambition programme. The balance of is associated with longer than expected vacancies within CANACT that have recently been filled.
17. **Organisational Development and Corporate Services Directorate** - The directorate is currently estimated to have a projected outturn position of £14,226k, which is £100k adverse to the latest budget. This is a £32k improvement from the position last month and £173k lower than that reported in September (Quarter 2).
18. Customer Services is projecting to be on budget at year end. This is a £30k improvement compared with November and a £122k improvement to Quarter 2. The main variances comprise of a projected year-end adverse variance of £27k associated with temporary staff costs in the Contact Centre, offset by a planned £24k underspend in general supplies and services expenditure. The Revenues team are projected to show a £53k overspend on salaries as a result of additional overtime to cover increased workload. This has been offset by a £30k under spend on budgeted court fee expenditure. Conversely there has been a £100k increase in projected court fee income for the year. This figure has been determined "after" accounting for any bad debts that may subsequently arise. Housing Benefits are predicting to be £74k overspent at year-end predominately caused by increased Mouchel costs arisen from a 20% increase in caseload that in previous financial years would have been covered by additional HB Administration Grant.
19. Finance is forecast to underspend by £90k as reported in November and £54k more favourable than Quarter 2. This is due to savings achieved on Internal Audit fees £36k, a part year saving on the new external audit contract £22k and an over provision for legal costs now settled £32k.
20. Human Resources and Facilities Management is projected to be overspent at year end by £90k, which is £2k more favourable than that reported in November and £17k more favourable than that reported in September (Quarter 2). This is largely due to a £160k pressure on the Town Hall income which following a recent change in marketing and sales strategy that has improved the initial poor trading position. A £50k pressure in post room income and a £10k pressure on photocopier toner has also been identified. These pressures are being offset by £40k staff turnover savings in HR due to structure changes, and a £90k favourable variance on the apprentices due to 2 year contracts starting midway through the year.
21. Law and Governance is projecting a £100k overspend. The forecast includes a £95k pressure on employees' due to a base budget shortfall of £74k, as well as £21k additional maternity cover and canvassing costs. In addition there are pressures against unachievable income targets in Democratic Services and Elections Services that make up the remaining adverse variance.

CORPORATE ACTIVITIES

22. A slight adverse variance with regard to investment income is now predicted for the year due to lower interest levels being achieved than originally forecast.

23. The 2012/13 New Homes Bonus of £1,296k planned to be received and used to offset expenditure during the current financial year is being received as per the DCLG payment schedule.
24. Council Tax Freeze Grant was estimated to be received separately and equate to £620k for 2012/13. We have received 50% of the grant but DCLG advised mid-year that the balance will be received via additional RSG grant. As such the projected outturn for Council Tax Freeze Grant has been revised to £310k and additional RSG funding of £310k has been reflected on the GF summary table above and on Appendix 1.
25. Interest payable by the GF is estimated to be £740k by the end of the financial year, which is £50k more than originally, budgeted. This relates to payments to the HRA for balances it holds and given these are deemed to be higher than initially estimated due to slippages in HRA capital works etc., together with some changes in interest rates the end of year projected outturn has risen to from £690k to £740k.
26. The Local Cost of Benefits is still projected to cost Oxford City Council £100k at the end of the financial year.

ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

27. The Council's budget identifies £1,761k of efficiencies, £290k of service reductions and £1,193k of additional fees and charges for 2012/13. As at the end of December it is anticipated these will be delivered with the following exceptions:

28. Efficiencies –

- a. £46k that was expected from a combined contact centre in Customer Services.
- b. £3k from Leisure and Parks relating to savings now not to be realised with Oxford in Bloom activities.
- c. Ramsay House rates costs of £54k that will not be realised in 2012/13.

29. Income -

- a. £8k of Policy, Culture and Communications (PCC) income from Poster Boards.
- b. £5k of Law and Governance Income from the Legal Hub.
- c. £30k of HR and Facilities Management income relating to the “additional” income from the Town Hall.
- d. £36k of City Development, Development Control income.

30. Mitigating Activities -

- a. £54k of additional income from commercial portfolio identified for the non-achievement of efficiency saving in Corporate Property.
- b. £49k of underspends etc. elsewhere within Customer Services have accommodated the non-achievement of efficiency saving for a combined Contact Centre in Customer Services.
- c. £8k Savings in other PCC budgets have been identified for the non-achievement of additional PCC income.
- d. £36k Savings in other City Development budgets have been identified for the non-achievement of additional Development Control Income.

31. Table 2 below details the forecast outturn position relating to savings and efficiencies at the end of December 2012.

Table 2 – Savings and Efficiencies as at 31st December 2012

	Efficiencies				Service Reductions				Fees and Charges				%
	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Policy, Culture & Communications									(17)	(9)	8	(6)	34%
Chief Executive									(17)	(9)	8	(6)	34%
Finance	(225)	(225)		(225)	(72)	(72)		(72)					0%
Business Improvement & Technology	(130)	(130)		(103)									0%
Law & Governance	(33)	(33)		(33)	(53)	(53)		(53)	(5)		5	0	0%
Human Resources & Facilities	(67)	(67)		(67)					(30)		30	0	0%
Customer Services	(247)	(201)	46	(201)									0%
Organisational Development and Corporate Services	(702)	(656)	46	(630)	(125)	(125)		(125)	(35)	0	35	0	0%
Direct Services	(120)	(120)		(81)					(836)	(836)		(734)	88%
Leisure & Parks	(310)	(307)	3	(232)	(35)	(35)		(35)	(54)	(54)		(52)	96%
Environmental Development	(12)	(12)		(8)	(98)	(98)		(67)	(10)	(10)		0	0%
Community Services	(442)	(439)	3	(320)	(133)	(133)		(102)	(900)	(900)	0	(786)	87%
City Development	(5)	(5)		(5)	(16)	(16)		(16)	(191)	(155)	36	(155)	81%
Housing and Communities	(192)	(192)		(49)	(16)	(16)		(16)				0	0%
Corporate Property	(420)	(366)	54	(197)					(50)	(50)		(50)	100%
City Regeneration	(617)	(563)	54	(251)	(32)	(32)		(32)	(241)	(205)	36	(205)	85%
Mitigating Savings			(100)								(44)		
Total	(1,761)	(1,658)	3	(1,201)	(290)	(290)		(259)	(1,193)	(1,114)	35	(997)	84%

CONTINGENCIES, RESERVES AND BALANCES

32. Within the original approved General Fund budget for 2012/13 the Council provided £3.1m of contingencies. As at the end of December only £479k had been used, predominately relating to the cumulative cost to date of redundancy and severance payments. No utilisation of the following reserves has been undertaken this financial year so far and assessment of need to fund existing or future pressures will be undertaken. The reserves are:

a. Employee Inflation	£ 644k
b. Pension Provision Top Up	£ 200k
c. Provision for Pressures, Recession and High Risk	£ 901k
d. Homelessness Contingency	£ 650k
Total	£2,395k

33. Whilst a review of contingencies is made at year end in the light of actual financial outturn it is likely based on current forecast outturn projections that these contingencies identified above will not be required. Whilst there is a good case to transfer the homelessness and employee related contingencies to earmarked reserves to cover potential overspends in future years in these areas, this will leave around £900k which based on current predictions will not be required to cover unachieved savings. Whilst a final decision will be made at year end, other areas to which this surplus could be applied include, future funding of the capital programme, shortfalls in government grant funding from retained business rates or transfer to the General Fund Working Balance to fund future variations in general income and expenditure.

34. The forecast outturn also makes provision for the budgeted transfer of £1.6m to the General Fund Working Balance.

HRA OUTTURN

35. The summarised HRA position as at 31st December 2012 is set out in Table 3 and detailed in the attached Appendix 3. The table overleaf exemplifies the major movements commented on in the following paragraphs.

Table 3 – Housing Revenue Account HRA

GF Outturn Report @ Q3 , 31st December, 2012		Latest Budget	Budget for the Month	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance to Latest Budget (Prev Month)	Outturn Variance to Previous Month	Projected Outturn Variance @ Q2	Outturn Variance Movement from, Q2 to Q3
		£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Income	Dwelling Rent	(36,553)	(27,412)	(28,511)	78%	(36,463)	90	90			90
	Service Charges	(956)	(864)	(754)	79%	(956)					
	Shops/Garages/Furn/Other Rent	(2,256)	(1,839)	(1,993)	88%	(2,256)				(48)	48
	Fees/Other	(621)	(470)	(401)	65%	(621)				100	(100)
	Net Income	(40,386)	(30,585)	(31,658)	78%	(40,296)	90	90			52
Expenditure	Rent/Income Collection	357	265	199	56%	361	4	4			4
	Tower Blocks and Flats	599	400	306	51%	601	2	2		1	1
	Management/Infrastructure	1,871	1,403	1,350	72%	1,825	(46)	(46)		(14)	(32)
	Depreciation	8,147	6,110	6,110	75%	8,147					
	ICT services	281	211	211	75%	281					
	Contact Centre	786	589	589	75%	786					
	Rent Team	503	378	314	63%	625	122	(4)	126		122
	Tenant's Participation	250	186	117	47%	208	(42)	(42)			(42)
	Furnished Tenancies	543	421	327	60%	543				70	(70)
	Local Housing Management	839	632	603	72%	835	(4)	(4)			(4)
	Major Projects/Policy/Technical	628	478	395	63%	626	(2)	(2)			(2)
	Bad Debt Provision	410	246	164	40%	410					
	Decant Costs	200	84	111	55%	200				(1)	1
	<i>Sub Total Tenancy Management</i>	15,413	11,404	10,798	70%	15,447	34	(92)	126	56	(22)
	Caretaking Service	941	706	706	75%	941					
	Garden Scheme	268	201	201	75%	268					
	Void Property officers/Garage tear	248	186	186	75%	248					
	Day to Day Responsive	4,463	3,290	3,435	77%	4,463				13	(13)
	Planned Maintenance	5,205	3,629	3,831	74%	5,605	400		400		400
	Capital	740	607	558	75%	740				104	(104)
<i>Sub Total Direct Services</i>	11,865	8,619	8,917	75%	12,265	400		400	117	283	
Total Expenditure	27,279	20,023	19,715	72%	27,713	434	(92)	526	173	261	
Appropriations	Net Transfer To/From Reserves/Contingencies/Trading	(317)	(317)	(2,397)	755%	(2,397)	(2,080)		(2,080)		(2,080)
	Interest On Balances	(35)	(26)	(26)	75%	(85)	(50)		(50)		(50)
	Interest Payable	7,100	3,550	3,550	50%	7,100				(955)	955
	CDC, Pensions & Retirement Costs	74	55	46	63%	74					
	Employers Pension Adjustment	39	29	32	84%	39					
	Revenue Contribution to Capital	383	287		0%		(383)	(383)			(383)
Total HRA (Surplus)/Deficit	7,243	3,578	1,205	17%	4,730	(2,513)	(383)	(2,130)	(955)	(1,558)	
	(5,864)	(6,984)	(10,739)		(7,853)	(1,989)	(385)	(1,604)	(730)	(1,259)	

Income

36. The projected year-end outturn estimate for dwelling rent income is still expected to be roughly in line with the latest budget. There has only been 2 Right to Buy's this year and

the lost income due to the delayed rent increase at the start of the financial year has been roughly offset by the low number of RTB's experienced to the end of December.

37. However, as reported last month the authority has received a significant increase in RTB applications, predominately as a response to the Government's re-invigorating the RTB initiative that has seen the maximum discount available to qualifying tenants increase from £16k to £75k. As such completions may increase in future months.
38. Income from Shops/Garages/Furnished Tenancies is also slightly higher than estimated as at the end of December caused mainly by improved rental income from commercial leases and an increased take up of the Furnished Tenancy scheme.

Expenditure

39. Increased expenditure within Pre-Planned activities is expected. £300k of which relates to additional Voids works that are offset by a similar reduction in Voids "capital" works within the HRA capital programme. As such Direct Services are still operating within the same budget envelope and what we are experiencing is lower costs associated with major voids works due to in part reduced unit costs when properties become vacant reflecting the capital investment targeted towards the Council's dwelling stock in previous financial years in our attempts to meeting the Decent Homes standard.

Appropriations

40. Appropriations from Reserves/Contingencies/Trading Activities now show a substantial positive variance from previously shown. Firstly, £317k, reflecting the 2011/12 year-end carry forward requests has been credited back to the HRA from the reserve that was set up at the end of last financial year. Additionally, the projected £880k surplus from the Building Services underspend mentioned earlier is now reflected on the HRA. Lastly, conclusion of the Southfield Park land rental dispute has been achieved with the legal arguments falling in favour of the City Council. Thus, £1.2m of HRA contingency built up over several years is now no longer required and needs to be reversed back to the HRA. Some suggested uses for these additional funds are detailed below that attempt to provide the HRA Business Plan medium term financial strategy on a similar footing as that adopted for the GF in establishing several reserves etc.

- Employee Inflation Reserve - £200k (to cover the cost of annual uplifts to HRA employees over the next few years)
- Stock condition Survey Reserve - £200k (to cover the costs of a new and comprehensive stock condition survey)
- Pressures, Recession and High Risks Reserve - £300k (to cover the cost of external economic factors that may affect the HRA and/or high risk issues)
- Redundancy Costs Reserve - £200k (to cover the cost of any associated severance payments for HRA staff following staffing reviews)
- New Build Reserve - £300k (to cover the cost of any unforeseen costs incurred regarding the New Build activities)

41. Reflecting the HRA capital programme reductions there is now no longer a need for the original budgeted sum of £383k for revenue contributions to capital within the Appropriations section of the HRA. This has therefore been removed as there is sufficient capital funding from the Major Repairs Reserve to finance all of the remaining HRA capital projects planned for 2012/13.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

42. A capital budget position, approved for the General Fund and HRA Capital Programme for 2012/13 is shown in summary at Table 4 below. Appendix 2 attached shows the Capital Programme on a scheme by scheme basis.

43. As at the end of December the Capital Programme shows a favourable variance of £2.2m but this is primarily due to a combination of slippages to schemes ££1.9m and underspends of £0.3m.

Table 4 – Capital Programme as at 31st December 2012

Capital Outturn Report @ Q3 , 31st December, 2012	Latest Budget	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	%	£	£	£	£
City Development	661,514	378,102	57%	403,484	(258,030)	(260,225)	2,195
Environmental Development	800,000	185,199	23%	600,000	(200,000)	(200,000)	0
Communities and Housing	325,000	119,065	37%	340,000	15,000	0	15,000
Corporate Assets	4,195,586	2,258,664	54%	3,866,564	(329,022)	(321,941)	(7,081)
Customer Services	126,958	56	0%	126,958	0	0	0
City Leisure	1,971,602	847,140	43%	1,398,761	(572,841)	(632,841)	60,000
Direct Services	2,640,051	1,450,775	55%	2,421,051	(219,000)	(219,000)	0
Business Transformation	625,860	162,306	26%	625,860	0	0	0
GF Total	11,346,572	5,401,307	48%	9,782,679	(1,563,893)	(1,634,007)	70,114
Housing Revenue Account	8,342,500	5,688,575	68%	7,672,500	(670,000)	(270,000)	(400,000)
Grand Total	19,689,072	11,089,882	56%	17,455,179	(2,233,893)	(1,904,007)	(329,886)

44. City Development

Slippages of £75k associated with the Bridge over Fiddlers Stream are now anticipated due to protracted discussions with the landowner over the exact positioning of the bridge. Furthermore, £185k of slippages relating to the West End Partnership scheme is now anticipated. These are offset by a small £2k overspend linked with the landscaping works at Lamarsh Road.

45. Environmental Development

Further detailed projections have been carried out during December 2012 and it is now projected that although the whole capital budget for DFGs has been committed, there will be slippage at year end by approximately £200k. This will result from delayed and deferred work by grant recipients. The slippage will need to be carried forward to 2013/14, to cover this committed expenditure.

46. Communities and GF Housing

There is an expected release of 2.5% retention in January totalling £190k relating to the Works at the Old Fire Station causing a £15k adverse variance against the latest budget. Virements of £84k from the CCTV budget and £100k from the Ramsay House Comfort Cooling budget have covered these costs. These commitments may be funded by the Bond Payment when finalised

47. Corporate Assets

There have been a number of slippages and (under)/overspends on various Corporate Property schemes and these are summarised below in Table 5.

Table 5 – Exception Analysis of Corporate Property Capital Schemes

Corporate Property	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outrun variance due to Over/ Under spend
	£	£	£
Community Centres			
B0022 DDA East Oxford Community Centre Lift	(7,081)	0	(7,081)
B0034 Rose Hill Community Centre	48,000	48,000	0
Covered Market			
B0010 Covered Market signage improvements	(26,941)	(26,941)	0
B0040 Investment ~ Broad Street	(13,000)	0	(13,000)
B0042 Investment - Gloucester Green	10,000	0	10,000
B0044 Investment - Outer City	3,000	0	3,000
B0045 Investment ~ St. Michael's Street	(43,000)	(43,000)	0
B0046 Investment - Ship Street	(20,000)	(20,000)	0
Miscellaneous Council Properties			
B0052 Miscellaneous Properties	(75,000)	(75,000)	0
B0055 Property Surveys	2,000	0	2,000
B0060 Feasibility Studies Depot Relocation	(130,000)	(130,000)	0
Parks & Cemeteries			
B0067 Fencing Repairs across the City	(75,000)	(75,000)	0
Town Hall			
B0054 Town Hall	(2,000)		(2,000)
B0056 City Centre Office Security	(75,904)	0	(75,904)
B0057- Town Hall Fire Alarm	75,904	0	75,904
Corporate Assets	(329,022)	(321,941)	(7,081)

48. DDA Works – is now complete and we anticipate to have a £7k underspend
Rose Hill – the £48k shown above relates to architectural work and will reduce the available budget to be slipped into 2013/14.
Covered Market Signage - Awaiting decision on Listed Building Planning Application. Signage will not be delivered until 2013/14.
Broad Street – Underspend associated with this project is requested to be moved to cover overspends associated with the Gloucester Green and Outer City schemes.
St Michael's Street - Conservation aspects associated with project are still in progress thus delaying the scheme's completion.
Ship Street - Conservation aspects associated with project are still in progress thus delaying the scheme's completion.
Miscellaneous Properties – General delays experienced in completing programme.
Property Surveys – Slight overspend as works extended.
Depot Location – Due to delays and scope of project a £130k slippage is now expected.
Fencing – Work only recently tendered and start on site not expected until March 2013.

49. City Leisure

Expenditure to December for:

- Playground Refurbishment now includes £60k additional costs for Fry's Hill Skate Park to be financed from S106 funding
- There is also a £93k underspend associated with the Play Barton scheme that will now be vired to the Playground Refurbishment project to cover costs at agreed sites.
- There is also a £60k slippage associated with the new Competition Pool project as start of construction has been delayed due to a second Judicial Review. The earliest possible start date for construction is March 2013 depending on the outcome of the outstanding legal issues.
- Ice Rink and Barton works have been completed.

- Ferry spin studio and soft play works have been delayed due to challenge for retention of a third squash court, resulting in around £250k of slippage.
- Works to outdoor courts at Blackbird Leys costing £130k have also slipped to 2013/14. Additional S106 funding for outdoor works for Leisure Centres totalling £24k has also been added to this project.
- The process to appoint an external Project Manager for the Sports Pavilions scheme is almost complete. Works at Cutteslowe Upper Pavilion to be undertaken by Direct Services and will commence in February 2013.
- Furthermore, works at Cowley Marsh will now commence in 2013/14, resulting in further slippage of £50k.

50. Direct Services

Slippage of £135k is anticipated with the Purchase of Capital Items at Peartree and Redbridge Park and Ride schemes and £84k slippage is expected for the some planned replacement vehicles.

51. HRA

HRA	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£
External Contracts			
N6387 Controlled Entry	(35,000)	(35,000)	(35,000)
N6394 Windows	35,000	35,000	35,000
N7026 Communal Areas	(120,000)	(120,000)	
N7027 Environmental Improvements	(100,000)		(100,000)
N6385 Adaptations for disabled	(150,000)	(150,000)	
N6388 Major Voids	(300,000)		(300,000)
Housing Revenue Account	(670,000)	(270,000)	(400,000)

52. Controlled Entry – On site mid-December with practical completion March 2013.

Windows – Slight increase in tendered prices.

Communal Areas – delays in scheme as exploring the likelihood that budget will be needed to alleviate noise pollution at Littlehay and North Place.

Environmental Improvements – not now taking place.

Adaptations for Disabled – slippages in major projects e.g. extensions

Major Voids – underspend as now experiencing fact that major works are now generally not required to the levels previously experienced as a result of previous years investment in the stock meeting the Decent Homes Standard. There is nonetheless an increase in revenue voids work as mentioned previously

PERFORMANCE INFORMATION

53. There are a number of additional key performance indicators that need to be assessed along with the financial performance information to provide an overall financial health check position for the authority as at the end of December 2012. These additional indicators are detailed as follows:

The Level of Debtors

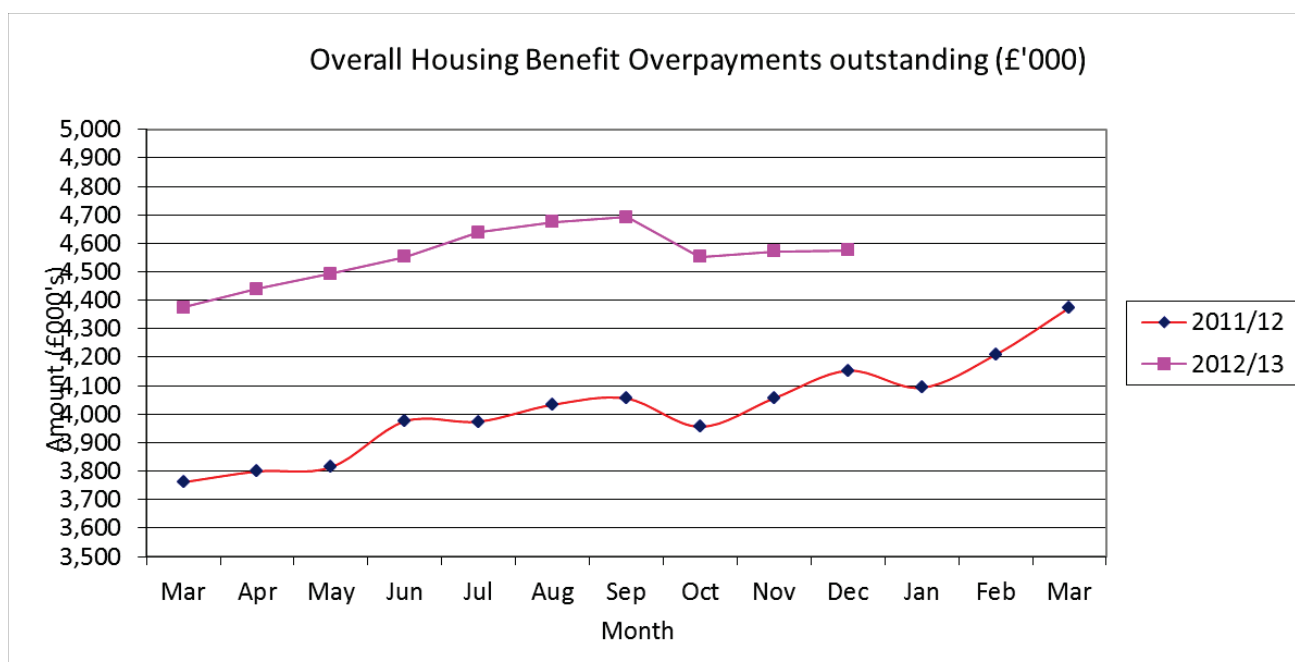
Table 6 – General Fund Debtors as at 31st December 2012

December	Sundry Debtors	% of Total	Periodic Income & Service Charges	% of Total	Community Charge	Housing Benefit Overpayments	% of Total	City Works, Parks & OCH Debtors	% of Total	Grand Total	% of Total
Not Due	16,054	1%	142,402	8%	0	0	0%	1,569	0%	160,026	2%
1-30 Days	218,906	17%	1,400,738	77%	0	0	0%	150,544	28%	1,770,188	21%
31-90 Days	76,851	6%	54,530	3%	0	987	0%	181,352	34%	313,720	4%
91-180 Days	62,803	5%	42,832	2%	0	409,593	9%	124,944	23%	640,172	8%
< 1 Year	856,115	68%	84,272	5%	0	728,017	16%	13,858	3%	1,682,261	20%
< 2 Years	15,728	1%	37,839	2%	0	1,091,415	24%	12,162	2%	1,157,144	14%
< 3 Years	2,816	0%	32,667	2%	0	677,539	15%	16,703	3%	729,725	9%
< 4 Years	3,363	0%	6,268	0%	(88)	462,781	10%	7,014	1%	479,338	6%
< 5 Years	6,343	1%	(300)	0%	(143)	363,839	8%	8,540	2%	378,278	5%
< 6 Years	3,126	0%	125	0%	(132)	226,366	5%	451	0%	229,935	3%
Over 6 Years	5,487	0%	8,089	0%	159,713	614,033	13%	15,786	3%	803,108	10%
Total	1,267,591	100%	1,809,464	100%	159,350	4,574,569	100%	532,922	100%	8,343,896	100%

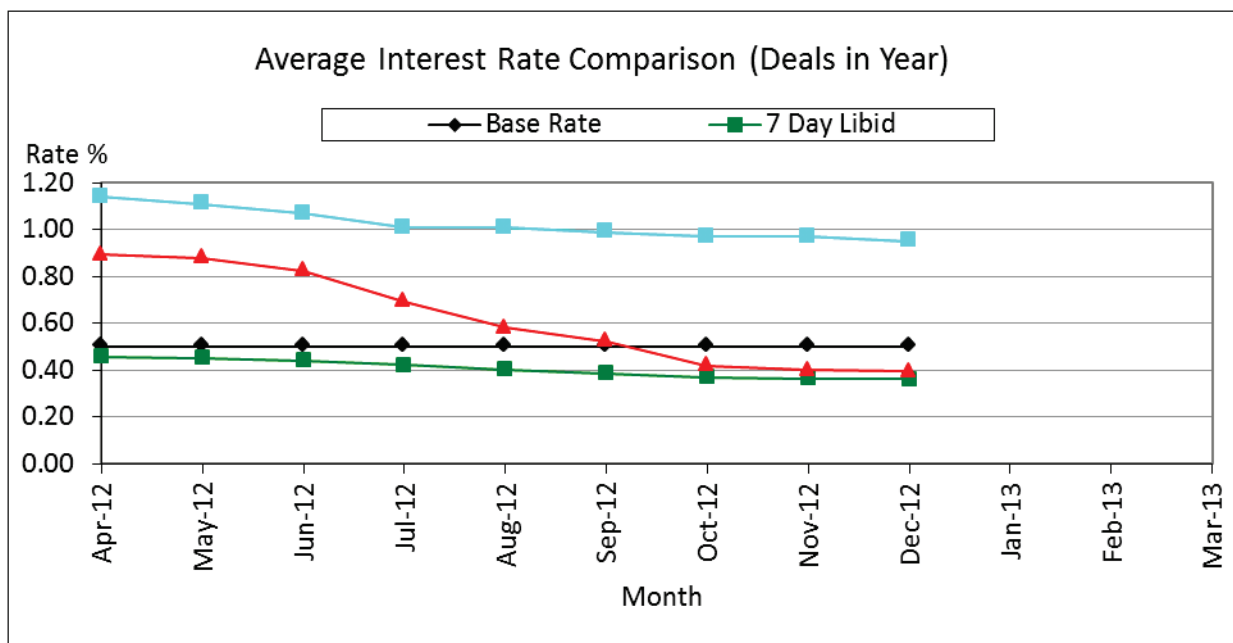
54. The Council's total General Fund debtors aged 31 days or more stands at £8.3m. As at 31st December 2012 £2.6m or 31% of the debt is aged 3 years or over.

Housing Benefit Overpayments

55. A total of £178k new Housing Benefit Overpayments arrears were raised in December with £172k of the total arrears outstanding being collected either by way of offsets/deductions of Housing Payment and/or cash payments. The cumulative collection rate is now 96.8% against our 82% target for the year. Total overpayments raised during 2012/13 so far amounted to £2,730k. This figure is 4.2% higher than the £2,621k raised for the same period last financial year. Total arrears stand at £4,576k for the end of December and remain 10.2% higher than the equivalent figure 12 months ago. This will become a more realistic figure when those debts that have proved uncollectible have been written off.

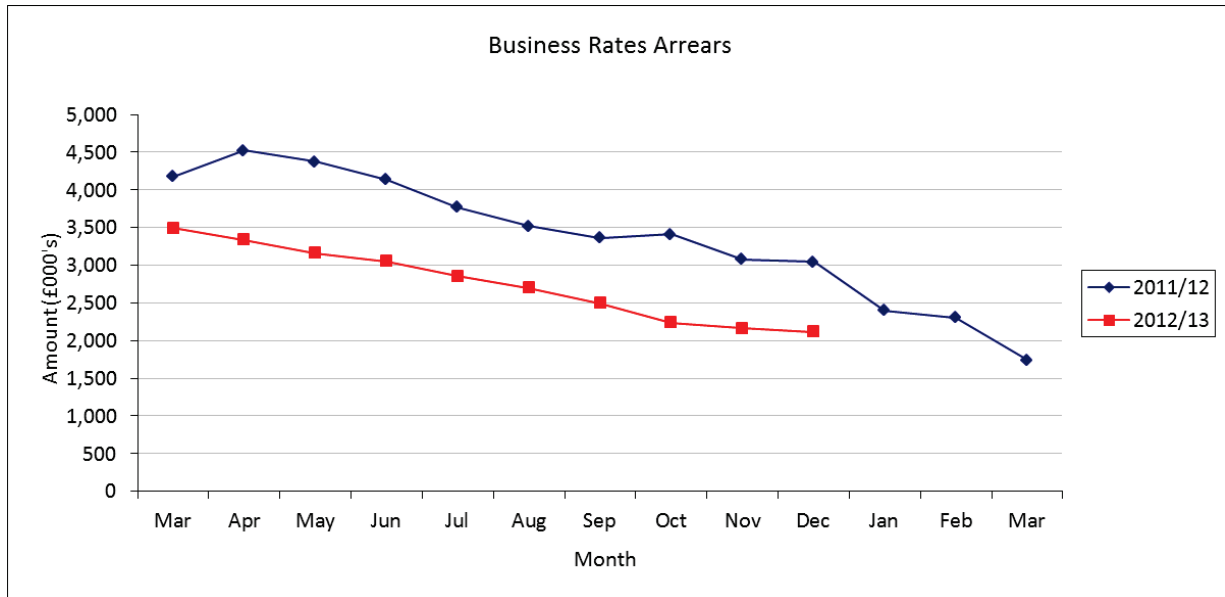


Investment Performance

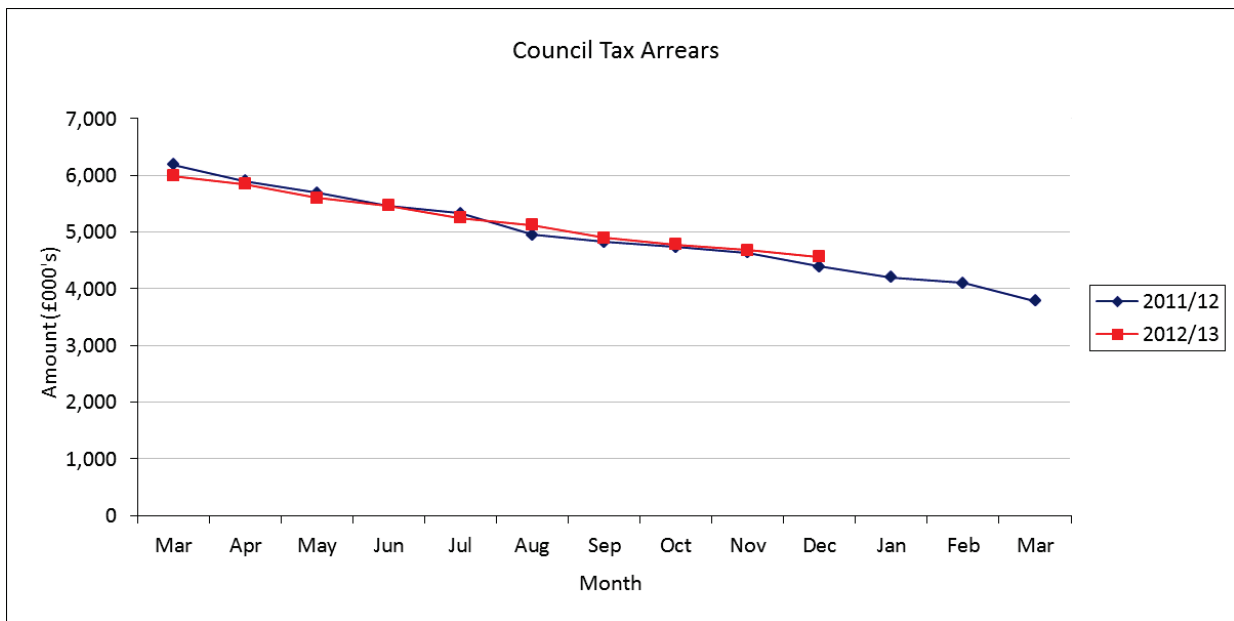


56. The cumulative average rate of return on investments to 31st December 2012 was 0.89%. This continues to be 11 basis points below the treasury performance indicator target of 50 basis points above the Bank of England's Base Rate and is forecast to continue this downturn in performance.
57. The reduction in the rate of return over the last few months has been due to worsening market conditions, which has led to a reduction in lending options and a significant decrease in LIBID rates offered by the remaining counterparties on the Council's Treasury Management Lending List. Although there has been a steady increase in average investment balances (caused by the favourable variances on the General Fund and slippages in both the HRA and GF capital programme), which has led to new deposits placed being invested albeit at much lower return rates than budgeted.
58. The projected outturn income figure is £252,550, which is still some £7k lower than the latest budget.
59. **Business Rates**
60. The arrears total at the beginning of the 2012/13 financial year was £3,490k. This had fallen to £2,116k as at the end of December 2012, a reduction of 39.37%. This figure is 30.51% lower than the total arrears 12 months ago.
61. During December we received arrears payments of £50k making total arrears cash received in 2012/13 £1,016k. Retrospective credit adjustments of £39k were made in December associated with RV reductions, backdated exemptions etc., with a total of £67k being refunded. There were no write-offs processed during the month.
62. The 2012/13 cumulative collection rate is 97.75% at the end of December, up on the 87.88% position 12 months ago.

63. Please see graph below.



Council Tax Arrears Collection



64. The arrears carried forward at the beginning of 2012/13 of £5,985k had dropped to £4,562k by the end of December. This represents an overall reduction in the year to date of 23.78%. The arrears at the end of December were higher by 3.82% for the equivalent period 12 months ago.

65. The current year cumulative collection rate is 84.63% which was slightly up on last year's equivalent of 84.19%.

66. Creditor Payment Times

67. During December 2012 the percentage of creditor invoices paid on time was 94.19%. The target for the year is 97%.

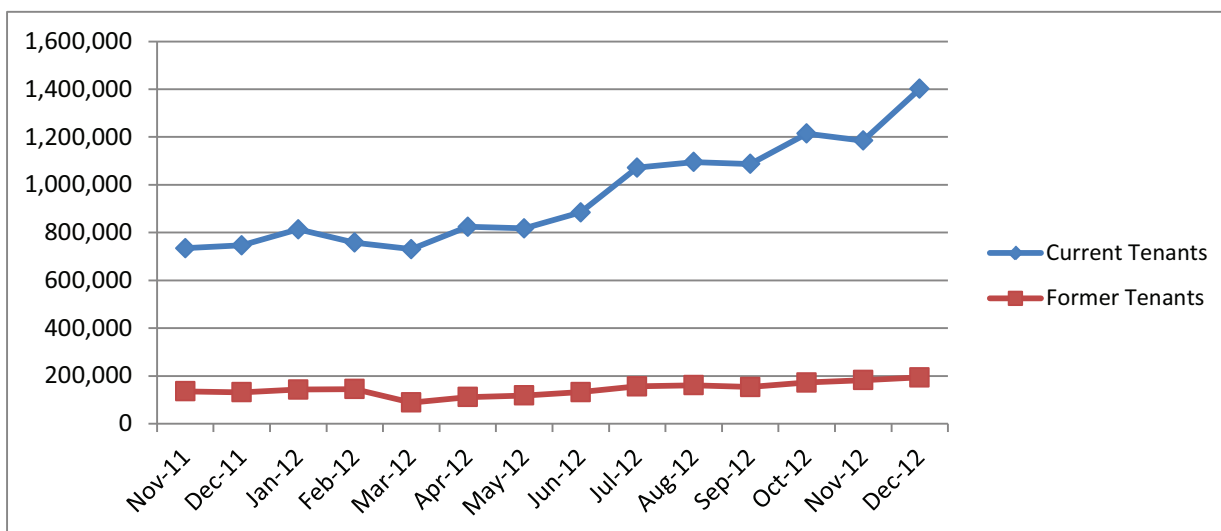
Table 7 – Creditor Payment Times as at 31st December 2012

Service Area	December 2012					YTD December 2012				
	TotalInvoices	Undisputed	Over30Days	%Over	%Intime	TotalInvoices	Undisputed	Over30Days	%Over	%Intime
S32 Finance	39	37	0	0.00%	100.00%	367	357	6	1.68%	98.32%
S34 Law & Governance	41	37	0	0.00%	100.00%	755	742	23	3.10%	96.90%
S23 Direct Services	1580	1396	12	0.86%	99.14%	13052	12333	441	3.58%	96.42%
S14 Corporate Property	148	142	2	1.41%	98.59%	1264	1203	51	4.24%	95.76%
S41 Community Development	70	65	3	4.62%	95.38%	572	547	33	6.03%	93.97%
S12 Environmental Development	46	44	2	4.55%	95.45%	488	471	38	8.07%	91.93%
S13 Housing	125	125	7	5.60%	94.40%	1136	1123	92	8.19%	91.81%
S22 Leisure & Parks	199	194	18	9.28%	90.72%	1578	1505	125	8.31%	91.69%
S11 City Development	34	34	1	2.94%	97.06%	311	302	26	8.61%	91.39%
S24 Housing Revenue Account	186	146	7	4.79%	95.21%	1679	1580	175	11.08%	88.92%
S01 Policy, Culture & Communications	32	32	2	6.25%	93.75%	353	349	42	12.03%	87.97%
S33 Human Resources & Facilities	100	97	5	5.15%	94.85%	795	781	114	14.60%	85.40%
S02 Executive Support	16	14	2	14.29%	85.71%	86	79	12	15.19%	84.81%
S21 Customer Services	30	24	6	25.00%	75.00%	188	177	29	16.38%	83.62%
S31 ICT	0	0	0	0.00%	100.00%	9	6	1	16.67%	83.33%
S03 Business Improvement	31	28	7	25.00%	75.00%	292	275	60	21.82%	78.18%
	2677	2415	74	3.06%	96.94%	22925	21830	1268	5.81%	94.19%

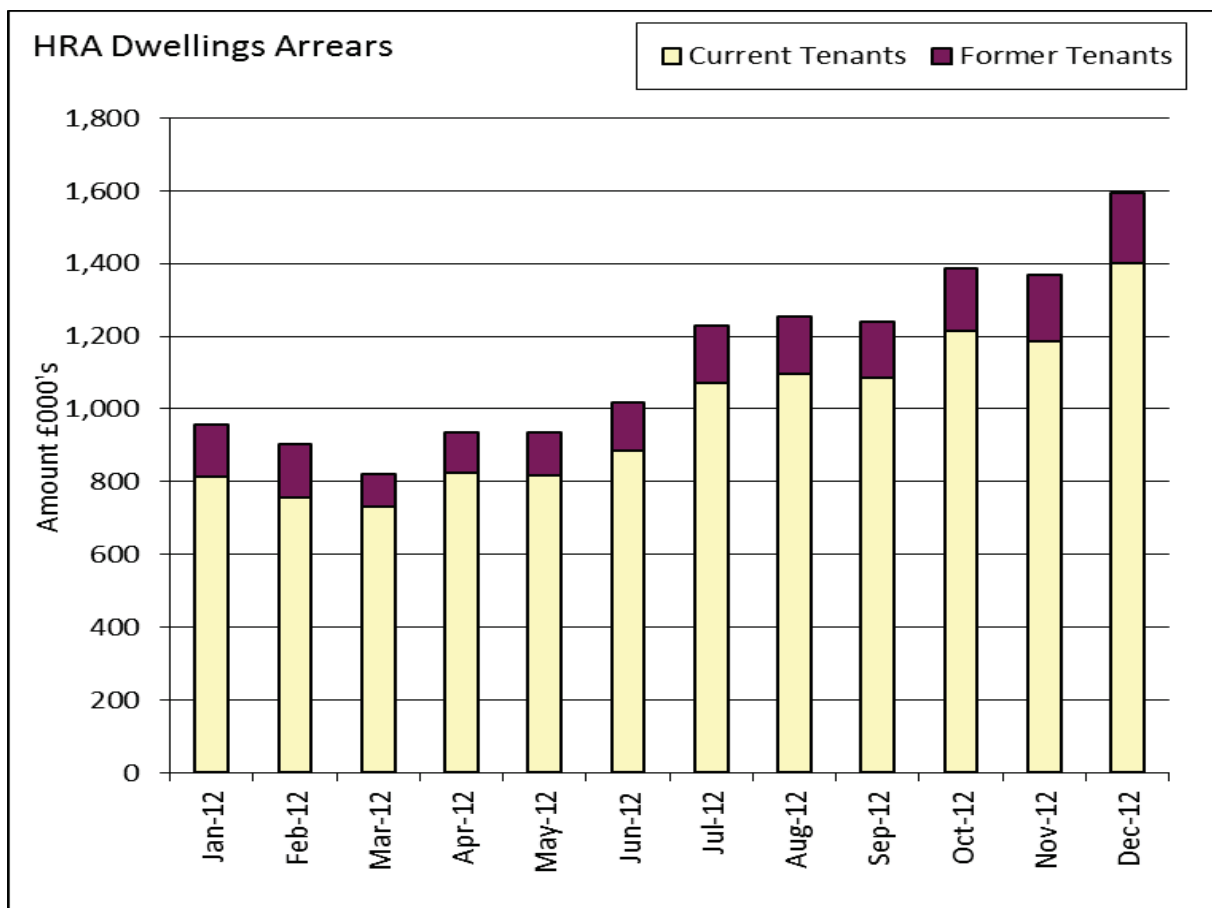
68. Housing Rent Arrears

69. Analysis of current and former tenant rent arrears is shown below for the 12 month period ending 31st December 2012.

Analysis 1 - HRA Rent Arrears Current Tenants and Former Tenants



Analysis 2 - HRA Rent Arrears Current Tenants and Former Tenants



70. Total arrears (dwellings, garages and Rechargeable Repairs) stands at £1,595k, an increase on last month's position of £1,367k. The overall total is £717k more than that reported 12 months ago.

71. Former tenant arrears stood at £193k as at the end of December 2012, which is £11k higher than that reported for November 2012. This has occurred as a result of several tenants that have recently vacated their property and doing so with substantial arrears associated with their rent accounts.

72. The Council has estimated a bad debt provision of up to £410k in 2012/13 against HRA dwelling debt.

Name and contact details of author:-

Name: Nigel Kennedy
 Job title: Head of Finance
 Service Area / Department: Finance and Efficiency
 Tel: 01865 272708 e-mail: nkennedy@oxford.gov.uk

GF Outturn Report @ Q3, 31st December, 2012	Latest Budget	Expenditure	Income	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance to Latest Budget (Prev Month)	Outturn Variance to Previous Month	Projected Outturn Variance @ Q2	Outturn Variance Movement from, Q2 to Q3
	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
Directorates											
Policy, Culture & Communication	1,420	1,075	(265)	810	57%	1,420					
Chief Executive	1,420	1,075	(265)	810	57%	1,420					
City Development	1,475	2,570	(1,304)	1,265	86%	1,513	38	3	35	(4)	42
Housing	3,394	3,750	(1,485)	2,265	67%	3,210	(184)	(100)	(84)	(30)	(154)
Corporate Property	(3,647)	2,834	(7,241)	(4,406)	121%	(4,178)	(531)	(524)	(7)	(524)	(7)
City Regeneration	1,222	9,154	(10,030)	(876)	273%	545	(677)	(621)	(56)	(558)	(119)
Environmental Development	1,829	2,460	(1,378)	1,082	59%	1,829					
Leisure & Parks	3,785	3,995	(1,207)	2,787	74%	3,755	(30)		(30)	11	(41)
Direct Services	(920)	26,859	(28,737)	(1,878)	204%	(1,620)	(700)	(650)	(50)	(240)	(460)
Community Development Team	3,864	3,130	(402)	2,728	71%	3,673	(191)	(191)		(30)	(161)
Community Services	8,556	36,444	(31,724)	4,720	407%	7,635	(921)	(841)	(80)	(259)	(662)
Transformation Fund	1,029	386		386	37%	1,029					
Business Improvement & Technology	3,864	2,738	(84)	2,654	69%	3,864					
Customer Services	2,773	3,789	(1,251)	2,538	92%	2,773		30	(30)	122	(122)
Finance	2,185	1,710	(145)	1,565	72%	2,095	(90)	(90)		(36)	(54)
Human Resources & Facilities	1,707	2,004	(553)	1,451	85%	1,797	90	92	(2)	107	(17)
Law & Governance	2,569	2,298	(271)	2,026	79%	2,669	100	100		80	20
Organisational Dev & Corp Services	14,126	12,924	(2,304)	10,620	433%	14,226	100	132	(32)	273	(173)
Directorate Total Excl SLA's & Capital Charges	25,325	59,596	(44,323)	15,274	60%	23,827	(1,498)	(1,330)	(168)	(544)	(954)
SLA's & Capital Charges	(1,264)	2,024	(122)	1,902	(150%)	(1,264)					
Corporate Accounts											
Local Costs of Benefits	100	49,085	(56,707)	(7,622)	(7622%)	100					
Corporate & Democratic Core	3,575	731	(1,209)	(478)	(13%)	3,575					
Item 8 interest receivable	(675)					(675)					
Transfer to Capital Reserve	182		(264)	(264)	(145%)	182					
Investment Income	(260)		(189)	(189)	73%	(253)	7		7		7
Interest Payable	690	8		8	1%	740	50		50		50
Council Tax Grant	(620)		(310)	(310)	50%	(310)	310		310		310
New Homes Bonus	(1,296)		(899)	(899)	69%	(1,296)					
Contingencies											
Employee Inflation	624					624					
Pensions provision top-up	200					200					
Provision for Pressures, recessions & high risks	901		(9)	(9)	(1%)	901					
Homelessness Contingency	650					650					
Redundancy costs contingency	306					306					
Contingency to cover Concessionary CP @ Ice Rink	35					35					
Youth Premises Contingency	20					20					
Olympic Contingency											
Icelandic Provision	(64)					(64)					
Total Corporate Accounts & Contingencies	4,368	49,824	(59,588)	(9,764)	(224%)	4,735	367		367		367
Net Expenditure Budget	28,429	111,445	(104,033)	7,412	26%	27,299	(1,131)	(1,330)	199	(544)	(587)
Transfer to / (from) GF working balances	(1,622)					(1,622)					
Transfer to / (from) Ear Marked Reserves	(2,694)		(2,694)	(2,694)		(2,694)					
Net Budget Requirement	24,113	111,445	(106,727)	4,718	20%	22,982	(1,131)	(1,330)	199	(544)	(587)
Funding											
External Funding	11,719		(10,001)	(10,001)	(85%)	12,029	310		310		310
Council tax	12,587					12,587					
Less Parish Precepts	(193)		(193)	(193)	100%	(193)					
Total Funding Available	24,113		(10,194)	(10,194)	(42%)	24,423	310		310		310
(Surplus) / Deficit for year		111,445	(96,533)	14,912		(1,441)	(1,441)	(1,330)	(111)	(544)	(897)

Capital Outturn Report @ Q3 , 31st December, 2012	Appendix 2						
	Latest Budget	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	%	£	£	£	£
F1323 Bridge Over Fiddlers Stream	200,000	124,796	62%	125,000	(75,000)	(75,000)	0
F1330 Work of Art Donnington Middle School	1,000	929		1,000	0	0	0
F6013 Bullingdon Community Centre -Enhancement of Community Facilities	4,807	2,008	42%	4,807	0	0	0
F6015 Slade Area Public Work of Art	3,379	3,150	93%	3,379	0	0	0
F7008 Landscaping Work at Lamarsh Road	13,441	0	0%	15,636	2,195	0	2,195
F7019 Work of Art at Rose Hill	5,300	5,291	100%	5,300	0	0	0
F7021 St Lukes Church Community Facilities	16,362	10,204	62%	16,362	0	0	0
M5014 West End Partnership	417,225	231,725	56%	232,000	(185,225)	(185,225)	0
City Development	661,514	378,102	57%	403,484	(258,030)	(260,225)	2,195
E3511 Renovation Grants	50,000	11,370	23%	50,000	0	0	0
E3521 Disabled Facilities Grants	750,000	173,829	23%	550,000	(200,000)	(200,000)	0
E3553 Carbon Reduction							
Environmental Development	800,000	185,199	23%	600,000	(200,000)	(200,000)	0
G1013 Dawson Street Gardens	0	0	0%	0	0	0	0
G3013 Diamond Place car park footpath extension	0	0	0%	0	0	0	0
G3014 East Oxford Community Association Improvements	0	0	0%	0	0	0	0
G4006 Florence Park CC Kitchen	0	0	0%	0	0	0	0
G6010 Mount Place Square Refurbishment	0	0	0%	0	0	0	0
G6011 St Lukes Church Hall Extension	10,000	0	0%	10,000	0	0	0
G6012 South Oxford Community Centre Main Hall Replacement Ceiling	0	0	0%	0	0	0	0
G3015 NE Marston Croft Road Recreation Ground	25,000	5,700	23%	25,000	0	0	0
G3016 Peat Moors all weather pitch	0	0	0%	0	0	0	0
G3017 CCTV Replacement Programme	0	0	0%	0	0	0	0
M5015 Old Fire Station	290,000	113,365	39%	305,000	15,000	0	15,000
Communities and Housing	325,000	119,065	37%	340,000	15,000	0	15,000
A4808 Blackbird Leys LC Improvements	0	0	0%	0	0	0	0
A4812 Building Improvements (GF Leisure)	0	0	0%	0	0	0	0
A4813 Hinksey Pools main pool liner	110,000	110,000	100%	110,000	0	0	0
A4814 Leisure Centre substantive repairs	242,326	131,057	54%	242,326	0	0	0
Offices for the Future							
Q2000 Offices for the Future	543,347	371,586	68%	543,347	0	0	0
Community Centres							
B0022 DDA East Oxford Community Centre Lift	109,083	102,002	94%	102,002	(7,081)	0	(7,081)
B0033 Community Centres	315,765	162,152	51%	315,765	0	0	0
B0034 Rose Hill Community Centre	22,000	52,438	238%	70,000	48,000	48,000	0
Covered Market							
B0010 Covered Market signage improvements	42,941	15,992	37%	16,000	(26,941)	(26,941)	0
B0027 Covered Market - Improvements & Upgrade to Roof	76,061	2,590	3%	76,061	0	0	0
B0028 Covered Market - New Roof Structures to High St Entrances	25,000	0	0%	25,000	0	0	0
B0036 Investment ~ Covered Market	182,251	119,372	65%	182,251	0	0	0
B0063 Covered Market Replacement Sprinkler System	50,000	11,490	23%	50,000	0	0	0
B0064 Covered Market - Improvements to Emergency Lighting	50,000	475	1%	50,000	0	0	0
Investment Properties							
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	30,000	1,173	4%	30,000	0	0	0
B0040 Investment ~ Broad Street	167,500	23,416	14%	154,500	(13,000)	0	(13,000)
B0041 Investment - Misc City Centre Properties	7,000	1,620	23%	7,000	0	0	0
B0042 Investment - Gloucester Green	5,500	14,282	260%	15,500	10,000	0	10,000
B0044 Investment - Outer City	15,000	17,646	118%	18,000	3,000	0	3,000
B0045 Investment ~ St. Michael's Street	43,000	0	0%	0	(43,000)	(43,000)	0
B0046 Investment - Ship Street	20,000	0	0%	0	(20,000)	(20,000)	0
B0070 Ramsay House Replacement Comfort Cooling System	200,000	171,294	86%	200,000	0	0	0
Miscellaneous Council Properties							
B0031 Miscellaneous Admin Buildings	0	0	0%	0	0	0	0
B0035 Miscellaneous Civic Properties	52,218	50,030	96%	52,218	0	0	0
B0037 Car Parks	135,380	21,491	16%	135,380	0	0	0
B0039 Houses and Lodges	16,423	0	0%	16,423	0	0	0
B0052 Miscellaneous Properties	75,000	0	0%	0	(75,000)	(75,000)	0
B0053 Public Toilets	0	0	0%	0	0	0	0
B0055 Property Surveys	100,089	102,036	102%	102,089	2,000	0	2,000
B0059 FIT Panels on Leisure Buildings	1,150	1,150	100%	1,150	0	0	0
B0060 Feasibility Studies Depot Relocation	250,000	59,453	24%	120,000	(130,000)	(130,000)	0
B0069 Corporate Property Planned Maintenance Programme Yrs 5 & 6							
Parks & Cemeteries							
B0048 Leisure - Cemeteries	13,500	13,030	97%	13,500	0	0	0
B0030 Consolidation of parks Depot - South Park to Cutteslowe	0	2,068	0%	0	0	0	0
B0050 Leisure ~ Depots	74,000	60,626	82%	74,000	0	0	0
B0051 Leisure - Pavilions	110,500	0	0%	110,500	0	0	0
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	40,000	24,949	62%	40,000	0	0	0
B0067 Fencing Repairs across the City	150,000	23,156	15%	75,000	(75,000)	(75,000)	0
B0071 Parks properties (H&S works)	54,648	2,314	4%	54,648	0	0	0
A4823 Cemetery Development	15,000	2,479	17%	15,000	0	0	0
Town Hall							
B0054 Town Hall	400,000	235,375	59%	398,000	(2,000)	0	(2,000)
B0056 City Centre Office Security	75,904	9,227	12%	0	(75,904)	0	(75,904)
B0057- Town Hall Fire Alarm	275,000	302,336	110%	350,904	75,904	0	75,904
B0068 Town Hall - Conference System Refurbishment	100,000	40,358	40%	100,000	0	0	0
Budget Approved for Future Years - To be allocated					0	0	0
B0069 Refurbishment of Council Buildings	0	0	0%	0	0	0	0
Corporate Assets	4,195,586	2,258,664	54%	3,866,564	(329,022)	(321,941)	(7,081)
C3041 New server for telephone system	11,288	0	0%	11,288	0	0	0
C3042 Customer First Programme	115,670	56	0%	115,670	0	0	0
Customer Services	126,958	56	5%	126,958	0	0	0

Capital Outturn Report @ Q3 , 31st December, 2012	Appendix 2						
	Latest Budget	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
A1300 Playground Refurbishment	299,797	325,841	109%	359,797	60,000		60,000
A1301 Play Barton	113,538	20,951	18%	20,951	(92,587)	(92,587)	0
A4810 New Build Completion Pool	82,254	21,337	26%	22,000	(60,254)	(60,254)	0
A4824 Contribution to Skate Park	311,000	263,619	85%	311,000	0	0	0
Z3010 Rosehill/Iffley Play Sites	0	0	0%	0	0	0	0
A4815 Leisure Centre Improvement Work	724,013	182,116	25%	324,013	(400,000)	(400,000)	0
A4817 Develop new burial space	0	0	0%	0	0	0	0
A4818 Lye Valley & Chiswell Valley Walkways	62,000	0	0%	62,000	0	0	0
A4816 Sports Pavilions	150,000	108	0%	100,000	(50,000)	(50,000)	0
A4819 Rose Hill Cemetery Water Leak	8,000	0	0%	8,000	0	0	0
A4820 Upgrade Existing Tennis Courts	50,000	0	0%	50,000	0	0	0
A4821 Upgrade Existing Multi-Use Games Area	93,000	32,350	35%	93,000	0	0	0
A4822 Recycling & Bin Improvement (City Parks)	38,000	0	0%	38,000	0	0	0
F0015 Cycle Oxford	40,000	818	2%	10,000	(30,000)	(30,000)	0
City Leisure	1,971,602	847,140	43%	1,398,761	(572,841)	(632,841)	60,000
F0011 Pay & Display Parking in the Car Parks	84,000	0	0%	84,000	0	0	0
F0012 P & R Purchase of Capital Items - Peartree, Redbridge	191,644	0	0%	56,644	(135,000)	(135,000)	0
F0014 Purchase of ANPR for use in car park enforcement	50,000	11,193	22%	50,000	0	0	0
R0005 MT Vehicles/Plant Replacement Programme.	1,581,500	1,053,706	67%	1,497,500	(84,000)	(84,000)	0
T2266 Purchase of Brown Bins Waste Recycling	7,907	7,907	100%	7,907	0	0	0
T2267 Purchase of two hand operated street sweepers	30,000	30,000	100%	30,000	0	0	0
T2268 Purchase of two vehicles for garden waste collection	155,000	0	0%	155,000	0	0	0
T2269 Toilet improvements	180,000	106,350	59%	180,000	0	0	0
T2270 Bin stores for council flats to assist recycling	325,000	206,853	64%	325,000	0	0	0
T2271 Low emission vehicle for litter bin collection	20,000	20,000	100%	20,000	0	0	0
T2272 Wyatt Road Resurfacing Works	15,000	14,765	98%	15,000	0	0	0
Direct Services	2,640,051	1,450,775	55%	2,421,051	(219,000)	(219,000)	0
C3039 ICT Infrastructure	260,434	0	0%	260,434	0	0	0
C3043 ICT Development	200,000	0	0%	200,000	0	0	0
C3044 Software Licences	165,426	162,306	98%	165,426	0	0	0
Business Transformation	625,860	162,306	26%	625,860	0	0	0
GF Total	11,346,572	5,401,307	48%	9,782,679	(1,563,893)	(1,634,007)	70,114
External Contracts							
N6384 Foresters Towers	50,000	2,140	4%	50,000	0	0	0
N6387 Controlled Entry	210,000	12,964	6%	180,000	(35,000)	(35,000)	(35,000)
N6393 External Doors	200,000	170,823	85%	200,000	0	0	0
N7020 External Adaptations	250,000	70,051	28%	250,000	0	0	0
N7021 Extensions	0	32,554	0%	0	0	0	0
N7018 Minox	19,500	(861)	-4%	19,500	0	0	0
N6394 Windows	250,000	282,391	113%	280,000	35,000	35,000	35,000
N6389 Damp-proof works (K&B)	90,000	57,575	64%	90,000	0	0	0
N6392 Roofing	150,000	101,076	67%	150,000	0	0	0
N6386 Structural	125,000	37,650	30%	125,000	0	0	0
N7010 Headley House - Refurbishment			0%	0	0	0	0
N6427 Shops	69,000	36,904	53%	69,000	0	0	0
N6396 Sheltered Blocks	0	134	0%	0	0	0	0
N7028 Non Dwelling HRA Assets	48,000	0	0%	48,000	0	0	0
N7026 Communal Areas	150,000	0	0%	30,000	(120,000)	(120,000)	0
N7027 Environmental Improvements	100,000	0	0%	0	(100,000)		(100,000)
New Contingency	0	0	0%	0	0	0	0
New Fees	0	0	0%	0	0	0	0
New Build							
N7011 Cardinal House - Refurbishment	0	24,085	0%	0	0	0	0
N7019 Lambourn Road			0%	0	0	0	0
N7029 HCA New Build	466,000	68,824	15%	466,000	0	0	0
Internal Contracts			0%	0	0	0	0
N6385 Adaptations for disabled	900,000	455,280	51%	750,000	(150,000)	(150,000)	0
N6390 Kitchens & Bathrooms	2,850,000	2,714,943	95%	2,850,000	0	0	0
N6391 Heating	1,256,000	1,005,263	80%	1,256,000	0	0	0
N6388 Major Voids	850,000	315,552	37%	550,000	(300,000)		(300,000)
N6395 Electrics	309,000	301,230	97%	309,000	0	0	0
Housing Revenue Account	8,342,500	5,688,575	68%	7,672,500	(670,000)	(270,000)	(400,000)
Grand Total	19,689,072	11,089,882	56%	17,455,179	(2,233,893)	(1,904,007)	(329,886)
Financing - General Fund							
Developer contributions	709,952			316,668	(393,284)	(395,225)	62,195
Government Funding	961,739			869,152	(92,587)	(92,587)	0
Capital Receipts	3,993,852			2,999,830	(994,022)	(1,062,195)	7,919
Direct Revenue Funding	3,432,024			3,432,024			
Revenue Reserves	617,505			617,505			
DRF For Vehicles	1,631,500			1,547,500	(84,000)	(84,000)	0
Prudential Borrowing				0			
Financing - HRA							
MRR	8,342,500			7,672,500	(670,000)	(270,000)	(400,000)
Capital receipts				0	0	0	0
Decent Homes Reserve				0	0	0	0
Prudential Borrowing				0	0	0	0
External Contributions				0	0	0	0

HRA Outturn Report @ Q3 , 31st December, 2012		Latest Budget	Budget for the Month	Actual YTD	% Budget Spent to 31st Dec, 2012	Projected Outturn @ 31st Dec, 2012	Outturn Variance to Latest Budget	Outturn Variance to Latest Budget (Prev Month)	Outturn Variance to Previous Month	Projected Outturn Variance @ Q2	Outturn Variance Movement from Q2 to Q3
		£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000
Income											
	Dwelling Rent	(36,553)	(27,412)	(28,511)	78%	(36,463)	90	90			90
	Service Charges	(956)	(864)	(754)	79%	(956)					
	Shops/Garages/Furn/Other Rent	(2,256)	(1,839)	(1,993)	88%	(2,256)				(48)	48
	Fees/Other	(621)	(470)	(401)	65%	(621)				100	(100)
	Net Income	(40,386)	(30,585)	(31,658)	78%	(40,296)	90	90		52	38
Expenditure											
	Rent/Income Collection	357	265	199	56%	361	4	4			4
	Tower Blocks and Flats	599	400	306	51%	601	2	2		1	1
	Management/Infrastructure	1,871	1,403	1,350	72%	1,825	(46)	(46)		(14)	(32)
	Depreciation	8,147	6,110	6,110	75%	8,147					
	ICT services	281	211	211	75%	281					
	Contact Centre	786	589	589	75%	786			126		122
	Rent Team	503	378	314	63%	625	122	(4)			(42)
	Tenant's Participation	250	186	117	47%	208	(42)	(42)			(70)
	Furnished Tenancies	543	421	327	60%	543				70	(4)
	Local Housing Management	839	632	603	72%	835	(4)	(4)			(2)
	Major Projects/Policy/Technical	628	478	395	63%	626	(2)	(2)			1
	Bad Debt Provision	410	246	164	40%	410					
	Decant Costs	200	84	111	55%	200				(1)	
	<i>Sub Total Tenancy Management</i>	<i>15,413</i>	<i>11,404</i>	<i>10,798</i>	<i>70%</i>	<i>15,447</i>	<i>34</i>	<i>(92)</i>	<i>126</i>	<i>56</i>	<i>(22)</i>
	Caretaking Service	941	706	706	75%	941					
	Garden Scheme	268	201	201	75%	268					
	Void Property officers/Garage team	248	186	186	75%	248					
	Day to Day Responsive	4,463	3,290	3,435	77%	4,463				13	(13)
	Planned Maintenance	5,205	3,629	3,831	74%	5,605	400		400		400
	Capital	740	607	558	75%	740				104	(104)
	<i>Sub Total Direct Services</i>	<i>11,865</i>	<i>8,619</i>	<i>8,917</i>	<i>75%</i>	<i>12,265</i>	<i>400</i>		<i>400</i>	<i>117</i>	<i>283</i>
	Total Expenditure	27,279	20,023	19,715	72%	27,713	434	(92)	526	173	261
Appropriations											
	Net Transfer To/From Reserves/Contingencies/Trading	(317)	(317)	(2,397)	755%	(2,397)	(2,080)		(2,080)		(2,080)
	Interest On Balances	(35)	(26)	(26)	75%	(85)	(50)		(50)		(50)
	Interest Payable	7,100	3,550	3,550	50%	7,100				(955)	955
	CDC, Pensions & Retirement Costs	74	55	46	63%	74					
	Employers Pension Adjustment	39	29	32	84%	39					
	Revenue Contribution to Capital	383	287		0%		(383)	(383)			(383)
		7,243	3,578	1,205	17%	4,730	(2,513)	(383)	(2,130)	(955)	(1,558)
Total HRA (Surplus)/Deficit		(5,864)	(6,984)	(10,739)		(7,853)	(1,989)	(385)	(1,604)	(730)	(1,259)

Subjective Analysis of YTD spend as at Q3 - 31st December, 2012																								
	Employees		Premises		Transport		Supplies & Services		External Income		Internal Income		Other		Total									
	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Var							
Policy Culture and Comms	466	502	36	36	2	2	0	465	568	103	(122)	(265)	(143)	0	0	0	813	810	(3)					
Chief Executive	466	502	36	36	2	2	0	465	568	103	(122)	(265)	(143)	0	0	0	813	810	(3)					
City Development	2,119	2,043	(76)	0	0	23	13	514	514	0	(1,419)	(1,304)	115	0	0	0	1,237	1,266	29					
Housing	1,835	1,673	(162)	62	121	59	22	20	1,724	1,696	(28)	(1,391)	(1,485)	(94)	0	239	239	0	2,491	2,264	(227)			
Corporate Property	907	906	(1)	1,196	1,200	4	22	24	324	429	105	(6,510)	(7,241)	(731)	0	275	275	0	(3,786)	(4,407)	(621)			
City Regeneration	4,861	4,622	(239)	1,258	1,321	63	67	57	(10)	(77)	(9,320)	(10,030)	(710)	0	0	0	514	514	0	(58)	(877)	(819)		
Environmental Development	2,010	2,050	40	7	31	24	41	33	(8)	285	346	61	(1,182)	(1,329)	(147)	(54)	(49)	5	0	0	1,107	1,082	(25)	
Leisure & Parks	1,900	1,867	(33)	510	529	19	362	417	55	925	769	(156)	(1,267)	(1,135)	132	(65)	(73)	(8)	486	412	(74)	2,851	2,786	(65)
Direct Services	14,671	13,812	(859)	4,106	3,536	(570)	3,624	3,563	(61)	4,871	5,908	1,037	(8,870)	(9,515)	(645)	(18,756)	(19,222)	(466)	36	36	0	(318)	(1,882)	(1,564)
Community Development	1,275	1,293	18	67	121	54	14	22	8	1,791	1,695	(96)	(215)	(402)	(187)	0	0	0	0	0	0	2,932	2,729	(203)
Community Services	19,856	19,022	(834)	4,690	4,217	(473)	4,041	4,035	(6)	7,872	8,718	846	(11,534)	(12,381)	(847)	(18,875)	(19,344)	(469)	522	448	(74)	6,572	4,715	(1,857)
Transformation	114	145	31	0	0	0	0	4	4	284	237	(47)	0	0	0	0	0	0	0	0	0	398	386	(12)
Bus Improvement & Technology	1,182	1,327	145	0	4	4	1	3	2	1,515	1,403	(112)	(34)	(84)	(50)	0	0	0	0	0	0	2,664	2,653	(11)
Customer Services	2,823	3,101	278	24	30	6	4	5	1	382	652	270	(710)	(1,251)	(541)	0	0	0	0	0	0	2,523	2,537	14
Finance	1,276	1,281	5	(2)	(5)	(3)	3	3	0	457	431	(26)	(139)	(145)	(6)	0	0	0	0	0	0	1,595	1,565	(30)
Human Resources & Facilities	1,649	1,505	(144)	34	60	26	(25)	6	31	318	434	116	(689)	(553)	136	0	0	0	0	0	0	1,287	1,452	165
Law and Governance	1,833	1,989	156	15	92	77	7	2	(5)	248	215	(33)	(162)	(271)	(109)	0	0	0	0	0	0	1,941	2,027	86
Org Dev & Corp Services	8,877	9,348	471	71	181	110	(10)	23	33	3,204	3,372	168	(1,734)	(2,304)	(570)	0	0	0	0	0	0	10,408	10,620	212
Grand Total	34,060	33,494	(566)	6,021	5,722	(299)	4,100	4,117	17	14,103	15,297	1,194	(22,710)	(24,980)	(2,270)	(18,875)	(19,344)	(469)	1,036	962	(74)	17,735	15,268	(2,467)
Further Subj Analysis - Direct Services																								
	Employees		Premises		Transport		Supplies & Services		External Income		Internal Income		Other		Total									
Direct Services (General Fund)	7,802	7,491	(311)	2,667	2,649	(18)	2,924	2,977	53	(8,869)	(9,419)	(550)	(6,848)	(7,256)	(408)	36	36	0	235	(447)	(682)			
Direct Services (Bldg Services)	6,869	6,321	(548)	1,439	887	(552)	700	586	(114)	(1)	(96)	(95)	(11,908)	(11,966)	(58)	0	0	0	(553)	(1,435)	(882)			
Community Services	14,671	13,812	(859)	4,106	3,536	(570)	3,624	3,563	(61)	(8,870)	(9,515)	(645)	(18,756)	(19,222)	(466)	36	36	0	(318)	(1,882)	(1,564)			

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To: City Executive Board

Date: March 2013

Report of: Head of Housing Services.

Title of Report: EMPTY PROPERTY STRATEGY 2013-2018

Summary and Recommendations

Purpose of report: To seek approval for the refreshed Empty Property Strategy 2013-2018 for Oxford City.

Key decision? No

Executive lead member: Councillor Scott Seamons

Policy Framework: Corporate Plan, Asset Management Plan, Housing Strategy and Core Strategy.

Recommendation(s): That the City Executive Board notes the good area of work and confirm the Council's commitment to ensuring empty property is brought back into use and endorse the refreshed Empty Property Strategy.

Background

1. In 2009 the Council's first empty property strategy was approved.
2. Empty properties and derelict land apart from being a wasted opportunity to provide a home can blight areas very quickly, resulting in social, economic and environmental costs to local neighbourhoods. The reasons for having an empty property strategy are numerous, but the main ones are:
 - To provide additional housing for those in housing need
 - To encourage economic vitality
 - To discourage crime and vandalism
 - To assist in redeveloping Brownfield sites, and making the most of the existing urban fabric.

3. The Strategy's aims and objectives link into the Council's Corporate Plan and are an essential element of the Housing Strategy. The Strategy is one of a suite of strategies that are being developed to cover a range of housing priorities within the City.
4. The Strategy has regard to the Government's Housing Strategy for England published in 2011 which recognises the importance of bringing empty homes back into use
5. The Empty Property Strategy 2013 - 18 is attached at Appendix A

Consultation

6. In autumn 2012, an Oxford Talkback (Oxford Citizens Panel) survey was carried out and there were 362 responses. The survey demonstrated overwhelming support for the Council's commitment to ensuring empty dwellings are brought back into use. 94% of respondents thought it was important and of those 68% thought it was very important. Similarly 85% said yes to the Council taking formal action to bring a property back into use. When asked about the impact an empty dwelling had on a neighbourhood 76% referred specifically to the issue of unsightliness.
7. Further consultation was undertaken via the Council's e consult mechanism in early 2013. The response received endorsed that of the Talkback survey; in particular 86% of respondents considered it very important that the Council should intervene to ensure empty dwellings were occupied.

Environmental impact assessment

8. The implementation of the Empty Property Strategy will result in a positive environmental impact due to reducing the number of empty properties that cause nuisance to neighbourhoods and attract anti-social behaviour. Ensuring previously empty properties and derelict land are brought back into productive use has a positive impact on Oxford City regeneration

Financial considerations

In addition to much bringing much needed accommodation back into use within the city the Council's Empty Homes Strategy has a positive financial effect on the council by :

- **Increasing council tax income by reducing the current level of exemption given and implementing a full Band D charge in a shorter period. Within the Council's Budget with effect from 1st April 2013 recommendations have been made to make changes to council tax exemptions on various categories of empty property. Since the proposals reduce the exemption amount and for shorter time periods there**

will be an incentive for those in possession of empty homes to bring them back into use.

- Increasing the amount of New Homes Bonus that the council receive. New Homes Bonus was introduced in April 2011 and for the first three years of the scheme the council will receive in the order of £594k in respect of empty properties brought back into use. Currently the NHB received is used to support the Councils General Fund Revenue Account.

Within the Empty Homes Strategy is the ability to implement Compulsory Purchase Order (CPO) powers. The use of such power will be link to a resale of any property CPO'd and will be the separate report to CEB with a recommendation to Council for budget approval.

Risk assessment

9. A risk assessment has been undertaken and the risk register is attached at Appendix B. All risks have been mitigated to an acceptable level.

Equalities impact

10. An equality impact assessment has been carried out and is attached at Appendix C.

Legal Implications

11. Legal implications may occur as a result of formal action being taken in implementing the Strategy. The statutory powers and actions adopted in delivering this Strategy are set out in the document.

Name and contact details of author:

Melanie Mutch,
Empty Property Officer,
Housing Services.
Ext. 2280.
mmutch@oxford.gov.uk

Background papers: None

Appendices

A Empty Property Strategy
B Risk register
C EQiA

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Empty Property Strategy 2013-2018

- 1 Introduction**
- 2 Aims and Objectives**
- 3 National and Local Context**
- 4 What is an empty property under this strategy?**
- 5 Why Oxford City Council targets empty homes.**
- 6. Barriers to bringing empty properties back into use.**
- 7. What we can and do to bring empty dwellings back into use.**
- 8. What we have done and what we have achieved.**
- 9. New developments.**
- 10. The Future**

Appendices

- A. Table 1. Yearly figures of long term empty dwellings since 2009 to October 2012.*
- B. Prescribed Exceptions*
- C. Table 2 New Homes & Table 3 Empty property questionnaire response*
- D. Legislation.*
- E. Flow chart detailing process in dealing with empty properties.*
- F. Action Plan*

1 Introduction

Oxford City has a high demand for housing in all tenures, including, student accommodation, second homes, housing for key workers, rented accommodation for those living and working within the City, privately owned and social housing. The demand for housing from a growing population combined with a severely restricted bank of land to develop housing on, has contributed to acute problems of affordability in all tenures, a homelessness crisis and unprecedented demand for affordable rented housing.

Council tax data from February 2013 shows that there are 440 long term empty dwellings (empty for more than 6 months) in Oxford City. Since the introduction of the Empty Property Strategy in 2009 the number of empty dwellings in the City has decreased which in part, is due to the work the Council has undertaken to ensure empty dwellings do not remain so. Table 1. Appendix A provides figures on empty dwellings from 2009 to October 2012.

There are approximately 6000 households on the Council's housing register. The impact of the shortage of housing within the city is not only reflected in the number of households on the Council's housing register but also by those renting or purchasing within the City. On the 21st June 2012 Radio 4 reported on the housing crisis within Oxford City and described it as 'one of the worst outside of London'. The demand for housing has inflated the cost of both renting and purchasing property within the City. Private rents average out at £800, £1200 and £1800 for 2, 3, and 4 bed properties¹. The average house price in Oxford is £376,116², 14 times the median national earnings £26,500³

Apart from contributing to a shortage of housing empty properties can also have a negative impact on a neighbourhood. Empty properties increase the risk of, a fear of crime, vandalism, squatting, vermin infestation and structural damage to an adjoining property. A build up of empty properties in any area can very quickly have a detrimental impact for the aforementioned reasons.

Bringing empty properties back into use can be a cost effective and sustainable way to increase the supply of housing and makes the best use of existing buildings to meet local needs. It can reduce the demand for building new homes, improve neighbourhoods, increase access to housing and help to improve quality of life for those living within the City. The Audit Commissions' publication 'Building Better Lives' identifies the financial advantages of bringing empty homes back into use noting that the cost of bringing 6 empty properties back into use to provide housing for 14 people can cost the same money as building one affordable home for 2 people.

¹ Valuation Office Agency, Summary of monthly private sector rents recorded over the 12 months to the end of December 2011

² Land Registry of England and Wales, Crown copyright. The information above is based on mean figures provided by the Land Registry of England and Wales. Figures for England and Wales are for the period July to September 2012

³ 2012 Annual Survey of Hours and Earnings

2. Aims and Objectives

Aim of the empty property strategy is to,

Introduce a range of measures that will,

- Prevent empty properties from becoming long term empty
- Bring empty properties back into use
- Encourage and support affordable housing and sustainable development
- Improve the environment

Objective of the strategy is to,

1. raise public awareness of empty properties through the Council's website, promotions and articles.
2. maintain records on empty properties in Oxford City and monitor trends.
3. provide positive support to owners and people within the community affected by empty properties
4. be proactive through enforcement action where owners are unable to, or will not, bring a property back into use.
5. develop effective working relationships between internal departments in order to be proactive through enforcement.
6. develop effective working relationships with the private sector and representative bodies such as registered social landlords, housing associations, housing cooperatives, Police and Fire Service.
7. be aware of, and enable the potential to maximise the use of an empty property, including commercial and land through development where appropriate.
8. help identify wider implications of empty properties in Oxford City and carry out relevant research.
9. ensure that targets set by Oxford City Council are met.

3. National and Local Context

National

Housing Strategy for England

Laying the Foundations: A Housing Strategy for England was published in 2011 and sets out the Governments Strategy for Empty Homes.

- awarding the New Homes Bonus to empty homes brought back into use
- providing information and practical advice to local authorities and communities to help them address empty homes
- investing £100 million funding to bring problematic empty homes back into use and announcing £50 million of further funding to tackle some of the worst concentrations of empty homes
- consulting on options to levy an 'empty homes premium' on the Council Tax payable
- proposing changes to Empty Dwelling Management Orders to target their use on the very worst long-term empty homes causing a nuisance to the community

Council Tax

The Local Government Act 2003 allowed local authorities to change the discount on Council Tax for second homes and empty homes. Oxford City Council charge 100% Council Tax on properties unoccupied for 6 months or more to discourage owners from leaving properties empty. The Council do however recognise that some empty properties require renovation works and time to be sold on the housing market. Certain discounts and exemptions exist for properties being renovated and for properties unoccupied for less than 6 months.

Recent government reforms give billing authorities greater discretion over the reliefs from Council Tax available in respect of some empty properties. Oxford City Council has recently agreed to raising the Council Tax levy on dwellings unoccupied for more than 2 years to 150%.

Homes and Communities Agency (HCA) empty homes fund

Within the 2011-2015 Affordable Homes Programme the government have allocated £100million to tackle long-term empty properties.

Communities and Local Government (CLG)

On the 6 September 2012 the CLG announced £300 million funding as part of the housing and growth package.

Recent national news

Living-over-the-Shop and other conversion initiatives look set to receive a boost via a more relaxed planning regime in the not-too-distant future. Other changes to General Permitted Development Order are also being taken forward separately: making it easier for commercial properties to be converted to residential use; and encouraging the reuse of existing buildings through making changes of use easier.

Oxford context

The Empty Property Strategy is one part of a suite of strategies developed to cover a range of housing priorities within the City which includes,

- Oxford City Council Corporate plan – Meeting Housing Need
- Oxford Core Strategy core policy 7- Maintaining a balanced housing supply including the use of windfall sites.
- Housing Strategy 2012-2015
- Affordable Housing Policy
- Homelessness Strategy 2013-18 (to be adopted by April 2013)

4. What is an empty property under this strategy?

The definition of an empty property for the purpose of this strategy is a dwelling that has been unoccupied for more than six months. The target property under this strategy is a privately owned residential dwelling and includes,

- Single-family dwelling houses
- Flats
- Houses used for multiple occupation
- Residential accommodation over/adjoining commercial property

There are instances where a dwelling has been unoccupied for more than six months but which, due to certain circumstances, would be exempt from intervention by the Council under the Housing Act 2004 (empty dwelling management orders). They are listed in Appendix B.

Not all empty property brought to the attention of the Council, fall within the category described above, for example commercial properties, however the Council may make further inquiries to assist in resolving issues of concern or to provide advice on making better use of such a property.

5 Why Oxford City Council targets empty homes.

Public Support

In autumn 2012 an Oxford Talkback (Oxford Citizens Panel) survey was carried out and there were 362 responses. The survey revealed an overwhelming support for the Council's commitment to ensuring empty dwellings are brought back into use. 94% of respondents thought it was important and of those 68% thought it was very important. Similarly 85% said yes to the Council taking formal action to bring a property back into use. When asked about the impact an empty dwelling had on a neighbourhood 76% referred specifically to the issue of unsightliness.

In January 2013 further consultation took place using the Council's online consultation portal 'E consult Empty Property Questionnaire'. There were 27

respondents. Questions asked included, difficulty in finding somewhere to live, whether they knew of an empty dwelling in their area, and whether they considered it important for the Council to intervene to ensure empty dwellings were occupied. In respect of the last question there was overwhelming support, 86% of respondents considered it very important.

Increase Provision of housing

Bringing empty properties back into use can be a cost effective and sustainable way to increase the supply of housing.

Development of windfall sites through empty property work.

In some instances and where appropriate advice is given with regard to the potential to development of the site. This may be by sub-division of a dwelling, development of amenity area or complete demolition and redevelopment of the site.

Impact on neighbourhoods

Empty properties can be a nuisance to those living directly next door and to the neighbourhood. They increase the risk of, anti-social behaviour, vandalism, unsightliness, vandalism, squatting, and vermin infestation and may cause structural damage to an adjoining property. A build up of empty properties in specific areas can damage confidence in an area as a whole and lead to a depressing downward spiral.

Financial Impact

Empty homes can mean a loss in council tax revenue.

In 2011 the New Homes Bonus was introduced. The New Homes Bonus is designed to strengthen the incentive for local authorities to identify empty properties and work with property owners to find innovative solutions that allow these properties to be brought back into use. The New Homes Bonus is drawn from central government funding set aside for this purpose. A bid for the New Homes Bonus is made in October of every year. The Bonus is based on the council tax of additional homes, and those brought back into use, with a premium for affordable homes and are paid for the following six years.

6. Barriers to bringing empty properties back into use.

The main obstacle to reducing the number of empty homes is the complexity of the reasons behind why a property has been left unoccupied.

These may involve:

- Inheritance issues/delays with probate
- lack of finance to carry out essential repairs,
- problems with achieving a sale
- perceived problems with letting
- the owner may be in residential care

- the owner may lack the personal ability/skills to deal with the property
- the ownership of the property may be unclear
- unwillingness to bring the property back into use.

Encouraging and facilitating the return to use of an empty property can be a lengthy and time consuming process; there is no single or simple solution to the problem. The provision of financial assistance for repairs may be all that is required in some situations, but some owners also need significant encouragement and support to take positive action.

7. What we can and do to bring empty dwellings back into use.

There are a variety of tools available to the Council to bring empty homes back into use. These range from advice and encouragement and if an owner is unable or unwilling, escalating to enforcement action. Priority in all cases will be given to those properties considered to be in a dangerous state or that are having an adverse impact on the neighbourhood. Appendix E details the process followed when dealing with empty properties and their owners.

Information and Support

The Council provides comprehensive information on,

- selling
- letting
- free pre-planning application advice
- VAT relief
- Council contacts, Home Choice Scheme and landlord Forums
- details of persons interested in purchasing an empty property information on contractors

The Council often receives requests for details of empty homes in the City this is generally from potential purchasers, developers, etc. Unfortunately, under the Data Protection Act we are unable to give out personal details regarding empty properties and ownership. The Council has an Interested Purchasers Database, providing an interface between empty property owners and interested purchasers and developers.

Other sources of information available include the Empty Homes Agency reporting website. This enables members of the public to get local reports on properties reported as empty.

There are numerous sources of information about empty properties that are marketed for sale. There are specialist agencies that sell property in need of renovation. A high proportion of the residential properties sold at auction are empty homes. Further information about sources of information and buying empty homes is available on the Empty Homes Agency website.

The HCA Empty Homes Toolkit also provides information on finding out who owns empty homes

Enforcement

Priorities for Action

Whilst it is important to bring all empty homes back into use, the Council recognises that some homes cause greater concern than others. In order to maximise the effectiveness of limited resources and to protect individual property rights, we must prioritise intervention. The information gathered would allow the Council to take into consideration the location of the home and its effect on the surrounding neighbourhood.

Formal Action

The Council has a number of measures it can use to assist in returning empty homes back into use apart from those described above and includes enforcement. Where the Council considers enforcement action to be appropriate the approach will be fair, equitable and incremental. There is a need to carry out enforcement functions in a consistent, practical and equitable manner, which, in turn, will help to promote a thriving local and national economy. Legislation used is listed in Appendix D

Formal action is considered to be the option of “last resort” some empty homes can become a blight or nuisance to a neighbourhood and can pose a danger to the public health. There is a range of statutory powers available to the Council to deal with specific problems associated with an empty home. Issues such as nuisance, vermin infestation, fly tipping and dangerous or insecure buildings can be addressed by statutory action and this permits the Council to serve notice and carry out works in default and/or to prosecute for non-compliance. Such powers include:

Town and Country Planning Act 1990 (S.215)

A notice can be served on the homeowner where a home is considered to be ‘detrimental to the amenities of the neighbourhood’

Building Act 1984 (S. 76-79)

101 Provides powers to tackle ‘dangerous and ruinous’ structures.

Local Government (Miscellaneous Provisions) Act 1982

Under Section 9, the Council has the power to secure empty homes against access, where there is considered to be a danger to public health.

Environmental Protection Act 1990 (S.79-80)

These powers are used to remedy conditions that are detrimental to health or circumstances that constitute a statutory nuisance.

Housing Act 2004

The Council has the power to remedy property conditions that pose a threat to the health and safety of potential occupiers and visitors.

Recovery of Costs

In most cases, failure by the owner to comply with a notice can lead to the Council arranging for the works to be done in default. If the costs cannot be recovered by billing the owner, a charge is placed on the property. Where large debts occur to the Council and there is no prospect of that debt being recovered, the Council may consider forcing the sale of the home under the Law of Property Act 1925 s-103 Enforced Sale.

Final resort measures

Enforced Sale

This option may be considered for homes where the Council has had to use its enforcement powers (see above) to abate nuisances or to secure a home. The owner must pay charges that are raised against the property by the Council for carrying out the works in default. Such charges can be made against the home and unless the owner pays, the Council can force its sale to recover its costs. With this process, the Council's charge takes precedent over any outstanding loans or debts secured against the home. The owner will receive whatever money is left when the Council and other debtors have recovered their costs, and the owner will also be responsible for their own legal costs. The Council will seek to ensure that the enforced sale of any home leads to its rapid re-occupation or redevelopment and does not perpetuate the misery of empty homes into the future.

Empty Dwelling Management Orders

Empty Dwelling Management Orders (EMDO) are a welcome addition to the powers available to the Council to bring empty homes back into use. EDMO's are a means by which the Council can temporarily take over the management of a home to repair and then let the property. EDMO's may be suitable where, despite the Council's best endeavours, owners have failed to bring a home back into use and it is cost effective to do so. Each case will be considered on its own merits.

Compulsory Purchase Orders

Compulsory Purchase Orders (CPO) can be made under either Section 17 of the Housing Act 1985 s17 or Section 226(1)(a) Town and Country Planning Act 1990 are a means by which the Council can acquire land and buildings for housing purposes. Often the threat of a CPO will be sufficient to persuade an owner to take appropriate action without proceeding to obtain possession. If possession is gained the Council will seek to dispose of properties with safeguards to ensure that they are made habitable and occupied. CPOs are a lengthy legal process that is not to be undertaken lightly but CPOs will be used in appropriate cases where, despite the Council's best endeavours, owners have consistently failed to bring homes back into occupation. As with EDMO's, each case will be considered on its own merits.

8. What we have done and what we have achieved.

Dwellings brought back into use through intervention.

In 2005 the Council appointed an Empty Property Officer and in 2009 the Council's Empty Property Strategy was introduced. Since the appointment of the Empty Property Officer and the introduction of the Council's Empty Property Strategy 2009-2013 the Council has been successful in bringing 84 long term empty dwellings back into use.

Development of windfall sites through empty property work

In addition to empty dwellings being brought back into use a further 14 units of accommodation have been created through the development of 3 empty properties. Recently 2 empty dwellings have been the subject of free pre-planning application advice and are likely to be progressed to a full planning application. The first property proposal is for 5 units of accommodation and the second property proposal is for 9 units of accommodation.

Empty Homes Questionnaire

Each year a questionnaire is sent to owners of empty dwellings identified through council tax data. In August 2012 a questionnaire was sent out to 455 owners. A 150 were returned. 101 properties were shown to be unoccupied. Regular monitoring of those properties identified as unoccupied is on-going and those found to be occupied are notified to Council Tax to enable records to be amended accordingly. Table 3 Appendix C details responses to the latest questionnaire.

Using the information provided within the questionnaire, the empty property officer has been able to offer advice on such things as VAT relief, contractor details, and the Council's Home Choice Scheme.

Home Choice Scheme

The Home Choice Scheme is designed to encourage and attract private landlords to rent their properties to people either on our housing register or those that are known to be in housing need. Owners responding to the annual questionnaire who state that they intend to rent are contacted by the empty property officer. Information is provided on the Council's Home Choice Scheme. Recently an owner of three houses agreed to let his properties through the Home Choice Scheme in doing so preventing three families from becoming homeless.

Oxford City Website

The Council's website now includes a page on Empty Homes which provides the facility to report an empty property, advice on the Council's Home Choice Scheme and information on what the Council can do to assist owners and to ensure properties are brought back into use. Since the Empty Homes Page was introduced in May 2011 there have been 5681 users.

Empty Dwelling Management Orders (EDMOs)

Since the introduction of the Empty Property Strategy in 2009 Oxford City Council have applied for 3 EDMO's, one of which was withdrawn following the property being placed on the open market. The remaining 2 applications were granted. All three properties had been unoccupied for more than 5 years and despite at least a year of negotiation with the owners continued to remain unoccupied. All three properties have since been occupied and without the implementation of a full EDMO.

Law and Property Act 1925 s-103. Enforced Sale

In 2009 the Council recognised the potential to use the Law of Property Act in order to recover debts incurred following work in default of a notice being carried out. An Enforced Sale procedure is now in place and has been used with great success and without the necessity to proceed to enforcing the sale of a property. In one instance a sum of £40,000 was recovered.

9. New Developments

Budget for works in default of notices served on empty dwellings

The Council now have a budget of £5000 to support works required following non-compliance with a notice. Works required to be carried out to an empty dwelling are usually in order to, secure a property or to alleviate harm to the locality such as unsightliness.

New Homes Bonus Oxford

When an empty dwelling is identified as being occupied and Council Tax data is amended accordingly the Government match the council tax raised for that empty property and is paid for a period of 6 years.

There are 2 principal ways in which the empty homes are brought back into use for the purpose of the New Homes Bonus, firstly by direct intervention whereby the empty property officer contacts owners and works with them to bring the property back into use and secondly, by carrying out a survey of owners of alleged empty properties. A questionnaire is sent to owners of empty properties and specifically asks if the property is occupied or not. If a property is acknowledged to be occupied Council Tax records are updated to reflect this. Table 2 Appendix C details how much New Home Bonus is being received and projected to be received over six years.

Empty Commercial Property

It is intended to extend surveys of empty dwellings to that of empty commercial properties. There are three potential benefits,

- *to identify those commercial properties that are unoccupied, and following discussions with planning and agreed appropriateness, provide advice to*

owners in respect of the potential to apply for change of use from commercial to residential.

- to identify and forward on information to revenues on those properties found to be occupied.*
- to enable the provision of additional housing within the city.*

10. The Future

The Council will continually review best practice throughout the UK and to develop the approach set out in this strategy. There are no direct revenue consequences in broadly meeting the aims of the strategy but full implementation will depend on additional resources being made available in support of detailed surveys of empty properties and formal action taken.

The option of utilising the Councils Compulsory Purchase Powers under the Housing Act 1985 s17 to support the Empty Property Strategy will be the subject of a report to CEB. This will develop in more detail the timescales and costs. Where a property has been identified as being suitable in terms of applying for a Compulsory Purchase Order a separate report will be submitted to CEB.

Further investigation will take place into the possibility of developing opportunities to bring empty space back into use as dwellings e.g. space over shops and non-viable commercial premises.

It is intended that the strategy will be active, growing and evolving as further work to tackle the issue of empty property and land takes place. There will be continuous monitoring of the strategy to assess whether amendments and additional resources may be required. An action plan is listed at Appendix F

Appendix A

Table No. 1 Council Tax list of Empty Properties and Second Homes from April 2009 to October 2012

	April 1st 2009	Oct 24th 2009	Jan 23rd 2010	Mar 27th 2010	Apr 17th 2010	Mar 31st 2011	Aug 25th 2012	Oct 6th 2012	Feb 23rd 2013
Second Homes	1,088	1,173	1,056	940	954	879	1,312	1,192	875
Long Term Empties (over 6mths)	717	657	633	661	643	586	451	455	440
Short Term Empty (internal use only)	915	843	820	759	828	783	806	826	710
Total Empty Homes (b plus c)	1,632	1,500	1,453	1,420	1,471	1,369	1,257	1,281	1,129
No. of properties	57,638	57,771	57,849	57,882	57,980	58,568	58,874	59,040	59,123
Total Empties + Second Homes *	1805	1,830	1,689	1,601	1,597	1465	1,763	1,647	1,315
Total Empties as % of total properties	2.83%	2.60%	2.51%	2.45%	2.54%	2.34%	2.14%	2.17%	1.91%

Sources: Council Tax reports ct6140b/d

*Second homes, whilst technically excluded in terms of the definition of an empty dwelling, do impact on the long term housing provision and are therefore worthy of note. Whilst some of the properties listed as second homes by Council Tax are occupied at fairly regular intervals there are some which remain unoccupied. These properties continue to be anomaly whilst they are listed as a second home and only come to the attention of the empty property officer if they become unsightly and/or a nuisance.

Appendix B Prescribed Exceptions

Empty Dwelling Management Orders do not apply to:

- Any property empty for less than six months (but in practice most cases will involve properties empty for several years).
- A person's only or main home if they are:
 - temporarily living elsewhere (e.g. working away from home);
 - being cared for or caring for someone away from home.
- Second homes and holiday homes.
- Properties that are in the process of being sold or let.
- Properties that are going through probate or where probate was obtained within the previous six months.
- Usually occupied by an employee of the relevant proprietor in connection with the performance of his duties.
- For occupation by a minister of religion as a residence from which to perform his duties.
- The property frozen subject to a court order
- The property is subject of criminal proceedings
- Mortgagee has entered into and is in possession of the dwelling

Appendix C

Table No. 2 Amount of New Homes Bonus being received and projected six year balance, as a result empty property initiative.

Year	Empty Dwellings	Empty Dwellings now occupied	Total empty homes brought back into use x £1439.33*	Six year total value £	Total value minus 20%
2010	610				
2011	465	145	208,702.85	1,252,217.10	1,001,773.68
2012	417	58	69,087.84	414,527.04	331,621.56

Council tax for a dwelling in band D (3 bed-semi detached) = 1439.33 x 6(yrs) = 8636.98. To date there have been 200 empty dwellings brought back into use. Using band D as an average, revenue gained is 8636.98 x 200 =£1727396.

*average yearly council tax figure (Band D) is used. 20% of this value goes to Oxfordshire County Council.

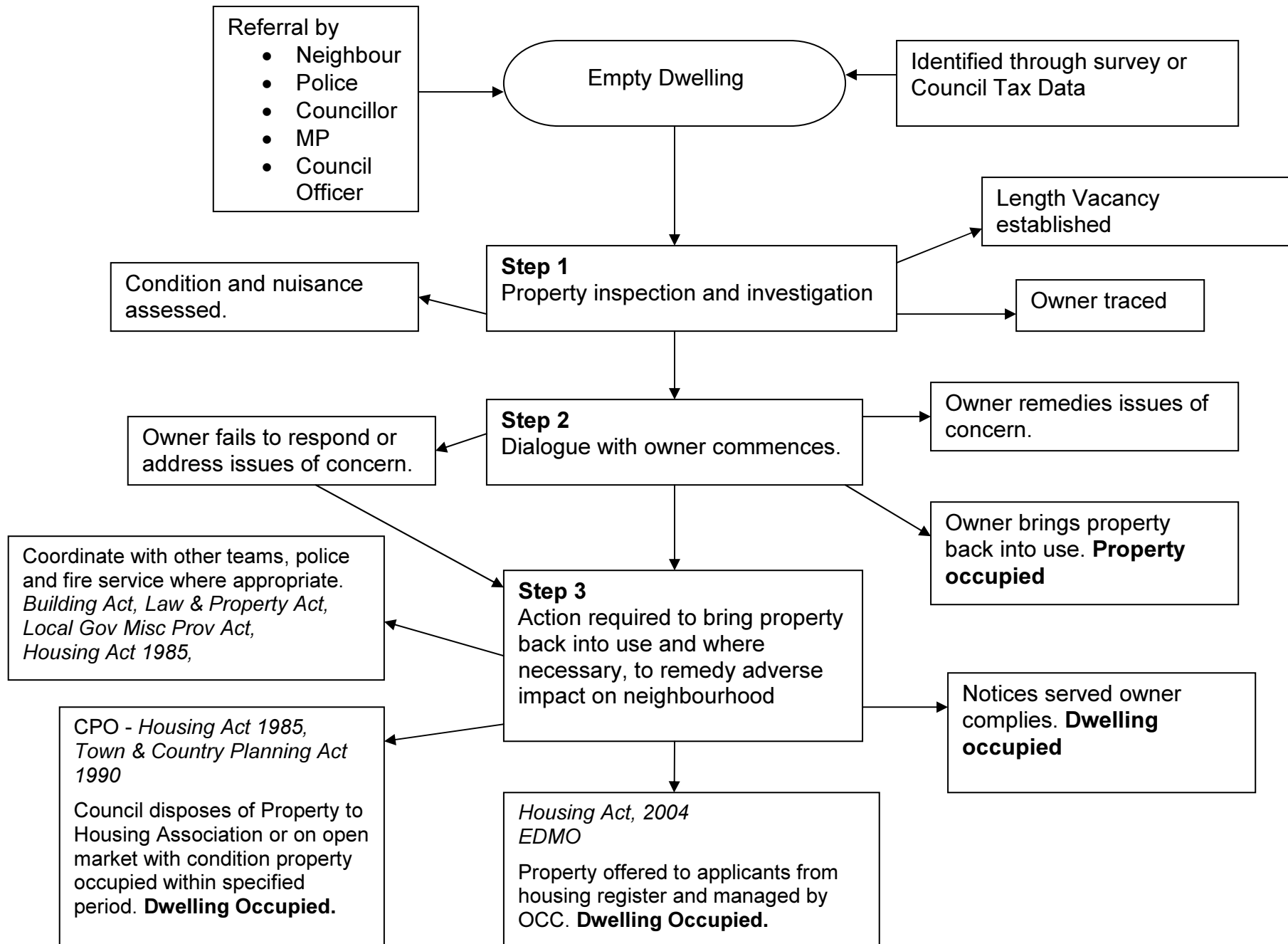
Table 3. Results of Questionnaire sent out in August 2012

Occupancy status		
	Occupied	49
	Unoccupied	101
Unoccupied Dwelling Type		
	Flat	29
	Terraced	26
	Semi	25
	Detached	9
No. Bedrooms		
	4	23
	3	26
	2	19
	1	18
	Not specified	13
Reasons given for empty status & intentions for the property.		
	Being renovated	53
	To be sold	23
	To be let	6
	Site redevelopment	5
	Financial restrictions	3

Appendix D Legislative Framework

Building Act 1984
Clean Neighbourhoods and Environment Act 2005
Environmental Protection Act 1990
Housing Act 2004, Empty Dwelling Management Orders/Housing Health and Safety Rating System.
Section 17 Housing Act 1985 Compulsory Purchase Orders
Section 226(1)(a) Town and Country Planning Act 1990
Land Compensation Act 1973 Compulsory Purchase
Section 103 Law and Property Act 1925 Enforced Sale
Local Govt and Housing Act 1989
Local Govt' (Miscellaneous Provisions) Act 1976
Local Govt' (Miscellaneous Provisions) Act 1982
Prevention of Damage by Pests Act 1949
Public Health Acts 1936 and 1961
Regulation of Investigatory Powers Act 2000
Section 215 Town and Country Planning Act 1990. Land adversely affecting amenity.

Flow chart detailing processes used to bring an empty property back into use.



GOAL	ACTION REQUIRED	TIMESCALE	RESPONSIBILITY
Maintain and develop the Empty Homes Database to increase functionality and reporting facilities	Council Tax to provide data 6 monthly on all empty properties vacant for over 6 months	Achieve a year on year reduction in the number of empty homes due to implementation of the Empty Homes Strategy. Numbers currently stand at 455	Empty property Officer Community Housing and Council Tax
Raise public awareness of the Council's commitment to ensure Empty Dwellings in the City are brought back into use including publicising the Empty Property Strategy	Liasing with Policy, Culture and Communications to highlight empty homes issues through local media. Use of OCC web page for empty properties.	During National Empty Homes week. In response to national news reports/announcements	Empty Property Officer Community Housing and Communications Team Leader, Policy, Culture and Communication
Loan Facilities to financially assist owners to bring their empty property back into use. Affordable Housing Loans Flexible empty home loans.	Investigate, <ul style="list-style-type: none"> • potential provision of loans • terms and conditions loans would be granted • Implementation of a policy for the provision loans to bring empty homes back into use 	April 2013	Empty Property Officer Community Housing. Environmental Development
Interested purchasers database	Develop a database Developers, members of the public, Registered Social Landlords who are interested purchasing Empty Property	On going	Empty property Officer
Proactive enforcement against the target group to ensure an efficient and coordinated approach when dealing with unoccupied and nuisance properties.	Have regular empty property working groups to highlight empty property work and making decisions to take formal action	Three monthly and as and when required.	CaNACT, Environmental Control, Building Control, City Development, Legal Police, Fire Service
Compulsory Purchase Housing Act 1985	Introduction of city wide policy to compulsory purchase empty dwellings	April 2013	Head of Housing and Corporate Assets
Empty Space and Empty Commercial site to assist in the development of housing provision in the City	Surveys of, accommodation above shops and under used or vacant commercial property.	On going	Empty Property Officer Community Housing, City Development, Council Tax Manager and Head of Finance.

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Empty Property Strategy 2013-2018

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

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No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action:	Outcome required:	Q 1	Q 2	Q 3	Q 4	I	P
1		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner:	Outcome required: Milestone Date:	⊗	⊗	⊗	⊗		
								Mitigating Control: Control Owner:		⊕	⊕	⊕	⊕		
2	Financial Costs	2	1	Cost incurred as a result of legal action being taken and lost.	Mitigating Control: Early and full involvement of Legal Justification for taking formal action. Level of Effectiveness: H			Action: Regular and full involvement with legal services. Action Owner: Empty Property Officer Mitigating Control: Regular meetings with legal services Control Owner: Empty Property Officer	Outcome required: Cost effectiveness Milestone Date: Upon decision to take formal action.						
3	Adverse Publicity			Number of empty properties in the City and enforcement used to deal with empty properties.	Mitigating Control: i) Ensure records held by the Council are updated and therefore accurate. H ii) Encourage positive press as a result of regular contact with local media Level of Effectiveness: H			Action: Regular updates provided to media on empty properties brought back into use and action taken to bring them back into use. Action Owner: Empty Property Officer Mitigating Control: Working with press office. Control Owner: Empty Property Officer.	Outcome required: Positive Press Milestone Date: Quarterly						

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Equality Impact Assessment: Empty Property Strategy 2013 to 2018

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

No groups have been identified as being disadvantaged by the Empty Property Strategy 2013-2018

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

As no negative impacts are predicated no changes are being proposed.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

As no changes are proposed because no negative impacts are predicted, no additional consultation relevant to such changes is required.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

Not applicable as no adverse impacts are predicated.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Not applicable

Lead officer responsible for signing off the EqIA: Melanie Mutch
 Role: Empty Property Officer
 Date: March 2013

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To: City Executive Board

Date: 21st March 2013

Report of: Head of Customer Services

Title of Report: WRITE OFF OF UNCOLLECTABLE DEBTS

Summary and Recommendations

Purpose of report: To agree write-off of debts in excess of £10,000 for business debts and £5,000 for non-business debts.

Key decision: No

Executive lead member: Councillor E Turner

Policy Framework: Finance Rules in Constitution

Recommendation(s):

That the amounts shown in the body of this report be written off subject to the proviso that if new information or payments are received, the debts written-off will be resurrected and credits applied.

Appendices to report – Appendix A - Risk Register

Exempt from publication by virtue of : (fill in details or delete as appropriate)

1. Introduction

The cases submitted for write off are shown below, indicating the type of write off, the reason and the amount.

2. Business Rates – Accounts Submitted for Write-Off.

Debtor Absconded	Mr M Alauddin 7 Harolde Close Account no. 703102913 Period 01/04/08 to 31/03/10	Amount <u>£ 13,507.50</u>
Insolvency – Liquidation	The Trade Exchange Ltd 121 London Road Account no. 710493116, 71188812X, 711875224, 711876800 Period 01/04/10 to 09/11/12	Amount <u>£ 24,292.71</u>
Insolvency – Company dissolved	Little Wonders Toyshop Ltd 34 St Ebbes Account no. 711842422 Period 01/04/08 to 23/12/09	Amount <u>£ 18,302.72</u>
Debtor Absconded	Mr Ben Scholes The Magdalen Arms, 243 Iffley Road Account no. 711847958 Period 01/04/08 to 10/08/09	Amount <u>£ 15,681.77</u>
Debtor Absconded	Mr D Hedges T/A Fitness Exchange Health Club Oxford Stadium, Sandy Lane Account no. 711852537 Period – 23/12/05 to 30/01/77	Amount <u>£ 35,017.42</u>
Debtor Absconded	Mr Artin Hoxha 162-164 Hollow Way Account no. 711884398 Period 01/07/10 to 05/12/11	Amount <u>£ 13,584.31</u>

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Insolvency – Company dissolved	Rivera Restaurants Ltd 1-2 Folly Bridge Account no. 711885123 Period 19/10/09 to 07/04/11	Amount <u>£ 12,163.15</u>
Debtor Absconded	Usman Rasheed 252 Cowley Road Account no. 711873644 Period 02/07/08 to 31/03/11	Amount <u>£ 15,988.73</u>
Insolvency – Voluntary arrangement	Mr D J Brewerton The Nelson, Cowley Account no. 711876417 Period 01/04/09 to 05/04/12	Amount <u>£ 22,229.37</u>
Insolvency – Company dissolved	Rovacroft Ltd 15 Cornmarket Street Account no. 711877145 Period 15/06/09 to 01/09/10	Amount <u>£ 237,721.71</u>
Other – No Legal Power To Recover	WKV Investments Ltd 145 Magdalen Street Account no. 711886067 Period 20/02/08 to 03/05/10	Amount <u>£ 13,655.89</u>
Debtor Absconded	Mr Paul Thomas & Gerald McKevitt 23 Little Clarendon Street Account no. 711885179 Period 26/10/10 to 23/12/11	Amount <u>£ 11,777.47</u>
Insolvency – Liquidation	The Perch & Company Ltd The Perch, Binsey Lane Account no. 711888756 Period 18/09/08 to 16/11/12	Amount <u>£ 83,221.69</u>
Insolvency – Company dissolved	Newall Management Ltd 18, Westgate Account no. 711893540 Period 07/05/11 to 16/03/12	Amount <u>£ 25,476.28</u>

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Insolvency – Proposal to strike off	Maccinns Taw Ltd Six Bells, Headington Account no. 711894896 Period 28/01/11 to 30/01/12	Amount <u>£ 14,702.42</u>
Insolvency – Proposal to strike off	ABC Pulse Products UK Ltd 24 Westgate Account no. 711895004 Period 01/04/12 to 31/03/12	Amount <u>£ 14,902.47</u>
Insolvency – Liquidation	Perera (London) Ltd 18 Clarendon Centre Account no. 711900178 Period 08/06/12 to 31/03/13	Amount <u>£ 56,721.44</u>
Insolvency – Company dissolved	Bullberry Ltd 15 Westgate Account no. 711900982 Period 10/02/12 to 31/03/13	Amount <u>£ 32,953.76</u>
Debtor Absonded	Mr George & Gean McDermott The Hobgoblin, Cowley Rd Account no. 711901333 Period 01/04/96 to 14/12/98	Amount <u>£ 13,151.93</u>
	Total	<u>£ 675,052.74</u>

3. Council Tax - Accounts Submitted for Write-Off

Insolvency – Debt Relief Order	Account no. 601620753 Period 01/04/02 to 31/03/12	Amount <u>£ 6,575.15</u>
Insolvency – Debt Relief Order	Account no. 601591951 Period 01/04/08 to 15/05/12	Amount <u>£ 5,265.62</u>

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Insolvency – Debt Relief Order	Account no. 603262186 Period 01.04.00 to 31.03.10	Amount <u>£ 6,322.27</u>
	Total	<u>£ 18,163.04</u>

4. Overpaid Housing Benefit - Accounts Submitted for Write-Off

Other – No means to recover outstanding debt	Account no. 26177360 Period 25/10/99 to 21/01/12 Account no. 26190716 Period 23/06/97 to 25/10/99 Account no. 26507367 Court costs	Amount <u>£ 9,811.20</u>
Debtor Absconded	Account no. 26551232 Period 05/12/05 to 24/03/08 Account no. 26610788 Period 22/06/09 to 27/07/09	Amount <u>£ 6,006.14</u>
Debtor Absconded	Account no. 26630098 Period 24/11/06 to 11/12/06 Account no. 26630072 Period 15/12/03 to 26/10/09 Account no. 26630056 Period 24/02/07 to 24/08/07 Account no. 26630085 Period 27/06/06 to 09/10/06	Amount <u>£ 21,370.30</u>

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Debtor Deceased – no estate	Account no. 26492333 Period 05/04/93 to 30/04/07	Amount <u>£ 14,323.82</u>
Insolvency – Voluntary arrangement	<p>Account no. 26746144 Period 15/09/03 to 24/04/06</p> <p>Account no. 26746157 Period 24/04/06 to 29/10/07</p> <p>Account no. 26746160 Period 21/02/11 to 28/03/11</p> <p>Account no. 2674209 Period 14/10/09 to 19/10/09</p> <p>Account no. 26746186 Period 19/10/09 to 21/02/11</p> <p>Account no. 26765426 Period 05/09/11 to 12/09/11</p> <p>Account no. 26822945 Period 05/05/08 to 14/10/09</p>	<p>Amount</p> <p><u>£ 52,594.80</u></p>
Debtor Absconded	<p>Account no. 26750004 Period 18/01/10 to 14/03/11</p> <p>Account no. 26732556 Period 14/03/11 to 11/04/11</p>	<p>Amount</p> <p><u>£ 5,399.86</u></p>
	Total	<u>£ 109,506.12</u>

5. Resurrection of Debts

- 5.1 If new information or other payments are received, the debts previously written-off will be resurrected and credits will be applied. An additional column has been added into the Provision for Bad Debt table in 4.1 of this report to show the amount of payments that have been received in this financial year in respect of debts that have been previously written off.

Exempt from publication by virtue of : (fill in details or delete as appropriate)

6. Provisions for Bad Debts

6.1 The information below gives details, by category, the provisions for bad debt within the General Fund at the beginning of the financial year, write-offs approved to date in 2012/2013 and what provisions will remain if the write-offs listed above are approved.

General Fund

Debt Type	Provision at 1/4/12	Written-off to date	Credits written back to date	Remaining Provision	Amount Requested	Projected Balance
Business Rates	£1,865,915	£325,324.02	£18,895.45	£1,559,486.43	£675,052.74	£884,433.69
Council Tax	£2,645,708	£385,906.19	£12,757.24	£2,272,559.05	£18,163.04	£2,254,396.01
Overpaid Housing Benefit	£3,151,928	£268,357.00	£9,347.61	£2,892,918.61	£109,506.12	£2,783,412.49

7.0 Risk Assessments

7.1 A risk assessment has been undertaken and the risk register is attached at Appendix A. All risks have been mitigated to an acceptable level.

8.0 Climate Change

8.1 There are no comments in respect of Climate Change.

9. Equalities Impact

9.1 In conjunction with the Equalities Projects Officer it has been agreed there is no Equalities Impact in respect of this report.

10. Legal Implications

10.1 There are no legal implications.

11. Financial Implications

11.1 The write off of bad debts is charged to a provision specifically set up for this purpose, which cushions the effect on the Council's revenue accounts and Collection Fund.

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Name and contact details of author:-

Name: Anne Harvey-Lynch

Job title: Revenues Manager

Service Area / Department; Revenues, Customer Services

Tel: 01865 252638 e-mail: aharveylynch@oxford.gov.uk

List of background papers: None

Version number:

Exempt from publication by virtue of : (fill in details or delete as appropriate)

Appendix A

Write Off of Uncollectible Debt Risk Register

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =															
1	Once written off, debt needs to be re-instated Transforming Oxford City council by improving value for money and service performance	I 1	P 3	New information or payment received.	Debt resurrected. Mitigation effectiveness: high	I 1	P 3	Action: Monitoring of payments and information received on closed accounts Action Owner: Anne Harvey-Lynch Mitigating Control: Control Owner: Anne Harvey-Lynch	Outcome required: Ensure that written-off debts are monitored for payments and new information and resurrected if required Milestone date: Monthly	Q 1	Q 2	Q 3	Q 4	I	P

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To: City Executive Board

Date: 21st March 2013

Joint Report of: Head of Corporate Property and Head of Housing

Title of Report: CONTRACT AWARD – PROJECT MANAGEMENT AND MULTI-DISCIPLINARY DESIGN OF THE REFURBISHMENT OF THE COUNCIL'S FIVE TOWER BLOCKS

Summary and Recommendations

Purpose of report: To request approval to award a contract to project manage, which incorporates consultation and a multi-disciplinary design function, the refurbishment of the Council's tower blocks.

Key decision: Yes

Executive lead member: Councillor Scott Seamons

Policy Framework: Meeting Housing Need

Recommendation(s): City Executive Board is asked to approve the award of a contract to E C Harris to project manage, including full consultation of all stakeholders, and multi-disciplinary design services, this key refurbishment project to the Council's tower blocks.

Appendices:

Appendix 1 - Risk Assessment

Appendix 2 - Tender scores

1. Background

- 1.1 Project approval to refurbish the Council's tower blocks was approved by the City Executive Board and Council in February 2012 as part of the HRA 2012/15 Capital programme budget approval process. This project also forms part of the HRA Business Plan.

- 1.2 The budget for the refurbishment is currently split over nine years.
- 1.3 Due to the complex nature and scope of the project, our current staff resources do not have the experience, capacity or time needed to undertake the management of this project.
- 1.4 The estimated costs exceeded the EU Procurement Regulations threshold and to ensure full compliance this tender has been advertised in accordance with the EU open tender process and advertised in the Official Journal of the European Union and the South East Business Portal.

2. Tender Process

- 2.1 Fourteen businesses submitted tenders, five submissions were received from organisations with local offices.
- 2.2 In order to help assess the submissions and provide an element of challenge, the Council commissioned a Project Manager from Acivico, Birmingham City Council's Project Management team, to be part of the tender evaluation panel. Birmingham City Council has extensive experience of delivering tower blocks refurbishment programmes. Their input was extremely helpful to the Council's tender evaluation panel.
- 2.3 Tenders were evaluated in accordance with the Council's Procurement Strategy; 60% quality and 40% price. The Council received a number of high quality tender submissions that offered a comprehensive project management approach and competitive price. Due to the possible contract length the panel carried out a comprehensive assessment of each bidders ability to manage the project of the possible nine years. . EC Harris demonstrated their ability to offer the flexibility to manage this project over a variable period should the budget be available over a shorter period, a competitive fixed price and included arrangements for providing specialist support to increase the potential for environmental improvements. This process has resulted in the tender scoring identifying E C Harris as the preferred bidder to manage this project.

3. Scope of the Refurbishment Project

- 3.1 The scope of the works to be included in this appointment is wide ranging and includes:-
 - Facilitating stakeholder meetings.
 - Reporting on options available, including financial assessments and carbon savings in the case of heating replacement.
 - Production of working drawings and full specification of works for the refurbishment works and mechanical and electrical services (M&E), including architectural input on the design of the façade.
 - Liaising with the Council's Procurement team for the main contractor tendering process, including evaluating tenders and making recommendations.

- Monitoring works on site, including the provision of a Clerk of Works and weekly reporting.
- Facilitating regular meetings with the Project Board and other stakeholders.
- Agreeing monthly valuations and final account with the contractor.
- Issuing variation orders as work proceeds.

4. Legal implications

4.1 This tender has been carried out in accordance with EU Procurement Regulations 2006.

4.2 It is proposed, in accordance with the tender documentation that EC Harris contracts with the Council using the NEC3 contract for professional services.

4.3 The contract will include EC Harris' responsibility for the full design and contract management of the works, right through to agreement of the final account. It is anticipated that the contract will commence in April 2013.

4.4 The NEC 3 Professional Services - Schedule B, has been chosen.

4.5 The solution includes:

- The flexible management of variations as our needs/requirements change;
- Well defined 'limitations of liability'. Liability will be extended to **3 years** after completion of the whole of the services;
- A 'Fair Payment' charter;
- Defined Quality/Performance plans;
- Public Liability Insurance containing an 'indemnity to principals' clause, in favour of the employer i.e. Oxford City Council;
- An agreed approach to Dispute Resolution, including defined arbitration and adjudication procedures;
- Upfront agreement to Price Adjustments for Inflation. The contract price will 'not' fluctuate in line with inflation, as the contract price has been fixed upfront.

4.6 Whilst this contract will formally document the legal agreement between the Council and EC Harris for the project management, consultation and multi-disciplinary design, a further contract will need to be awarded for the appointment of the main contractor. This will be subject to a separate tender and contract award.

5. Financial Implications

5.1 Because of the ongoing nature of this Capital project, budgets currently span nine years and will be subject to regular annual approvals by Council. The budget for 2012/13 is £50,000 which will be spent on initial Consultants costs. The overall budget within the HRA Business Plan for the nine years programme is £10m at today's prices, inflation has been included in the Business Plan. The current, still to be approved, profiled programme is as follows:-

Activity	Years 1 - 5					Years 5 - 10				
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CAPITAL										
Tower Blocks	50	500	1,500	1,500	1,500	1,500	1,500	1,500	450	0

5.2 Several clarification meetings have been held with E C Harris to ensure the Council has cost certainty for the project management over a nine year period. The agreed cost for the whole project based on the requirements is £678,160 (6.5% of the overall budget).

5.3 An analysis of the tender scores is provided in Appendix 2.

5.4 Leaseholders will be fully consulted in accordance with the Common hold and Leasehold Reform Act 2002, Section 151. Upon completion of the works they will be recharged their proportion of the costs. The Council is seeking Counsel's opinion on what costs the Council will be able to recover in this way.

6. Staffing Implications

6.1 Corporate Property Housing Projects surveyors do not have the necessary experience and there are not sufficient internal staff resources to undertake this project.

7. Environmental implications

7.1 Part of the brief for this project is for the project manager to research options and make recommendations, including financial appraisals, on heating the tower blocks and value for money options for improving the insulation. Achieving carbon reduction will be a major factor in these appraisals. E C Harris will use a specialist partner within the agreed price who has a track record in delivering these solutions.

8. Equalities impact

8.1 E C Harris The appointed consultant will be required to facilitate workshops for stakeholders to seek their views and to discuss the options available. These workshops will influence the final tender documents and specification of the refurbishment works.

8.2 E C Harris demonstrated in their tender their strength and approach to effective tenant liaison and provided evidence of how this had been successful in previous projects.

9. Level of Risk

9.1 A risk register is attached, Appendix 1.

Name and contact details of author:-

Name: Chris Pyle

Job title: Housing Projects Manager

Service Area / Department: Corporate Property

Contact Tel: 01865 252330 email: cplye@oxford.gov.uk

Version number: 6, dated 13.02.13

APPENDIX 1

Report Risk Register – Tower Blocks Project Manager

Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain															
No	Risk Description	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
1.	Delays cause increase in costs	I2	P2	Recommendations not approved, causing delays and supplier will not stand by price.	Mitigating Control: Keep supplier in touch with process. (M)	I2	P2	Action: Accept Action Owner: C Pyle Mitigating Control: Accept Control Owner: C Pyle	Outcome required: Approval Milestone Date: Mid March 2013	Q1	Q2	Q3	Q4	I	P
2.	Delays and increase in costs	2	2	Consultant (supplier) goes into administration	Mitigating Control: Approach next lowest consultant Level of Effectiveness: (M)	2	2	Action: Accept Action Owner: C Pyle Mitigating Control: Accept Control Owner: C Pyle	Outcome required: Approval Milestone Date:						
3.	Poor quality of work	I2	P2	Contractors poor performance	Mitigating Control: strong contract management procedures ensures early identification of faults (M)	I2	P2	Action: Accept Action Owner: C Pyle Mitigating Control: Accept Control Owner: C Pyle	Outcome required: Approval Milestone Date: April 2013	Q1	Q2	Q3	Q4	I	P
4.	Delays and increase in costs	2	2	Consultant capacity issues	Mitigating Control: seek compensation and approach next lowest tenderer. Level of Effectiveness: (M)	1	1	Action: Accept Action Owner: C Pyle Mitigating Control: Accept Control Owner: C Pyle	Outcome required: Approval Milestone Date:						

APPENDIX 2

List of Bidding Final Scores

Tenderer Name	Price score	Quality Score	Total Score	Place
Bidder 1	4	44.3	48.3	9
Bidder 2	40	26.4	66.4	3
Bidder 3	14	47.4	61.4	4
Bidder 4	8	41.5	49.5	8
Bidder 5	18	42.3	60.3	6
Bidder 6	14	46.6	60.6	5
Bidder 7	18	29.7	47.7	10
Bidder 8	16	30	46	11
EC Harris (Bidder 9)	12	58	70	1
Bidder 10	20	32.4	52.4	7
Bidder 11	32	36.3	68.3	2
Bidder 12	8	19.2	27.2	13
Bidder 13	10	34.6	44.6	12

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CITY EXECUTIVE BOARD

Wednesday 13 February 2013

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Cook, Coulter, Curran, Lygo, Seamons, Sinclair and Tanner.

82. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Smith.

83. DECLARATIONS OF INTEREST

No declarations of interest were received

84. PUBLIC QUESTIONS

One written question was submitted by the Chair of the Trap Grounds Allotment Association. That question and the answer to it was distributed at the start of the meeting. The details are attached to the signed copy of the minutes as an appendix.

85. SCRUTINY COMMITTEE REPORTS

Two Scrutiny reports were submitted. These are referred to in minutes 86 (BUDGET AND MEDIUM TERM FINANCIAL STRATEGY) and 92 (GREEN SPACES STRATEGY – CONSULTATION OUTCOME).

86. BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

The Head of Finance submitted a report (previously circulated, now appended), which presented the Council's Medium Term Financial Strategy for 2013/14 to 2016/17 and the Council's 2013/14 Budget. The Finance and Performance Scrutiny Panel also submitted a report (previously circulated, now appended).

Resolved:-

(1) to RECOMMEND Council to:-

- (a) Approve the Council's General Fund Budget Requirement of £25,027,000 for 2013/14 and in doing so to approve an increase in the Band D Council Tax of 1.99% or £5.23 per annum representing a Band D Council Tax of £268.19 per annum;
- (b) Approve the Council's General Fund Medium Term Financial Strategy for 2013-14 to 2016-17 and indicative budgets as set out in Appendices 1-5 of the report;

- (c) Approve the Housing Revenue Account budget for 2013/14 as set out in Appendix 5 to the report and in doing so to approve an increase in average dwelling rent of 4.62% (£4.27 per week) resulting in an annual average rent of £96.83;
 - (d)
 - (i) Approve the Capital Programme for 2013/14 -2016-17 as set out in Appendix 6 to the report;
 - (ii) To vire £65,000 from underspends in the current year's Capital Programme for the purpose of providing and improving floodlights, seating and dugouts at the Oxford City Football Club's stadium at Court Place Farm;
 - (e) Approve the Fees and Charges schedule as set out in Appendix 7 to the report;
 - (f) Approve the level of exemptions and discounts on empty homes and unoccupied properties as outlined in paragraphs 18-19 of the report;
- (2) On the Scrutiny recommendations, to agree the recommendations in the following terms:-
- (a) That the Business Rate Retention Scheme should become the focus of more robust modelling and detailed forecasting within the Medium Term Financial Strategy;
 - (b) That the trading strategy should continue to have a high level of contingency held against it, noting that it was subject to periodic review and that as experience in winning and successfully delivering traded work became embedded, the risk profile associated with the income stream would reduce;
 - (c) That the opportunity to pool contingencies in the light of experience would be considered as part of next year's Medium Term Financial Plan refresh;
 - (d) That there should be a clear recognition of structural and operational needs to deliver on increased income and trading targets and that those Service Areas most affected should continue to be reviewed to ensure best practice;
 - (e) To record that equality impact assessments were required for all budget changes and that they should be available at the earliest opportunity;
 - (f) To ask that a briefing note be provided to all councillors as soon as possible outlining the use of the various pots of money within the Green Deal;
- (3) To record the Board's thanks for all the work that Directors, Service Heads and Finance staff had put in to the formulation and presentation of the Budget.

87. CORPORATE PLAN - CONSULTATION OUTCOME

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended) which informed the Board of the consultation on the Corporate Plan 2013-2017.

Resolved to:-

- (1) RECOMMEND Council to agree the Corporate Plan 2013-2017;
- (2) To note that the Plan contained new text and targets in the light of consultation;
- (3) Delegate authority to the Head of Policy, Culture and Communications to make minor textual amendments where necessary in preparation for formal publication of the Corporate Plan.

88. TREASURY MANAGEMENT STRATEGY 2013/14

The Head of Finance submitted a report (previously circulated, now appended) which presented the Treasury Management Strategy for 2013/14 with the Prudential Indicators for 2013/14 – 2016/17.

Resolved to RECOMMEND Council to:-

- (1) Adopt and approve the Prudential Indicators and limits for 2013/14 to 2016/17 as set out in paragraphs 62 to 86 of the report;
- (2) Approve the Minimum Revenue Provision statement at paragraphs 25-27 of the report which sets out the Council's policy on the repayment of debt;
- (3) Approve the Treasury Management Strategy 2013/14 and the treasury prudential indicators at paragraphs 17-39 of the report;
- (4) Approve the Investment Strategy for 2013/14 contained in the Treasury Management Strategy and the detailed investment criteria as set out in paragraphs 40-60 of and Appendix 1 to the report.

89. COMMUNITY GRANT ALLOCATIONS FOR 2013/2014

The Executive Director, Community Services submitted a report (previously circulated, now appended) concerning grant allocations for 2013/14.

Resolved, subject to Council subsequently agreeing the grants budget for 2013/14 as set out in Table 1 to the report, to:-

- (1) Approve the extension of the Commissioning Programme for a further year, in accordance with and as amended by the provisions of Appendix 1 to the report;
- (2) Approve the recommendations for the rest of the grants commissioning programme as set out in Appendix 2 to the report;

- (3) Approve the recommendations for the applications received to the grants 2013/14 open bidding programme as set out in Appendix 3 to the report;
- (4) In relation to grant aid to advice centres, to ask the Executive Director, Community Services to report back to members later in the year on how the work of the advice centres had changed in the light of changes to the welfare benefits system.

90. HOUSING ALLOCATIONS SCHEME - CONSULTATION DRAFT

The Head of Housing submitted a report (previously circulated, now appended) which sought approval for consultation on a new draft Housing Allocations Scheme.

Resolved:-

- (1) To note the proposed changes to the existing Housing Allocations Scheme;
- (2) To approve for consultation the draft new Housing Allocations Scheme.

91. HOMELESSNESS STRATEGY - REVIEW OUTCOME

The Head of Housing submitted a report (previously circulated, now appended) which set out a revised Homelessness Strategy and Action Plan for 2013-18 following consultation, and which asked the Board to review policy following the commencement of additional powers related to the Council fulfilling its duties by securing a private sector tenancy for statutory homeless households.

Resolved to:-

- (1) RECOMMEND Council to adopt the Homelessness Strategy and Action Plan 2013-18 comprised in the report;
- (2) To note the commencement of additional powers introduced by virtue of the Localism Act 2011 related to Council fulfilling its duties by securing a private sector tenancy for statutory homeless households (paragraphs 8-11 of the report refers) and:-
 - (a) To approve the policy as outlined in Appendix D to the report as Council policy;
 - (b) To delegate authority to the Head of Housing to implement the policy together with any minor changes that may come forward due to any subsequent revisions or clarifications to Government guidance and any ensuing case law.

92. GREEN SPACES STRATEGY - CONSULTATION OUTCOME

The Head of Leisure and Parks submitted a report (previously circulated, now appended) which sought approval for a Green Spaces Strategy for Oxford that had been updated to reflect responses from public consultation. The Communities and Partnership Scrutiny Committee also submitted a report (previously circulated, now appended).

Resolved;-

- (1) To approve the Green Spaces Strategy for Oxford that forms Appendix 4 to the report;
- (2) In relation to the Scrutiny recommendation, to note that the Head of Leisure and Parks would be undertaking work to understand the usage and usage needs of Oxford's green spaces by all the City's sectors and groups with a view to enabling the beneficial outcomes from green spaces to be enjoyed by all.

93. CITY DEAL

The Executive Director, City Regeneration submitted a report (previously circulated, now appended) which provided a briefing on the City Deal Expression of Interest submitted to Government on 15th January 2013.

Resolved:-

- (1) To note the report;
- (2) To formally support the submission;
- (3) In the event of the submission being successful, to delegate authority to the Executive Director, City Regeneration to lead on developing the bid and negotiations with partners and Government.

94. ARISTOTLE LANE FOOTPATH OVER RAILWAY - CLOSURE

The Head of City Development submitted a report (previously circulated, now appended) which explained that Network Rail was proposing to make substantial investment in Oxford Station and the main line network between Southampton and the Midlands and that to support this investment, Network Rail was seeking agreement from the City Council to close the footpath crossing the railway at Aristotle Lane.

With the agreement of the Board, Tony Hollander (Chair, Trap Grounds Allotment Association), Corinna Redman (Chair of Governors, SS Philip and James Primary School) and a representative of Network Rail addressed the meeting.

Resolved to:-

- (1) Surrender such rights the City Council had in respect of the footpath crossing the railway between Aristotle Lane and the Trap Ground allotments by a Deed of Release subject to the City Executive Board being satisfied that Network Rail had provided, in consultation with local stakeholders, the promised improvements to the Aristotle Lane footbridge, the provision of a new car park on Council land at Aristotle Lane, the provision of a permissive footpath over its land to the Trap Grounds (Town Green) and had made satisfactory progress on the Oxford Station development including the completion of a Master Plan;
- (2) Instruct the Head of Corporate Assets to complete negotiations with the County Council to transfer part of the City Council's land to the Saint Philip and Saint James Primary School.

95. FUTURE ITEMS

Nothing was raised under this item.

96. MINUTES

The minutes of the meetings held on 5th and 19th December 2012 were approved as a correct record and signed by the Chair.

The meeting started at 5.00 pm and ended at 7.15 pm