

Agenda

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City Executive Board

Date: **Wednesday 10 September 2014**

Time: **5.00 pm**

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

For any further information please contact:

Sarah Claridge, Committee and Member Services Officer

Telephone: 01865 252402

Email: sclaridge@oxford.gov.uk

City Executive Board

Membership

Chair	Councillor Bob Price	Corporate Strategy, Economic Development and Planning
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Dee Sinclair	Crime and Community Response
	Councillor Christine Simm	Culture and Communities
	Councillor Susan Brown	Customer Services and Social Inclusion
	Councillor Pat Kennedy	Educational Attainment and Youth Ambition
	Councillor Mark Lygo	Sports, Events and Parks
	Councillor Mike Rowley	Leisure Contract and Community Partnership Grants
	Councillor Scott Seamons	Housing and Estate Regeneration
	Councillor John Tanner	Cleaner, Greener Oxford, Climate Change and Transport

The quorum for this meeting is 3, substitutes are not allowed.

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 PUBLIC QUESTIONS

When the chair agrees, the public can ask questions about any item for decision at the meeting for up to 15 minutes. Questions must have been given to the Head of Law and Governance by 9.30am one clear working day 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 COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

When the chair agrees, Councillors can address the Board about any item for decision at the meeting for up to 3 minutes. Addresses must have been given to the Head of Law and Governance by 9.30am, one clear working day before the meeting (email executiveboard@oxford.gov.uk or telephone the person named as staff contact). The Board Member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

5 SCRUTINY COMMITTEE REPORTS

Scrutiny committee reports will be submitted to this meeting in a supplement agenda.

6 DESIGNATION OF HEADINGTON NEIGHBOURHOOD FORUM

1 - 12

Lead Member: Councillor Bob Price, Executive Board Member for Corporate Strategy, Economic Development and Planning

The Head of City Development has submitted a report which outlines the designation of the Headington Neighbourhood Forum.

Officer Recommendations: That the City Executive Board designates the proposed Headington Neighbourhood Forum as a neighbourhood forum for the Headington Neighbourhood Area.

7 COMMISSIONING ADVICE SERVICES 2015-18

13 - 36

Lead Member: Councillor Susan Brown, Executive Board Member for Customer Services and Social Inclusion

The Head of Customer Services has submitted a report which seeks approval of a new service specification for commissioning advice services.

Officer Recommendations: That the City Executive Board:

1. Approve the specification for commissioning advice services as set out in Appendix 1.
2. Agree that the identification of the priority area to be included in the service specification together with the associated outcomes and measures are delegated to the portfolio holder for Customer Services and Social Inclusion and the Head of Customer Services to agree with the commissioned advice agencies prior to 1 October 2014.

8 AWARD OF CONTRACT FOR A NEW TELEPHONY SOLUTION

37 - 42

Lead Member: Councillor Ed Turner, Executive Board Member for Finance, Asset Management and Public Health

The Head of Business Improvement and Technology; has submitted a report which details a proposed new telephony solution which will deliver the telephony savings assumed within the Medium Term Financial Plan and request delegated authority to award a contract to deliver the solution.

Officer Recommendation: That the City Executive Board gives project approval and delegated authority to the Director of Organisational Development and Corporate Services to award a new telephony contract.

9 INTEGRATED PERFORMANCE REPORT QUARTER 1 2014/15

43 - 78

Lead Member: Councillor Ed Turner, Executive Board Member for Finance, Asset Management and Public Health

The Heads of Finance and Business Improvement and Technology have submitted a report which details Council's finances, risk and performance as at the end of Quarter 1, 30th June 2014

Officer Recommendations: That the City Executive Board:

1. Note the projected outturn for finance and performance as at the end of the first quarter of 2014/15 and also the risk position as at 30th June 2014;
2. Recommend to Council the approval of a £160,000 capital investment in a Heavy Goods Vehicle Testing Facility.

3. Recommend to Council the bringing forward of a £2 million capital investment in Homelessness Property acquisitions from 2015/16 to 2014/15 with the balance of the £10 million budget being profiled £2 million each year over four years from 2015/16.

10 TREASURY MANAGEMENT ANNUAL REPORT

79 - 88

Lead Member: Councillor Ed Turner, Executive Board Member for Finance, Asset Management and Public Health

The Head of Finance has submitted a report which sets out the Council's treasury management activity and performance for 2013/2014.

Officer Recommendation: That the City Executive Board note the report.

11 OXFORDSHIRE GROWTH BOARD

89 - 98

Lead Member: Councillor Bob Price, Executive Board Member for Corporate Strategy, Economic Development and Planning

The Executive Director of City Regeneration and Housing has submitted a report which details the terms of reference of the Oxfordshire Growth Board and to make an appointment to it.

Officer Recommendations: That City Executive Board:

1. Approves the City Council becoming a member of the Oxfordshire Growth Joint Board and the draft Terms of Reference appended to this report.

2. Appoints the Leader of the Council as the City Council's representative on the Board and any other Executive Member as substitute, to be determined by the Leader of the Council.

12 BUSINESS IN THE COMMUNITY - WORKING IN PARTNERSHIP

99 - 106

Lead Member: Councillor Bob Price, Executive Board Member for Corporate Strategy, Economic Development and Planning

The Head of Human Resources and Facilities; has submitted a report which details the background to the development of the Business in the Community programme which seeks to foster business links with Oxford cluster schools.

Officer Recommendations: That the City Executive Board endorse the partnership connection with Cherwell School under the Business in the Community initiative.

13 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.

14 MINUTES

107 - 124

Minutes of the meeting held on 3 July 2014

Recommendation: The City Executive Board NOTES the minutes of the meeting held on 3 July 2014 as a true and accurate record.

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.

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To: City Executive Board

Date: 10 September 2014

Report of: Head of City Development

Title of Report: Designation of Headington Neighbourhood Forum

Summary and Recommendations

Purpose of report: To designate the Headington Neighbourhood Forum.

Key decision: Yes

Executive lead member: Councillor Bob Price, Board Member for Corporate Strategy, Economic Development and Planning.

Policy Framework: Neighbourhood Forums will be able to produce neighbourhood plans. Adopted neighbourhood plans will contain statutory planning policies to guide development in the neighbourhood plan areas.

Recommendations:

That City Executive Board designates the proposed Headington Neighbourhood Forum as a neighbourhood forum for the Headington Neighbourhood Area.

Appendix 1- Map of the designated Headington Neighbourhood Area that the forum application relates to

Appendix 2- The submitted Neighbourhood Forum Application

Appendix 3- Criteria for designating Neighbourhood Forums set out in the Regulations

Introduction

1. The Localism Act has introduced new rights and powers to enable communities to get directly involved in planning for their areas. Interested communities will be able to come together through a neighbourhood forum and produce a neighbourhood plan. The contents of the neighbourhood plans will be shaped by the local communities. They are to generally

conform with the strategic policies of the Local Plan and promote at least as much development as the Local Plan. Once plans are adopted they will become part of the statutory development plan, and therefore an important consideration when making decisions on planning applications.

2. City Executive Board is asked to consider the proposed Headington Neighbourhood Forum for designation. Neighbourhood forum applications must link to a designed neighbourhood area. The neighbourhood area the Headington Forum application relates to is the Headington Neighbourhood Area (A maps of which is shown in Appendix 1).
3. Planning Regulations set out the requirements for designation of a neighbourhood forum. The neighbourhood forum applications received (see Appendix 2) should be judged against these criteria. The proposed neighbourhood forum has been advertised for a statutory period of six weeks (22nd May-3rd July) and comments were invited. In addition, the Town and Country Planning Act requires the Council to have regard to the desirability of designating an organisation or body—
 - (i) which has secured (or taken reasonable steps to attempt to secure) that its membership includes at least one individual falling within each of the categories of people living in the area, people working in the area and, elected members of the City or County Councils,
 - (ii) whose membership is drawn from different places in the neighbourhood area concerned and from different sections of the community in that area, and
 - (iii) whose purpose reflects (in general terms) the character of that area,

Compliance with planning regulations

4. The Neighbourhood Planning (General) Regulations 2012 include the criteria that must be met in neighbourhood area applications. These are shown in Appendix 3.
5. The application received is attached in Appendix 2. Information is provided in the application to show that the conditions as outlined in Appendix 3 are met. The Forum is established for the purpose of promoting or improving the social, economic and environmental wellbeing of the area; has an open membership; includes more than 21 members (ward councillors having been involved) and has a written constitution. Officers therefore recommend the applicants be designated as the Headington Neighbourhood Forum.

Consultation responses

6. The City Council has a statutory requirement to publicise for 6 weeks any qualifying applications we receive for designation of a neighbourhood forum (which gives qualifying groups the status they need in order to develop a neighbourhood plan).

7. The receipt of the Forum application was publicised with the intention of raising awareness within and around the relevant area. Comments were invited, giving people the opportunity to raise objections. Known local groups were contacted directly by letter or email.
8. Only one organisation or body can be designated as a neighbourhood forum in any neighbourhood area. If a designation is made, no other organisation or body may be designated for that neighbourhood area until that designation expires or is withdrawn. This was made clear on the consultation material.
9. Few representations were made during the publicity period. English Heritage sent a general letter about how they may be involved in neighbourhood planning and English Nature, Network Rail and Oxfordshire County Council all confirmed that they had no objections or comments to make.

Environmental impact

10. This stage of the neighbourhood planning process only involves the designation of a forum. No Sustainability Appraisal is required for this stage; however, as plans are drafted it may be necessary to carry out Sustainability Appraisals for any plan assessed as having potentially significant environmental effects.

Equalities impact

11. Consideration has been given to the public sector equality duty imposed by s149 of the Equality Act 2010. Having paid due regard to the need to meet the objectives of that duty the view is taken that the duty is met.

Financial implications

12. The City Council is obliged to offer a certain degree of help to groups as they produce their plans. As well as this, the City Council must consult on draft plans, organise an examination and run the referendum. These requirements will be met from the current resources of the Planning Policy team, supplemented by grants available from central government to district councils for each neighbourhood plan.
13. It should also be noted that, on adoption of a neighbourhood plan (not on designation of a Forum), the local community will be entitled to an increase in the proportion of CIL receipts that are to be spent in the locality with community input. This will rise from 15% of CIL receipts to 25% of CIL receipts. The City Council will retain all the CIL monies but engage with the communities where the development has taken place and agree with them how best to spend the neighbourhood funding element. A neighbourhood forum will not directly receive the money, as it will not be an “accountable body”. All that would change on adoption of a neighbourhood plan would be

that the proportion to spend locally in agreement with the community would rise from 15% to 25%.

Legal implications

14. Officers consider that the information provided is adequate to show that the statutory requirements for the designation of neighbourhood forums are met.

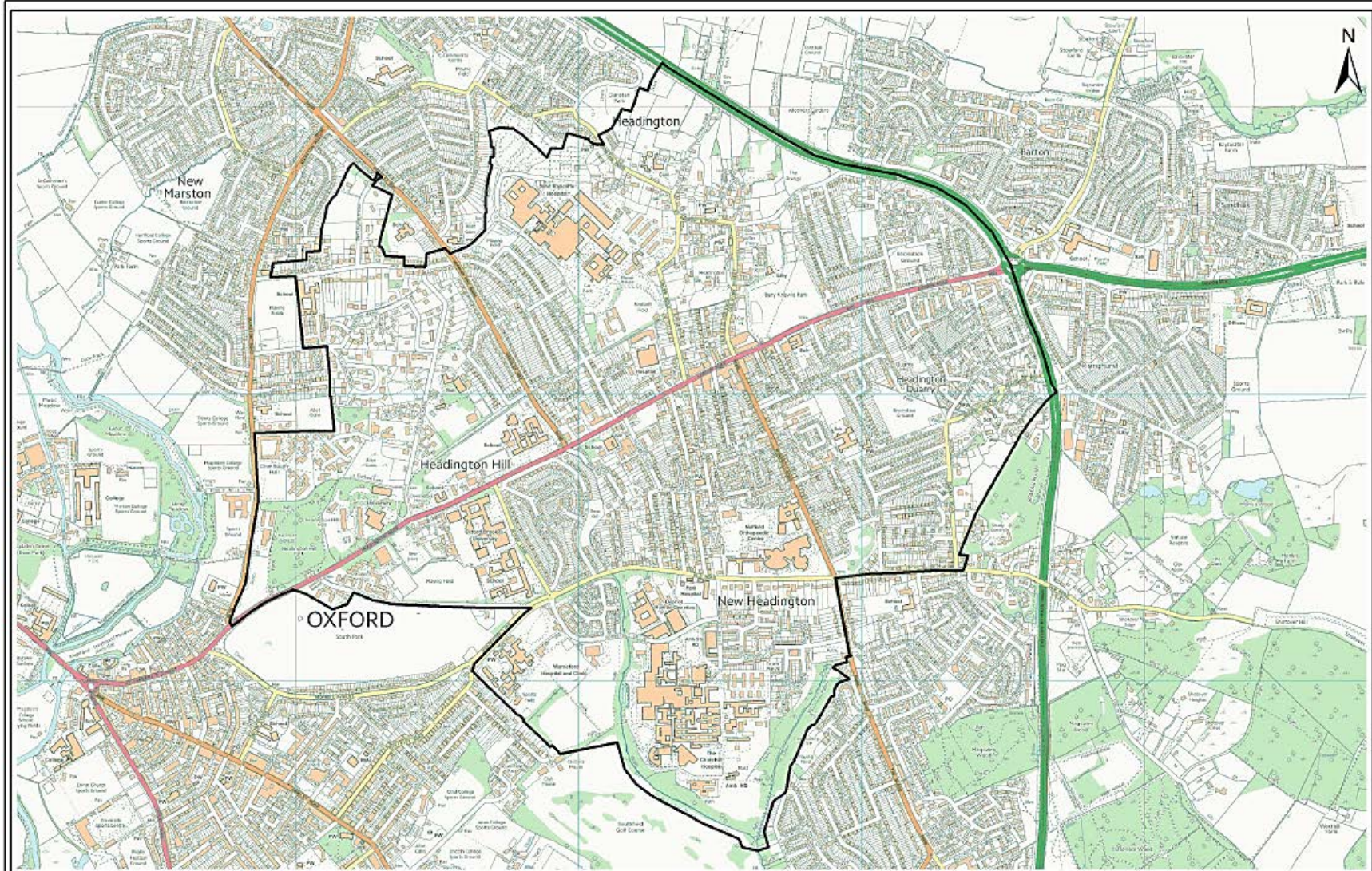
Risk assessment

15. A risk assessment has been undertaken. No significant risks were identified.

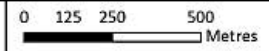
Name and contact details of author:-

Name Sarah Harrison
Job title Senior Planning Officer
Service Area / Department City Development
Tel: 01865 252015 e-mail: sbharrison@oxford.gov.uk

List of background papers: None



Headington Neighbourhood Area



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Application for designation of

Headington Neighbourhood Forum

Name of the applicant	Headington Neighbourhood Forum
Name of the proposed neighbourhood forum	Headington neighbourhood Forum
Contact details	c/o Mr Michael Ratcliffe 37 Bickerton Road, Headington, OX3 7LT
Neighbourhood area to which the application relates	The application relates to the Headington Neighbourhood Area, which was formally designated at City Executive Board on 23 rd April 2014.
A statement that the proposed neighbourhood forum meets the conditions of section 61F of the 1990 Act (Section 61G)	The Headington Neighbourhood Forum has been established as an organisation whose purpose is to promote the social, economic and environmental well-being of Headington. Membership is free and open to all who live and/or work in the proposed area. The Forum has in excess of 80 members, including elected members of Oxford City and Oxfordshire County Councils (including more than 21 members who either live in, work in or are an elected member representing the area). The Forum's membership represents a cross-section of the local community and includes those who live and work in different parts of the neighbourhood area.

THE CONSTITUTION of HEADINGTON NEIGHBOURHOOD FORUM

1. Headington Neighbourhood Forum (the Forum) was established by public meetings of residents of Headington for the purpose of promoting and improving the social, economic and environmental well-being of the Headington Neighbourhood through the development and implementation of a Neighbourhood Plan. It has no political allegiance and operates by consensus for the benefit of the majority of those who live and work in the area.

2. Boundaries

For the purposes of this constitution the Headington Neighbourhood (the Neighbourhood) shall be taken to consist of the area delimited in black on the annexed map.

3. The Forum

a) The Forum shall exist for 5 years from its establishment at its first Annual General Meeting (AGM) and at its AGM at the end of year 4 the meeting will give consideration to a continuing or successor organisation to maintain and monitor the Headington Neighbourhood Plan.

b) The decision to dissolve the Forum at the end of 5 years from its establishment, or at a later date to be decided by the Forum, shall be taken by a two-thirds majority of those voting at the AGM of the Forum. Any funds remaining at the disposal of the Forum at that date shall be disbursed to a Headington-based charitable organisation, e.g. Headington Action, for the benefit of the community of the Headington Neighbourhood by the Steering Committee at its discretion, subject to any directions which the Committee may be given by the Forum.

4. Meetings of the Forum

a) The AGM (see b) below), and other Forum meetings held, give legitimacy to the Steering Committee of the Forum (as defined in 6 below) and to plans which they or Forum Task or Working Groups may develop.

b) In any calendar year there will be at least three meetings of the Forum. The meeting closest to May or June will be designated as the AGM.

c) All Forum meetings will be called with at least 15 working days' notice and will be open to members of the public. These will be advertised on the website, and via such other means as the Steering Committee shall from time to time decide, e.g. social media, community notice boards, residents' associations, local employers and the Library.

d) The AGM has the power to both elect, and remove by a vote of no confidence, any member of the Steering Committee.

e) At each AGM the Chair will provide a written report, the Treasurer will provide a set of accounts for the previous year and the Secretary will record the proceedings.

f) The quorum for meetings of the Forum shall be not less than half the minimum membership of the Forum, as specified in clause 5e below.

g) At meetings of the Forum the chairmanship shall be undertaken by the Chair of the Steering Committee, or, if the Chair is unavailable, by the Vice-Chair, or, if the Vice-Chair is unavailable, by another person nominated by the Steering Committee.

5. Membership of the Forum

a) Membership of the Forum is open to all residents of the Neighbourhood, as delimited in 2 above, all those working in the Neighbourhood and all elected local authority councillors whose ward or district includes or overlaps with the Neighbourhood. Individuals may sign up as members at any Forum meeting or by contacting the Forum via its website or any Steering Committee member.

b) Members may be contacted by the Steering Committee from time to time to give feedback on ideas and proposals, or to be invited to participate in other activities related to the work of the Forum..

c) Local residents' associations and similar groups will be invited by the Steering Committee to nominate one representative each to the Forum. The Steering Committee shall designate which associations or groups fall under the terms of this clause.

d) The Forum may liaise with the larger employers in the Headington Neighbourhood via those larger employers' designated representative(s).

e) Membership of the Forum shall at all times be a minimum of 21 individuals, to include at least one local councillor, as specified in clause 5a above.

6. Forum Steering Committee

a) The Steering Committee (SC) exists to co-ordinate, implement and monitor the work of the Forum including developing a Neighbourhood Plan for the Neighbourhood. It will prioritise, schedule and publicise the work of the Forum via an elected Press/Communications officer (or officers). The SC may be authorised by the Forum to take executive action on specific matters, previously specified by a meeting of the Forum. Any such action shall be reported to the next meeting of the Forum.

b) The SC consists of members of the Forum elected at the AGM, as specified in clause 6e below.

c) People with specialist skills may be co-opted onto the SC, and the SC may set up Task or Working Groups of Forum members for specific projects or tasks. Such co-opted persons may not vote on the SC.

d) The SC will liaise with relevant bodies such as the universities and hospitals in Headington, businesses, schools, places of worship, residents' associations and other local organisations, and with the local authorities and elected representatives as specified in 5a) above.

e) SC members to be elected at the AGM, are: Chair, Vice-Chair, Treasurer, Secretary, and Press/Communications officer(s), plus up to 8 other members of the Forum. If there are vacancies on the SC, the SC has the power to invite up to three Forum members to join the SC. These additional members must seek election at the next AGM if they are to continue as members of the SC.

f) SC decision-making may be by consensus or by simple majority after a vote – the Chair will have the casting vote.

g) The SC has the power to hold votes of no confidence in any officer or member of the SC by simple vote. Any vacancy resulting from such a vote shall be filled by appointment by the SC. Any person thus appointed must seek election at the next AGM if they are to continue as an officer or member of the SC.

h) Only members of the Forum may stand for the SC (and they shall be nominated and seconded by a member of the Forum).

i) The quorum for meetings of the SC shall be not less than 5 persons, including 2 of the officers specified in clause e) above.

Appendix 3: Criteria for designating neighbourhood forums set out in the Regulations.

The application for designation of the Headington Neighbourhood Forum includes all the following information, as required by the Regulations:

- the name of the proposed neighbourhood forum;
- the name and contact details of one key member of the proposed forum;
- a copy of the written constitution of the proposed neighbourhood forum ;
- the name of the neighbourhood area to which the application relates and a map of this area;
- a statement which explains how the proposed neighbourhood forum meets the conditions contained in section 61F(5) of the 1990 Act.

The Regulations say that a local planning authority may designate an organisation or body as a neighbourhood forum if the authority are satisfied that it meets the following conditions—

- It is established for the express purpose of promoting or improving the social, economic and environmental well-being of an area that consists of or includes the neighbourhood area concerned (whether or not it is also established for the express purpose of promoting the carrying on of trades, professions or other businesses in such an area).
- Its membership is open to—
 - individuals who live in the neighbourhood area concerned;
 - individuals who work there (whether for businesses carried on there or otherwise); and
 - individuals who are elected members of a county council, district council or London borough council any of whose area falls within the neighbourhood area concerned.
- Its membership includes a minimum of 21 individuals each of whom—
 - lives in the neighbourhood area concerned;
 - works there (whether for a business carried on there or otherwise); or
 - is an elected member of a county council, district council or London borough council any of whose area falls within the neighbourhood area concerned.
 - it has a written constitution.

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To: City Executive Board
Date: 10 September 2014
Report of: Head of Customer Services
Title of Report: Commissioning Advice Services 2015-18

Summary and Recommendations

Purpose of report: To seek approval of a new service specification for commissioning advice services.

Key decision Yes

Executive lead member: Cllr Susan Brown, Board Member for Customer Services and Social Inclusion

Policy Framework: Financial Inclusion Strategy

Recommendations:

That the City Executive Board:

1. Approve the specification for commissioning advice services as set out in Appendix 1.
2. Agree that the identification of the priority area to be included in the service specification together with the associated outcomes and measures are delegated to the portfolio holder for Customer Services and Social Inclusion and the Head of Customer Services to agree with the commissioned advice agencies prior to 1.10.2014.

Appendices:

- Appendix 1- Service Specification (Schedule 1 of Standard Funding Agreement)
- Appendix 2- Monitoring Form
- Appendix 3- Payment Schedule Template (Schedule 2 of Standard Funding Agreement)
- Appendix 4- Risk Register

Background

1. The Council provides funding and commissions organisations to provide independent advice to support residents facing social and financial problems.
2. One year funding was agreed for 2014/15 so the Council could work with the advice sector to agree a new service specification for a new three year funding programme from April 2015.
3. The draft service specification attached at Appendix 1 has been updated in light of detailed discussions with the advice sector, the current economic climate, learning from the Council's welfare reform pilots in terms of the scope and nature of customer's needs in the future and the findings from independent research commissioned by the Council into the impact of welfare reform changes on residents.
4. The return to a three year commissioning cycle is desirable in order to provide security and stability for partner organisations, enabling them to potentially attract more resources at a time when they are experiencing cuts in funding from other bodies.
5. Oxford City Council is a signatory to the Local Compact for Oxfordshire which sets out commitments by the voluntary and statutory sector to improve the way in which we work together for the benefit of local communities. The City Council is committed to working in partnership with the advice sector to meet our shared objectives. This report sets out the rationale for our support in the future.
6. The proposed service specification for delivery of commissioned advice, payment schedule and monitoring form are all attached as appendices to this report.

A Three Year Commissioned Programme

7. With ever decreasing resources available to Local Authorities, the City Council has chosen to invest more of its limited resources in tackling financial exclusion in line with its Financial Inclusion Strategy. However, it is increasingly important that the Council delivers value for money for residents, and this includes the provision of commissioned advice. In developing a new service specification for commissioned advice, the aim has been to ensure that the outcomes delivered support the aims of the Council's Financial Inclusion Strategy, and help deliver the Action Plan.
8. A three year programme brings security for funded organisations. However, it is important that there is flexibility within the programme so resources can be directed to new and emerging priorities. To address this requirement the programme will identify a priority area of activity each year based on the outcomes and learning of the previous year, as well as the requirements of the Financial Inclusion Strategy. A range of outcome targets will be set. However, where priority outcomes are not met, a

proportion of future years funding may be withheld and re allocated to enable these outcomes to be delivered.

9. The Council's Financial Inclusion Strategy addresses the challenges posed by the impact of Welfare Reform and rising food and energy prices. For many people now, maximising benefit entitlement is no longer sufficient to enable them to pay their housing costs, heat their homes and feed their families, and debt is an increasing problem. Sustainable solutions are required which include supporting people into employment, helping those in work look for better paid employment, and equipping them with the necessary skills to manage their money.

Outcomes and Monitoring

10. The main changes to the service specification for commissioned advice relate to the outcomes being commissioned and how they will be monitored, these are detailed in Section 2 of the Service Specification at Appendix 1. The outcomes support the aims of the Financial Inclusion Strategy.
11. The City Council will work with the advice sector each year to review and agree outcomes for the following year and agree a priority area. Monitoring information will be collected on a half yearly basis, with priority outcome activity being collected on a quarterly basis. The Council will meet on site with each organisation at least once every year. The Council will also meet quarterly with all organisations to review the trends identified in monitoring information, and to look for opportunities to improve service provision both within the partnership and with other organisations. Organisations will be required to attend the Voluntary Sector Liaison meetings organised by the Council, and City Council representatives will attend the Oxford Advice Forum.
12. For 2015/16 the priority area is likely to be the provision of financial capability training, in line with the Council's Financial Inclusion Strategy. Discussions will continue to take place with the advice sector during September 2014 to agree the priority outcomes and measures, and to ensure that individual organisations are able to fulfil the monitoring requirements. In September each organisation will be asked to apply for their funding and put forward their proposals regarding how they will deliver against the revised service specification.
13. The City Council will work with any organisation failing to meet its grant conditions or having difficulty in delivering the outcomes for the priority area, and agree an action plan to improve the situation. Organisations that are not delivering the agreed outcomes for the priority area by the end of any financial year may not receive their full amount of funding in subsequent years. Officers will submit a report to CEB with recommendations for the amount of funding to be provided in such circumstances.

14. The monitoring sheet used to collect customer information and details of outcomes has been updated and is attached at Appendix 2. This may be subject to some final changes following detailed discussions with the advice agencies and meetings with the County Council in September. Officers will provide annual monitoring reports to CEB on advice sector performance.

Timescale and Application Process

15. The following process will be used to agree funding to organisations from the advice sector.

Date	Action
Week commencing 15 September 2014	Written invitation to organisations to apply for funding
31 October 2014	Deadline for responses
3 November 2014 – 21 November 2014	Council will seek clarification on responses where required
11 February 2015	CEB to consider report

Risk

16. A risk register is attached at Appendix 4.

Climate Change

17. There are no significant climate change or environmental impact issues related to this report; however organisations funded through the commissioning process are encouraged to be responsible when considering any impact on the environment.

Equalities Impact

18. Each organisation funded through the commissioning process has to provide their equal opportunities policy or statement to confirm they comply with this legislation.

19. The outcomes commissioned from the advice sector are consistent with the priorities set out in the Council’s Financial Inclusion Strategy which was itself subject to an Equalities Impact Assessment.

Financial Implications

20. This report sets out the rationale for commissioned advice for the period 2015 to 2018. The value of each year’s funding will be confirmed following the budget-setting process. In common with all public sector bodies and following decisions taken by national government, the Council expects to have less funding in future, and so will need to make decisions about the size of resource allocated to the sector in that context. Cuts to the funding of the advice sector elsewhere mean that the security provided by a three year funding programme is desirable. The funding given to the commissioned advice sector for the single financial year 2014/15 is £498,379,

21. Community and voluntary organisations funded by the City Council are monitored to ensure funding awarded to them is spent for the purpose intended. Quarterly monitoring will commence from the start of the new agreement period.

Legal Implications

22. Oxford City Council will be taking steps to notify all community and voluntary sector funding recipients that their funding is coming to an end and that future funding for the coming financial years is not guaranteed or secure.

Name and contact details of author:-

Name: Paul Wilding

Job title: Revenues & Benefits Programme Manager

Service Area / Department: Customer Services

Tel: 01865 252461 e-mail: pwilding@oxford.gov.uk

List of background papers: None

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DRAFT SCHEDULE 1

ADVICE COMMISSIONING - SERVICE SPECIFICATION 2015 - 2018

This document describes the services Oxford City Council is commissioning from the Advice Sector in order to support customers seeking independent advice on the problems they face. The services being commissioned support the delivery of the Council's Financial Inclusion Strategy and associated Action Plan. Together with the Council's Standard Funding Agreement, these documents provide the framework for advice commissioning for the period 2015- 2018..

1. Overview

The Council is committed to a three year funding cycle in order to provide certainty to funded organisations. However, the outcomes commissioned will be reviewed and agreed on an annual basis and may change year on year to reflect changing customer needs.

On an annual basis and in consultation with the sector, an area of priority activity will be identified for the subsequent financial year together with associated outcomes.

Monitoring of outcomes will be undertaken on a half yearly basis, with priority outcomes being monitored quarterly to enable the Council and partners to better understand trends and issues. Where new and emerging issues are identified, the Council may request additional data where available to help understand the impact on service provision and inform service improvement and future commissioning.

Funding for subsequent years will be reviewed annually based on delivery of the previous year's outcomes.

2. Required outcomes and Measures:

The following required outcomes and measures will be monitored as appropriate depending on the services commissioned from independent organisations.

- a) **Reduce Debt** among socially excluded and vulnerable people and those on a low income.

Measures: The number of clients (and amount of debt) who have repayment agreements made, amounts written off, and the number of clients advised on debt issues.

- b) **Improve skills and confidence in money management** among socially excluded and vulnerable people and those on a low income.

Measures: To be agreed with the advice sector.

- c) **Increase Income from Employment** for those on a low income, or with debt issues, where appropriate.

Measures: Number of clients referred to organisations which can help in overcoming barriers to work and/or accessing employment as appropriate to individual client need

- d) **Help to Tackle Fuel Poverty** by providing advice to help reduce the cost of energy bills and increase household income.

Measures: Number of clients advised on fuel poverty issues, number of referrals made for support in reducing energy consumption or obtaining a better tariff.

DRAFT SCHEDULE 1

- e) **Improve Access to Online Services** among socially excluded and vulnerable people and those on a low income as appropriate to their needs.
Measures: The number of clients directly supported to access online services (e.g. helping someone fill a benefit application in online), the number of clients receiving formal training in digital capability, the number of clients referred to courses in online capability.
- f) **Reduce Homelessness** as a result of interventions made to support people at risk of losing their home.
Measures: Number of homelessness preventions (more than 6 months), Number of cases where homelessness delayed (more than 1 month), number of cases where settled accommodation secured (more than 6 months), number of cases where temporary accommodation secured (less than 6 months)
- g) **Increase Uptake of Welfare Benefits and Tax Credits** for those not working and/or on a low income.
Measures: Number of claims made for clients, Number of increases in benefit obtained for clients, Number of clients represented at court (and success rate), number of clients represented at tribunal and in challenging mandatory revisions (and success rate) and Number of Discretionary housing payment referrals.

3. Service Delivery

Organisations will provide advice where appropriate on the following issues (this list is not exhaustive):

Consumer & general contract issues
 Crime & community safety
 Debt & Money Management
 Education (including literacy)
 Employment
 Housing
 Immigration & nationality
 Mental health
 Welfare benefits & tax credits

Organisations will make onward referrals as appropriate where another organisation is deemed to be better able to meet the needs of the client.

Organisations will discuss any significant proposed changes to the service provided (where this is funded wholly or in part by Oxford City Council) with the designated Contact Officer at Oxford City Council.

Access:

Organisations will clearly specify how customers can access their service, including the times different services are available, and the process to follow where making an appointment is required.

Organisations will discuss any significant proposed changes to opening hours with the designated Contact Officer at Oxford City Council.

DRAFT SCHEDULE 1**A Partnership Approach:**

Organisations will need to publicise the fact that they are part funded by the City Council, and include the Council's logo on all promotional material. Logos in different formats can be provided on request by the Council's Nominated Officer. Organisations will also promote key Oxford City Council leaflets in their reception areas.

In situations where Organisations are helping a client with a problem that involves Oxford City Council they will work jointly with the Council to resolve the problem. In situations where conflicts cannot be resolved the Council's complaint procedure should be followed where appropriate.

Organisations will provide bespoke reports to the City Council in relation to specific issues as they arise. If required, focus groups may be convened, and survey data gathered to help inform all parties understanding of issues.

Organisations will work with Oxford City Council to deliver new Government or Council initiatives to their clients where appropriate. Organisations will work with the Council to mitigate the impacts of policy or practice change where there is a detrimental effect on clients. Organisations will also make new information available to their clients where appropriate.

To ensure a good two way flow of information and be kept up to date with all of the latest changes to debt and welfare benefit advice, attendance by Organisations is requested at the Voluntary Sector Liaison Meetings, and City Council representatives will attend the Oxford Advice Forum. The Council will also meet quarterly with Organisations to review the trends identified in monitoring information, and to look for opportunities to improve service provision in partnership.

4. Standards

Organisations will ensure that all paid staff and volunteers who advise the public reach and then maintain a good working knowledge of the theory and best practice in relation to any area in which they are providing advice. They will also know how to access further information in response to clients' needs and keep up to date with the appropriate organisations to refer clients into.

Organisations will ensure that staff are paid at least the level of the Oxford Living Wage.

Training needs will be identified at regular supervision and appraisal sessions and Organisations will ensure that paid staff and volunteers participate in appropriate training.

The quality of advice given and record-keeping of all paid staff and volunteers who advise the public will be monitored by Organisations on a frequent and regular basis.

Organisations will be mindful of the needs of people for whom English is not the first language; who have low levels of literacy and numeracy; who have disabilities including sensory impairments and those who come from groups with protected characteristics under the Equality Act 2010 and will endeavour to accommodate their needs and provide them with the best possible service, to include as far as resources allow the use of interpreters and translation services as required.

DRAFT SCHEDULE 1

Organisations will maintain up-to-date policies on equal opportunities, health and safety, lone working, dealing with aggression, staff recruitment, training, supervision and support, sickness and absence, disciplinary and grievance procedures, confidentiality and complaints procedures (this list is not exhaustive). A copy of each policy will be supplied to the designated Contact Officer at Oxford City Council at the commencement of the operation of this agreement.

All policies and procedures will be reviewed by Organisations at least every two years and a copy of each policy or procedure in which any changes have been incorporated will be supplied to the designated Contact Officer as soon as it comes into effect.

Organisations will observe the principles of the Data Protection Act 2003 in how they handle, process and share their clients' data.

5. Monitoring Arrangements

Monitoring will be conducted on a half yearly basis for all outcomes bar priority outcomes which will be monitored quarterly. Data will be submitted in full to the designated Contact Officer at Oxford City Council within 21 days of the end of each monitoring period.

Half Yearly Monitoring Periods:

- 1 April – 30 September
- 1 October – 31 March

Monitoring periods for Priority Outcomes:

- 1 April – 30 June
- 1 July – 30 September
- 1 October – 31 December
- 1 January – 31 March

Failure to submit the required monitoring material may result in suspension of grant. If the monitoring material is unsatisfactory or incomplete, or the standard of the service is in question, a meeting involving the Service Manager, a Trustee and the Nominated Officers from the City Council will be held and an action plan to rectify the situation agreed. Failure to comply with the Action Plan may also result in the suspension of grant.

Please see the separate Monitoring Form attached at Schedule 3 for a more detailed breakdown of the information required.

6. BIDDING REQUIREMENTS AND ANNUAL REVIEW:**Bidding Process**

Organisations are required to state how they will achieve the outcomes outlined in Section 2 above, and what steps are being taken to deliver value for money: reduce their cost base, and work in partnership with other providers.

Organisations will be required to provide the following information on an annual basis:

Annual report relating to the activities of the organisation.

DRAFT SCHEDULE 1

Independently examined or audited accounts (in accordance with paragraph 9.7 of the Standard Funding Agreement).

Business Plan (or annual update of existing Business Plan) including detailed budgets, cash flow projections and exit strategies for time-limited funding streams

Organisation Structure

(including numbers employed in each capacity). These provisions include the use of volunteers as well as paid staff and Management Committee members

Copies of current insurance certificates, quality mark certificates, quality assurance reports and audit reports

Customer feedback survey and Outcomes survey, to include whether clients were satisfied with the service and what suggestions for improvements were made.

Complaints

Documentation regarding any complaints received during the monitoring period, including details of how they were handled and the outcomes

Monitoring Meetings The Council will have a minimum of one monitoring meeting with each Organisation per year. Additionally the Council will meet jointly with Organisations every three months to keep up to date with developments in each other's Services and to review trends in customer requirements for advice.

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COMMISSIONED ADVICE MONITORING REPORT

Name of Centre:					
1. NUMBER OF CLIENTS :					
NEW: Number of new individual clients put on database during the monitoring period. Individuals must only be counted once in a period					
ON GOING with new or existing issue: Total number of clients classified as on going. Individuals should only be counted once in a period					
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
1. Number of clients :					
	New				
	On-going with new or existing issue				
	Total	0	0	0	0
2. REFERRAL FROM:					
Referral is where a customer and their case is formally transferred into the organisation for a specific service					
Where known and applicable give number from each source - individuals must only be counted once.					
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
2. Referral From:	Oxford CAB				
	Other CAB				
	Agnes Smith Advice Centre				
	Barton				
	Rosehill & Donnington Advice Centre				
	MIND				
	Shelter				
	Asylum Welcome				
	Refugee Resources				
	Doctor, Health worker				
	Local authority				
	Social services				
	Catalyst				
	A2 Dominion				
	GreenSquare				
	Other housing association				
	Connections				
	Jobcentre Plus				
	Job Club				
	Website				
	HMCTS				
	MP				
	Oxford Welfare Rights				
	Other (Please specify)				
3. CLIENT REFERRED TO:					
Referral is where a customer and their case is formally transferred into the organisation for a specific service					
Where known and applicable give number from each source - individuals must only be counted once.					
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
3. Clients Referred To:	Oxford CAB				
	Other CAB				
	Agnes Smith Advice Centre				
	Barton				
	Rosehill & Donnington Advice Centre				
	OWR				
	MIND				
	Shelter				
	Asylum Welcome				
	Refugee Resources				
	Turpin & Miller				
	Connections				
	OXHOP/O'Hanlon House				
	Job Club				
	Social Services				

Name of Centre:					
	Foodbank				
	Local Authority				
	Pro Bono solicitor				
	Other solicitor				
	Online training provider				
	Payplan/Stepchange				
	Other (please specify)				
4. CLIENT SIGNPOSTED TO:					

Signposting is where a customer is informally advised to present to another organisation and will undergo their triage process when they present themselves

Where known and applicable give number from each source - individuals must only be counted once.

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
4. Client signposted to	Oxford CAB				
	Other CAB				
	Agnes Smith Advice Centre				
	Barton				
	Rosehill & Donnington Advice Centre				
	OWR				
	MIND				
	Shelter				
	Asylum Welcome				
	Refugee Resources				
	Turpin & Miller				
	Connections				
	OXHOP/O'Hanlon House				
	Social Services				
	Local Authority				
	Pro Bono solicitor				
	Other solicitor				
	Payplan/Stepchange				
	Online training provider				
	Payplan/Stepchange				
	Other (please specify)				

5. GENDER:

Give number for each sex. Individuals must only be counted once.

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
5. Gender:	Male				
	Female				
	Total (should be same as total no. of clients above)				

6. AGE:

Please give number for each age group as listed above - this breakdown is the most useful to the City Council and County Council.

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
6. Age:	under 16				
	17-24				
	25-34				
	35-49				
	50-64				
	65+				
	not recorded				
	TOTAL				

Name of Centre:				
7. DISABILITY OR LIFE-LIMITING LONG TERM ILLNESS:				
Where known please give number. Individuals must only be counted once				
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
7. Disability or life-limiting long term illness:				
Physical				
Mental				
Sensory				
8. DEPENDENT CHILDREN				
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
8. Client has dependent children				
Yes				
No				
9. ETHNICITY:				
National Statistics Classification - please give number for each group - individuals must only be counted once.				
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
9. Ethnicity:				
African				
Any other Asian background				
Any other Black background				
Any other ethnic group				
Any other Mixed background				
Bangladeshi				
Caribbean				
Chinese				
Indian				
Pakistani				
White and Asian				
White and Black African				
White and Black Caribbean				
Not Answered				
10. IMMIGRATION STATUS:				
Please give number for each group - individuals must only be counted once.				
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
10. Immigration Status				
Asylum seeker				
Refused asylum seeker, appealing				
Refused asylum seeker, appeal rights exhausted				
Refused asylum seeker, fresh claim				
U.N Refugee Status				
Indefinite Leave to Remain				
Limited Leave to Remain				
Discretionary Leave to Remain				
Humanitarian Protection				
British Citizen				
Individual does not know status and without docs				
Other (explain in notes section)				
11. ACCOMMODATION:				
Please give number for each, if known				
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
11. Accommodation:				
Local Authority				
Catalyst				
A2 Dominion				
Greensquare				
Other housing association				
Private Rented				
Owner occupied				
Living with friends / relatives				
Hostel				
Non-Hostel temporary accommodation for homeless				
Sleeping Rough				
Prison				
Other (Not specified)				

Name of Centre:

12. POST CODE AREA

Advice centre to fill in either postcode or area as they feel most appropriate

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
12. Postcode or Area					
	Oxford				
	Cherwell				
	South Oxfordshire				
	Vale of the White Horse				
	West Oxfordshire				

13. TYPE OF VISIT:

State venue and give number of individual clients seen at each venue - do not count individuals more than once.

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
13. Type of visit:	In house				
	Outreach				
	Home visit				
	Court visit				

14. BREAKDOWN OF WORKLOAD

Triage/drop-in/Gateway - during monitoring period give number of clients receiving diagnostic interviews (approx 20 minutes).

One Off Advice during monitoring period give number of clients receiving self contained advice (approx 1 hour).

Casework - during monitoring period give number of individual clients who receive advice that includes follow on casework.

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
14. Workload:	1. Triage/Drop-in/Gateway				
(by channel)	Telephone				
	Face to face				
	2. One Off Advice				
	Telephone				
	Face to face				
	Email				
	2. Casework				
	Telephone				
	Face-to-face				
	Email				
	Total of all enquiries			0	

15. ISSUES / WORK CATEGORIES

We acknowledge that some clients may be counted in more than one issue or work category

		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
15. Issues / categories: presented by client					
Benefits	Jobseekers Allowance				
	Income Support				
	Employment and Support Allowance				
	Tax Credits				
	Disability Living Allowance/AA/PIP				
	Carer's Allowance				
	Housing Benefit				
	Council Tax Rebate				
	State Pension				

Name of Centre:					
	Pension Credit				
	Social Fund: funeral payments, maternity grants, and budgeting loans				
	Social Fund: Oxfordshire Support Fund				
	Winter Fuel Payments				
	Maternity benefits (SMP, Maternity Allowance)				
	Discretionary Housing Payment				
	Mandatory Revision				
	Benefit Appeals				
	Benefit Fraud				
	Other				
Debt					
Priority debt	Mortgage/secured loan arrears				
	Rent arrears				
	Council tax				
	Gas/electric arrears (current address)				
	Fines				
	Maintenance, child support arrears				
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Non Priority	Credit Card /store card				
	Catalogue/mail order				
	Unsecured loans				
	Overdraft				
	Payday loans				
	Benefit and Tax credit overpayment				
	HP/conditional sale				
	Water rates				
	Parking penalties (civil enforcement)				
	Other				
Housing	Conditions				
	Homelessness / Threatened Homelessness				
	Environmental / neighbour Issues				
	Housing Costs (excluding housing debts)				
	Other Housing Issues				
Other	Charity applications				
	Foodbank vouchers				
	Consumer & General Contract				
	Legal				
	Education				
	Employment				
	Relationship/family				
	Child Support				
	Immigration / Nationality				
	Utilities (not debt)				
	Finance/private pension/tax (not debt)				
	Other				

Name of Centre:					
16. OUTCOMES					
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
Reduce Debt	Clients advised				
	Repayment agreements made				
	Bankruptcy granted				
	Debt Relief Order granted				
	Benefit overpayment written off				
	Other				
	Total client debt for period				
Increase Income from Employment	Clients referred to organisations				
	Clients assisted to access employment				
Help to Tackle Fuel Poverty	Clients advised				
	Referrals made for support in reducing energy consumption				
	Clients assisted to obtain better tariff				
Improve Access to Online Services	Clients directly supported to access online services				
	Formal training provided on accessing digital services				
	Clients referred to courses in online capability				
Reduce Homelessness	Homelessness preventions (more than 6 mos)				
	Homelessness delayed (more than 1 month)				
	Settled accomodation secured (>6 mos)				
	Temporary accomodation secured (<6 mos)				
	Local Authority temporary accomodation secured				
	Income generation (securing compensation, charity money, saving rent, increasing benefits or recovering deposits)				
Welfare Benefits and Tax Credits	New benefit claims				
	Increases in benefit				
	Court Representations - number of clients				
	Court Representations - success rate %				
	Tribunal Appeals Representation - number of clients				
	Tribunal Appeals Representation - success rate %				
	Referral for DHP application				
Outcomes for Priority Work area					
	For 2015/16 the priority will be ImprOving skills and confidence in money management. Outcomes required:				
	20% of debt referral cases to receive financial management training. Please record the number of debt clients who receive this training.				
	No of clients with more than three interventions for the same debt issue. Please record the number of clients who have more than 3 interventions.				

SCHEDULE 2

(Insert name or funded organisation) Payment and Monitoring Schedule

Oxford City Council has commissioned (Insert name of funded organisation) to carry out the activities as detailed in the Service Specification (Schedule 1).

The period for which funding has been approved is the three years 2015/16 to 2017/18.

Annual Funding Payment £(Insert amount of funding)

Payment & Monitoring Schedule

Date	Payment	Conditions of payment
April 2015	£XXX	<ul style="list-style-type: none"> • Receipt of signed funding agreement • Provide a breakdown of your organisations funding for the coming year, from all sources, and its purpose • Provide a copy of staffing structure (including numbers of paid staff in each capacity) at the commencement of this agreement.
May 2015		<ul style="list-style-type: none"> • Joint monitoring meeting
July 2015	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered.
August 2015		<ul style="list-style-type: none"> • Joint monitoring meeting
October 2015	£XXX	<ul style="list-style-type: none"> • Monitoring information completed and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Review and agreement of outcomes for 2016/17 • Provide a copy of signed annual accounts for financial year 2014/15.
November 2015		<ul style="list-style-type: none"> • Joint monitoring meeting
January 2016	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Decision on f funding for 2016/17 where action plan in place.
February 2016		<ul style="list-style-type: none"> • Joint monitoring meeting
April 2016	£XXX	<ul style="list-style-type: none"> • Monitoring information completed and returned.

SCHEDULE 2

		<ul style="list-style-type: none"> • Provide a breakdown of your organisations funding for the coming year, from all sources, and its purpose • Provide a copy of staffing structure (including numbers of paid staff in each capacity) at the commencement of this agreement.
May 2016		<ul style="list-style-type: none"> • Joint monitoring meeting
July 2016	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered.
August 2016		<ul style="list-style-type: none"> • Joint monitoring meeting
October 2016	£XXX	<ul style="list-style-type: none"> • Monitoring information completed and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Review and agreement of outcomes for 2017/18 • Provide a copy of signed annual accounts for financial year 2015/16.
November 2016		<ul style="list-style-type: none"> • Joint monitoring meeting
January 2017	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Decision on funding for 2017/18 where action plan in place.
February 2017		<ul style="list-style-type: none"> • Joint monitoring meeting
April 2017	£XXX	<ul style="list-style-type: none"> • Monitoring information completed and returned. • Provide a breakdown of your organisations funding for the coming year, from all sources, and its purpose • Provide a copy of staffing structure (including numbers of paid staff in each capacity) at the commencement of this agreement.
May 2017		<ul style="list-style-type: none"> • Joint monitoring meeting
July 2017	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered.
August 2017		<ul style="list-style-type: none"> • Joint monitoring meeting
October 2017	£XXX	<ul style="list-style-type: none"> • Monitoring information completed and returned.

SCHEDULE 2

		<ul style="list-style-type: none"> • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Review and agreement of service level agreement and outcomes for 2018/19 • Provide a copy of signed annual accounts for financial year 2016/17.
November 2017		<ul style="list-style-type: none"> • Joint monitoring meeting
January 2018	£XXX	<ul style="list-style-type: none"> • Monitoring information completed for priority activity and returned. • Review of delivery against outcomes. • Action plan agreed if priority outcomes not being delivered. • Confirmation of funding for 2018/19.
February 2018		<ul style="list-style-type: none"> • Joint monitoring meeting

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RISK REGISTER

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Advice outcomes incongruent with Council objectives	Advice outcomes we are aiming to achieve are different outcomes from the Council's financial inclusion strategy	threat	Outcomes defined in Advice commissioning process not aligned with FI Strategy, and/or these not communicated to advice sector.	Advice sector working to different objectives to Council, so best outcomes for customers not achieved	30/7/14	Paul Wilding	3	3	3	2	3	2	Have ensured outcomes for advice commissioning are aligned with FI Strategy, and this has been communicated to advice sector.				50	Paul Wilding
Value for money	Inadequate monitoring means taxpayers don't receive value for money from Advice Commissioning	opp	Lack of robust monitoring	Commissioned organisations don't deliver services to the agreed specification	30/7/14	Paul Wilding	4	3	4	3	2	2	Monitoring process to be implemented from 2015	Monitoring	Annual		0	Paul Wilding

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To: City Executive Board

Date: 10 September 2014

Report of: Head of Business Improvement and Technology

Title of Report: Award of Contract for a New Telephony Solution

Summary and Recommendations

Purpose of report: To provide the City Executive Board with the detail of a proposed new telephony solution which will deliver the telephony savings assumed within the Medium Term Financial Plan and request delegated authority to award a contract to deliver the solution.

Key decision: Yes

Executive lead member: Councillor Ed Turner, Board Member for Finance, Asset Management and Public Health

Policy Framework: An efficient and effective Council

Recommendation: The City Executive Board gives project approval and delegated authority to the Director of Organisational Development and Corporate Services to award a new telephony contract.

Appendix 1: Risk register

Summary

- 1 This report sets out the progress made to date in delivering the Telephony Strategy and explains how the convergence of voice and data technology offers the Council the opportunity to achieve the telephony savings target of £50k a year in accordance with the Medium Term Financial Plan.
- 2 The report proposes that the Council awards a contract with a single provider to deliver the Council's future telephony requirements (dates or period?). The proposed solution will include the Council migrating to a service which provides a single voice device per user and a mobile device security solution that complies with the government security standards. This will support Council officers in utilising mobile devices and facilitate increased mobile working.

- 3 The City Executive Board is asked to give the Director of Organisational Development and Corporate Services delegated authority to award a contract for a new telephony solution and for the Head of Business Improvement and Technology to manage the implementation ensuring that this is delivered appropriately and achieves the savings target.

Background

- 4 The Council's Telephony Strategy was approved in September 2012.
- 5 The first phase of strategy implementation was to procure a new customer contact system and through an audit of telephony remove all unused data lines and services. The Netcall contact centre solution implementation is almost complete and a review of all BT lines and our mobile estate has been completed.
- 6 The main Council offices are Wi-Fi enabled and smartphones are being rolled out to replace the current Blackberry mobile estate to improve network connectivity and improve mobile working activities.
- 7 The Council's corporate telephony system, Mitel has approximately two years life before it will need a full replacement and whilst most offices have been converted to Voice-over-Internet Protocol (VoIP) a technology for the delivery of voice communications over the Internet. The offices at Cowley Marsh and Cutteslowe still have analogue provision.
- 8 Our current telephony provides 875 of our staff with access to a landline, mobile, Lync and instant messaging. The cost of providing our staff with access to multiple voice devices costs the Council approximately £306 for telephony per year per employee.
- 9 The Council's current mobile phone contract comes to an end in August 2014 but can be continued through a short term contract extension.
- 10 Unified telephony solutions are now well established and offer savings which cannot be delivered by our in house team as they require specialist knowledge. This service will enable the Council to purchase a complete voice solution from a single operator at a fixed price per device.
- 11 The budget for telephony across the Council is £268K a year. To enable the savings target to be achieved this budget has been centralised and the £50k saving has been removed from the budget line.

Proposal for the way forward

- 12 The Telephony Strategy sets out that the implementation of unified communications will require a proactive partner organisation to provide these services to enable the Council to exploit the technology. All of the main suppliers now offer this functionality as a managed service and this

is the recommended approach for the delivery of telephony by the Government Procurement Service.

13 The functionality provided through a new contract will include;

- Officers being allocated a single voice device which is appropriate to their role. Currently a large number of officers have access to a mobile phone, desk phone and Lync. The provision of multiple voice devices is a cost to the Council. The Telephony Strategy proposes that the Council should move to a single device per user based on work requirements and it is proposed to appoint a partner to work with the Council to deliver this outcome.
- Officers working off site carry paperwork which sometimes contains sensitive data. If the paperwork is lost this provides a risk to the Council. The new solution will include a mobile device management solution that will enable officers to have access to their Council applications via a mobile device which can be wiped remotely if lost.

14 It is proposed that;

- The Council use the Government Procurement Service framework to undertake a tender process to appoint a single provider of unified telephony. It is proposed that the new contract would be put in place by November 2014.
- The new contract will include the implementation of a single voice device per user resulting in the Council being able to pay for a solution which is based on a fixed price per user and agreed periods for the refresh of handsets.
- The telephony requirements of different categories of staff will be reviewed and staff will be migrated through the new contract to a single voice device depending on their role and work requirements.
- A framework of how user needs will be assessed is in the process of being developed. Other Councils that have already implemented this type of solution and made significant savings.
- A new mobile device management solution will be implemented as part of the project to increase mobile working
- The new contract will include key performance indicators (KPIs) and targets to ensure the Council achieves the benefits offered within the solution throughout the life of the contract.
- KPIs will include network coverage across the city and signal strength within all Council buildings

- A requirement to provide the Council with on-going savings throughout the life of the contract as the technology continues to evolve.

Risk

- 15 The proposed new arrangement will require a robust communications and roll out plan so that the implementation is managed effectively and that the project achieves user buy in.
- 16 The solution is already in place at a number of other organisations and the full solution will be subject to external due diligence before any contract is awarded.
- 17 An internal project manager will be allocated to oversee the implementation timetable and monitor the savings are achieved.
- 18 A detailed risk register is attached to this report.

Equalities Impact

- 19 As the proposed new contract will result in a single voice device per user, the tender documentation includes a requirement that the supplier provides device solutions suitable for a range of user needs.

Financial Implications

- 20 The soft market test of the proposed solution has confirmed that the on-going savings target of £50k a year can be achieved. This will form part of the tender evaluation and be written into the contract.

Legal Implications

- 21 The tender will be carried out using a compliant EU Procurement framework and a contract awarded that is compliant with the Council's Contract rules.

<p>Name and contact details of author:-</p> <p>Name Jane Lubbock Job title Head of Business Improvement and Technology Service Business Improvement and Technology Tel: 01865 252218 e-mail: jlubbock@oxford.gov.uk</p>

List of background papers:

Telephony Strategy 2012- 2015

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross						Current		Residual		Comments	Controls						
							I		P		I		P		I			P		Control description	Due date	Status	Progress %	Action Owner
Telephony solution	Supplier unable to deliver the solution as set out in the contract	T	Solution fails or is only partly delivered	Inability to implement the move to a single device	8th August 2014	Jane Lubbock	3	3	3	3	3	2			This solution has already been implemented by a number of other organisations	Contract terms and conditions will include penalties for any non delivery	November 2014	Open	0	Paul Fleming				
Telephony solution	Supplier unable to deliver the solution as set out in the contract	T	Solution fails or is only partly delivered	Savings target not achieved	8th August 2014	Jane Lubbock	3	3	3	3	3	2			Savings will be at risk although it is likely that the new contract will still deliver the required savings	New contract will require fixed pricing to give certainty on budget requirements	November 2014	Open	0	Paul Fleming				
Telephony solution	Supplier unable to deliver the solution as set out in the contract	T	Staff and users not engaged in the change and resist moving to a single device	Full solution not implemented and staff dissatisfaction	8th August 2014	Jane Lubbock	3	3	3	3	3	2			Key users from services are part of the project team and will be part of the tender evaluation and roll out	Regular communications, training for all staff. Managed implementation	April 2015	Open	0	Fiona Colcut				
Telephony solution	Migration effort and disruption	T	Migration of users and devices takes longer than anticipated	Increased disruption for users, delay in recognising savings	8th August 2014	Jane Lubbock	2	2	2	2	2	1			solution will include resource from the provider and the City to manage the migration	References - to check actual migration effort for similar clients	Sept 2014	Open	0	Paul Fleming				

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To: City Executive Board
Council

Date: 10 September 2014
29 September 2014

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

Title of Report: INTEGRATED PERFORMANCE REPORT FOR
QUARTER 1 2014/2015

Summary and Recommendations

Purpose of report: To update Members on Finance, Risk and Performance as at the end of Quarter 1, 30th June 2014

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendations:

That the City Executive Board:

- a) Note the projected outturn for finance and performance as at the end of the first quarter of 2014/15 and also the risk position as at 30th June 2014;
- b) Recommend to Council the approval of a £160,000 capital investment in a Heavy Goods Vehicle Testing Facility.
- c) Recommend to Council the bringing forward of a £2 million capital investment in Homelessness Property acquisitions from 2015/16 to 2014/15 with the balance of the £10 million budget being profiled £2 million each year over four years from 2015/16.

Appendices

Appendix A – Corporate Integrated Report

Appendix B – City Regeneration Integrated Report

Appendix C – Organisational Development and Services Integrated Report

Appendix D – Community Services Integrated Report

Appendix E – June Finance Performance Report

- Appendix E1** – General Fund June Forecast Outturn
Appendix E2 – Capital Programme June Forecast Outturn
Appendix E3 – HRA June Forecast Outturn
Appendix E4 – General Fund June Year to Date Position

Executive Summary

1. This report sets out the projected outturn position for finance and performance for 2014/15 as at the end of the first quarter, together with the risks faced. A brief summary is as follows: -
 - **General Fund** – the outturn position is a net overspend of £66,000; this is unlikely to materialise at year end.
 - **Housing Revenue Account** – the HRA is on budget.
 - **Capital Programme** – forecast expenditure is £2.005 million higher than the latest budget, £2.109 million being pulled forward from future financial years of which £2.0 million relates to Homeless Property acquisitions; experience suggests an overspend on this scale is unlikely.
 - **Performance** – Performance against corporate targets is good with 16 (80%) delivering as planned, 1 being below target but within tolerance limits and 3 not meeting their target.
 - **Risk Management** – there were three red risks outstanding within Regeneration and Major Projects as at 30th June 2014 which are detailed in Appendix B.

Background

2. Finance, Performance and Risk management information is reported in an integrated format to the City Executive Board on a quarterly basis.
3. The Corporate and Directorate Integrated Performance reports as at the 30th June 2014 are attached at Appendices A to D. The reports use a Red, Amber and Green reporting methodology. These reports are available to members on line via the intranet.

Financial Dials

4. The following tolerances apply to the financial dials in the summary reports:
 - Green** – Forecast outturn is within 100% of the latest approved budget.
 - Amber** – Forecast outturn is within 100% - 105% of the latest approved budget.
 - Red** – Forecast outturn is over 105% of the latest approved budget. Performance in this area is a potential concern and will be commented on within the report.

Capital Programme – Heavy Goods Vehicle Testing Facility

5. An opportunity has arisen to provide heavy goods vehicle testing facilities onsite at the Marsh Road depot, earning additional income from external

works. Operating at 75% capacity this is predicted to breakeven after two and a half years and thereafter in a full year would generate a net contribution to overheads of around £100,000 per annum which will be included in the 2015/16 budget proposals. This provision requires some investment in the buildings to make adaptations to accommodate the testing facilities costing £160,000. The business case is financially sound and the additional expenditure can be financed from additional revenue income earned by direct services in 2014/15, as detailed in Appendix E. Approval is sought because the initial investment in the buildings is capital in nature and would therefore require a capital budget to be financed from revenue contributions to capital.

Risk

6. Corporate and Directorate risks are reported within Appendices A to C. Risks are measured according to the matrix shown below:

		Probability							
>90%	Almost Certain	5	5	10	15	20	25		
50-90%	Likely	4	4	8	12	16	20		
30-50%	Possible	3	3	6	9	12	15		
10-30%	Unlikely	2	2	4	6	8	10		
<10%	Rare	1	1	2	3	4	5		
				1	2	3	4	5	
		Impact	Insignificant	Minor	Moderate	Major	Catastrophic		

7. The Council has recognised that there is a risk of not delivering the capital programme as planned and that processes need to be improved to ensure the delivery of agreed Capital Projects going forward. Consequently, officers have recently implemented a new Capital Gateway process which will ensure greater clarity regarding timescales for projects being brought forward as well as closer monitoring of delivery. This risk is currently amber within the risk register.

Climate Change / Environmental Impact

8. There are no issues arising directly from this report

Equalities impact

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

Financial Implications

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

Legal Implications

11. 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

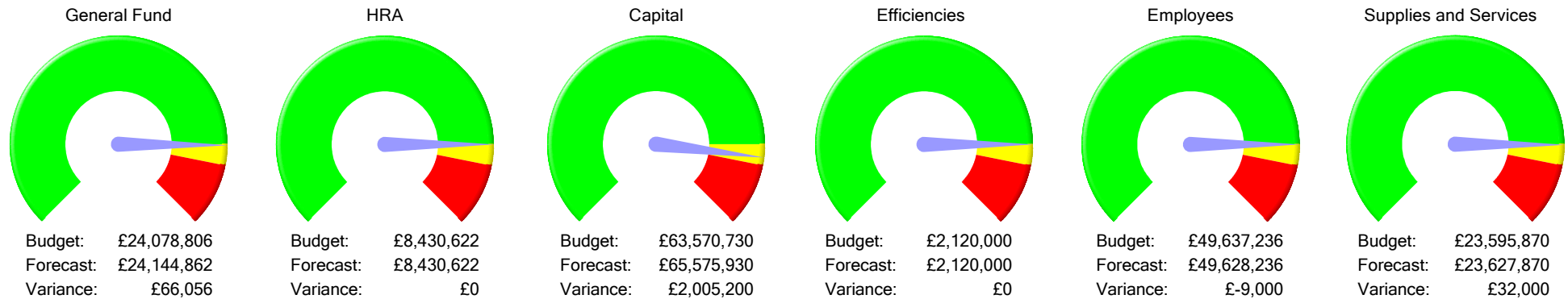
Service Area / Department: Finance, Business Improvement and Technology

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

List of background papers: None

Appendix A Corporate Integrated Report Q1 2014/15

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Meeting Housing Need	0 (0%)	0 (0%)	1 (20%)	4 (80%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	0 (0%)	4 (80%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	4 (100%)
Total	0 (0%)	3 (15%)	1 (5%)	16 (80%)
Previous Quarter	1 (5%)	3 (15%)	0 (0%)	16 (80%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Meeting Housing Need	0 (0%)	3 (60%)	0 (0%)	2 (40%)
Strong and Active Communities	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	1 (20%)	3 (60%)
An Efficient and Effective Council	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Total	0 (0%)	7 (37%)	2 (11%)	10 (53%)

Risk Management

Ref:	Category	Description	Previous		Current		Trend	Declined to red?
			P	I	P	I		
CRR-019	ICT Resilience	Resilience of ICT function - managing projects and improvements alongside business as usual	3	3	3	3	→	
CRR-020	Robustness of Medium Term Financial Plan	Medium Term Financial Plan savings not delivered and pressures not accurately recorded	3	3	3	3	→	
CRR-023	Managing Capital Projects and Contract Management	The need to ensure efficient management of capital projects and contracts	3	3	3	3	→	
CRR-027	Fraud	Risk of fraud against the council	3	3	3	3	→	
CRR-028	Data Protection	Risk of breaching the Data Protection Act	3	3	3	3	→	
CRR-021	Adverse Weather	The impact of adverse weather on service delivery and adverse financial impact on Council	3	2	3	2	→	
CRR-022	Welfare Reform	Changes to legislation regarding Welfare Reform will impact financially, directly and indirectly on the Council	3	2	3	2	→	
CRR-024	Business Continuity	Failure to ensure Emergency Planning and Business Continuity procedures are in place,	2	3	2	3	→	

CORPORATE SUMMARY

1 OVERALL SUMMARY POSITION

The overall performance of the authority is good overall based on the forecast position at 30th June 2014 and the Council's performance against its corporate targets. The General Fund revenue financial position is forecast at a small adverse variance to the budget of 0.3%. The HRA overall is forecast as on target against budget. The Capital Programme shows an adverse variance of £2.005 million; however this level of variance is related to pulling forward budget into 2014/15 from future financial years netted off by some forecast slippage into future financial years. Of the Corporate performance targets, 16 (80%) are being delivered as planned, one (5%) is below target but within acceptable tolerance limits and three (15%) are not meeting their target.

2 FINANCE OVERALL

General Fund

The forecast for the General Fund overall is showing a small adverse variance to the budget of £0.066 million (0.3%). This variance arises from an adverse forecast variance of £0.257 million relating to the Local Cost of Benefits netted off by a favourable forecast variance on services of £0.191 million.

Housing Revenue Account (HRA)

The HRA is currently being forecast as having a nil variance to approved budget as at the end of Quarter 1. There are areas which may result in a variance arising in the future, notably on rental income which is affected by Right to Buy sales (which have an adverse impact on rental income) and also relets (which have a favourable impact on rental income with rents being increased to the formula rent for new tenants); the position on this is being closely monitored.

Capital

As at the end of June, the Capital Programme shows an adverse variance of £2.005 million, which includes £2.109 million which is pulling forward budget into 2014/15 from future financial years and £(0.109) million slippage. This forecast variance predominantly relates to: -

- Stage 2 Museum of Oxford Development £0.027 million - request to bring forward budget from 2015/16
- New Council website £0.080 million - request to bring forward budget from 2015/16
- Homelessness Property Acquisitions £2.0 million - request to bring forward budget from 2015/16
- St Clements Environmental Improvements £(0.050) million - where work is to be undertaken in 2015/16
- Donnington Recreation Ground Improvements £(0.044) million - where slippage into 2015/16 is likely

Efficiencies

These are being forecast to be achieved in full, however it is worth noting that £0.017 million of these are forecast to be achieved through alternative mitigating actions.

3 PERFORMANCE OVERALL

Overall the Council's performance against its corporate targets is good with 16 (80%) delivering as planned, one (5%) below target but within acceptable tolerance limits and three (15%) not meeting their target. Exceptions to targeted performance are set out in the section below

Corporate Performance indicator Exceptions

Red:

Vibrant and Sustainable Economy: To achieve results for Oxford city schools that are 10% above the national average for KS2 by April 2015 - Latest reported performance is 62% against a target of 68%. This is a proxy result as the real results will not be known until late 2014. A review of education attainment is currently underway

Vibrant and Sustainable Economy: The number of Council apprentices created through Council investment for those who live in Oxford - 23 apprentices are currently employed: with 78% (18) from within the city, which is below our target of 22. The 2014 Business Admin/ Trade/ Pest Control cohort will be recruited by the end of July and is likely to add up to 14 new apprentices. Data is currently being gathered from companies that are subject to major investment by the council to ascertain the level of apprentices from within Oxford they are employing, and it is likely that this show the measure as on target once received.

Cleaner Greener Oxford: The number of enforcements carried out as a result of environmental offences - Enforcement levels to June 2014 were 388 against a target of 180, so are off target as the aim of this measure is to reduce the overall number of environmental offences this year. This is in part due to 107 notices to tackle domestic waste having been issued; an enforcement element of our carding arrangement with Waste and Recycling. It is anticipated that numbers will fall over the summer as students leave, and rise again in October.

Amber:

Meeting Housing Need: Number of new Rough Sleepers spending a second night on the streets - There was a rough sleeper count in May 2014 which counted 11 new rough sleepers spending a second night on the street, compared to a target of 10. The total count was 25 (12 of which were new to rough sleeping).

4 RISK OVERALL

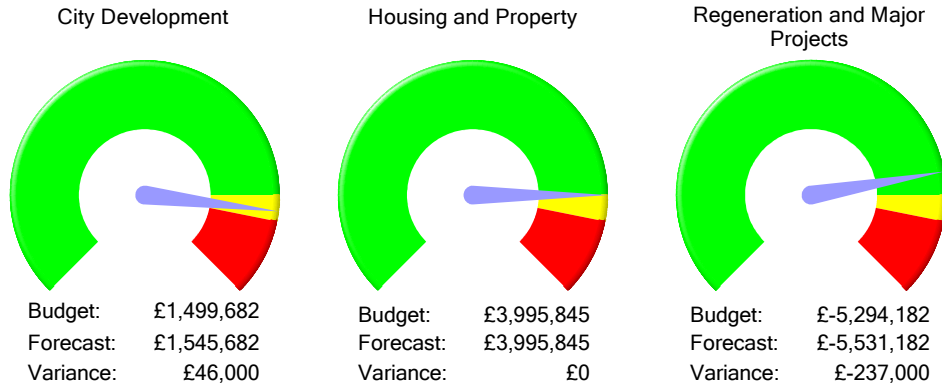
Corporate Risk Exceptions

The Corporate risk register has been reviewed in the first quarter of the year and this has identified no current red risks.

Appendix B

City Regeneration Integrated Report Q1 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Housing and Property	0 (0%)	1 (14%)	1 (14%)	5 (71%)
Regeneration and Major Projects	0 (0%)	1 (17%)	2 (33%)	3 (50%)
Total	0 (0%)	3 (19%)	3 (19%)	10 (63%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Housing and Property	0 (0%)	0 (0%)	5 (71%)	2 (29%)
Regeneration and Major Projects	0 (0%)	3 (30%)	4 (40%)	3 (30%)
Total	0 (0%)	3 (12%)	15 (60%)	7 (28%)

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	1 (7%)	0 (0%)	14 (93%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Housing and Property	0 (0%)	4 (67%)	1 (17%)	1 (17%)
Regeneration and Major Projects	0 (0%)	5 (83%)	1 (17%)	0 (0%)
Grand Total	0 (0%)	10 (67%)	2 (13%)	3 (20%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Total				

CITY REGENERATION DIRECTORATE

Directorate Overview

For the Directorate as a whole 10 (63%) of performance measures are on target with 3 (19%) below target but within tolerance limits and 3 (19%) off target. The Directorate overall is forecasting a favourable variance of £0.191 million.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £ 0.010 million against a budget of £0.201 million which is a favourable variance of £191 million.

City Development

Building Control Fees are expected to be £0.080 million below budget by year end, however this pressure will be partly mitigated by staff turnover savings in the Building Control, Heritage and City Centre Management areas resulting in a currently forecast outturn variance of £0.046 million.

Housing and Property

No variance to budget is being anticipated at this stage for Housing and Property.

Regeneration and Major Projects

Commercial Rent income is forecast to be £0.345 million above the budgeted position. The 2014/15 commercial rental income budgets were increased in the 2014/15 budget setting process by £0.425m over the 2013/14 level, which is broadly equivalent to the additional income received in 2013/14. This projected variance for 2014/15 therefore relates solely to changes occurring during the 2014/15 financial year, largely reflecting growth in the total return for the investment portfolio as rent reviews are completed in 2014/15. This beneficial position is offset against additional pressures relating to the net cost of caretaking and cleaning at Bury Knowle House of £0.058 million, cleaning charges for the Gloucester Green Market estimated at £0.020 million and Specialist Consultants to complete rent reviews estimated at £0.030 million. Permanent adjustments to budgets will need to be made as part of the Medium Term Financial Plan update in the lead up to setting the 2015/16 budgets.

2. Directorate Performance - Exceptions:

Regeneration and Major Projects

Delivering a programme of new homes at Barton - the Phase 1 affordable housing scheme is experiencing some slippage. The Phase 1 sale to house builder is currently on target. Infrastructure delivery has potential for slippage due to difficulties with SSE

Number of lease renewals /rent reviews reported - No reviews or renewals had yet reported at the end of June against a year to date target of 11.

Rental Income Arrears - performance to date is 9% compared to a target of 5%. This is largely due to arrears with the Covered Market, which is being addressed with the Market Manager.

City Development

Net additional homes provided - Completions to June 2014 were 41 against a target of 51. While below target, they are still at a higher level than this time last year which reflects an improving market. Delivery rates are expected to improve further as the increased number of planning permissions for housing in the city works through into greater construction activity on the ground.

Housing and Property

Empty homes returned to use - Currently, 1 home has been returned, compared to a target of 3.

Homelessness cases prevented - Reported prevention cases to date are 158 compared to a target of 225. However, data from Shelter for quarter 1 is still awaited.

3. Risk Performance- Exceptions

City Development

There are no red risks within this service area.

Housing and Property

There are no red risks within this service area.

Regeneration and Major Projects

Three red risks have been raised in this service area. The first relates to staff recruitment and retention. The risk has been raised that the current remuneration package for staff is no longer sufficient to retain skilled staff or to recruit suitable replacements. In order to mitigate this loss contractors and temporary staff are being employed.

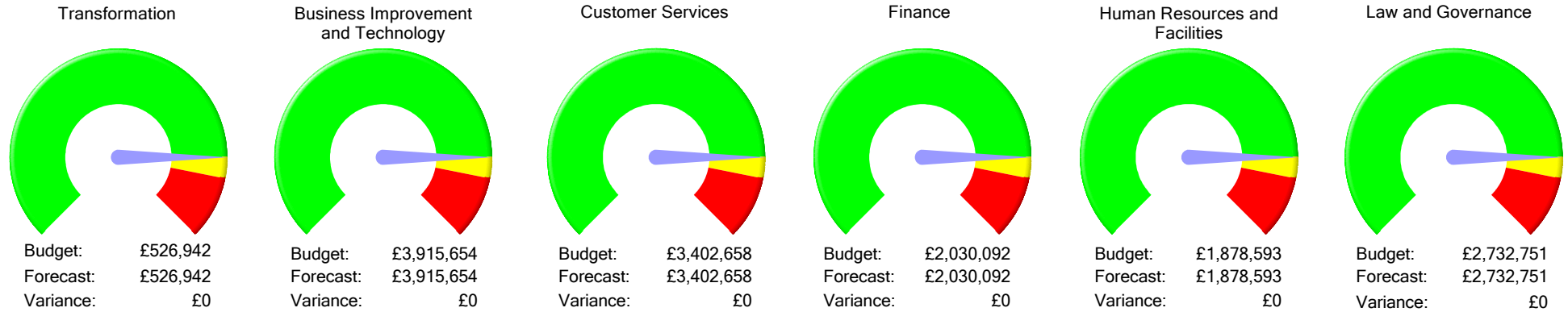
The second red risk relates to the Westgate re-development and whether it is viable to proceed. Dialogue is continuing with Land Securities and the County Council.

The third risk relates to the current workloads for the staff in the service area. A restructure has been agreed and new job descriptions are being evaluated.

Appendix C

Organisational Development and Services Integrated Report Q1 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	1 (20%)	4 (80%)
Customer Services	0 (0%)	0 (0%)	3 (50%)	3 (50%)
Finance	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (50%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	0 (0%)	0 (0%)	8 (40%)	12 (60%)
Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	10 (53%)	0 (0%)	9 (47%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Customer Services	2 (33%)	0 (0%)	2 (33%)	2 (33%)
Finance	0 (0%)	0 (0%)	3 (33%)	6 (67%)
Human Resources and Facilities	1 (50%)	0 (0%)	0 (0%)	1 (50%)
Law and Governance	1 (33%)	0 (0%)	1 (33%)	1 (33%)
Total	4 (17%)	0 (0%)	9 (39%)	10 (43%)
Service	No Data	Red	Amber	Green
Previous Quarter	6 (24%)	0 (0%)	6 (24%)	13 (41%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Customer Services	0 (0%)	5 (83%)	0 (0%)	1 (17%)
Finance	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Grand Total	0 (0%)	10 (53%)	1 (5%)	8 (42%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Total				

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole 12 (60%) performance measures are on target with 8 (40%) below target but within tolerance limits. The Directorate overall is forecasting a nil variance to budget.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £14.487 million and is currently anticipating no variance overall to the budget for the year.

Business Improvement and Technology

No variance to budget is being anticipated at this stage for Business Improvement and Technology.

Customer Services

No variance to budget is being anticipated at this stage for Customer Services.

Finance

No variance to budget is being anticipated at this stage for Finance.

Human Resources and Facilities

No variance to budget is being anticipated at this stage for Human Resources and Facilities.

Law and Governance

No variance to budget is being anticipated at this stage for Law and Governance.

2. Directorate Performance - Exceptions

Customer Services

Time to process changes in circumstances - We are seeing a slight increase in the days to process, with performance to June at 11 days against a target of 10 days. To counter this now we have requested additional input from the resilience contract which will commenced during July and should start to show some improvement to the outstanding work. We are closely monitoring the workload as we expect an increase in staff leave in the coming weeks and are also working on streamlining processes to counteract this. We have had a delay in receiving Atlas files from the DWP which also affected performance in June.

Time to process new benefits claims - Performance to June was 14.95 days, and just above the target of 14 days. The reasons and actions to

mitigate are as for changes in circumstances

Customers getting through first time on Councils Main Service lines - performance is currently 90.92% compared to a target of 95%. Performance improved in June compared to the previous month (92% compared to 89.6%). This is due to ongoing multi skilling training and an increase in resources with vacant posts being filled. We are currently reviewing resources to identify and tackle potential issues over the summer months when there is more leave.

Finance

Percentage of invoices paid on time - Year to date performance is 95.65% compared to a target of 99%, representing a slight reduction from the previous month. Improvements will come from staff disputing incorrect invoices and Goods Received Notes in a timely manner.

Investment return above base rate - performance is at 0.28% compared to a target of 0.4%. The total investments for June are £73m with £14.26m in the Money Market Fund. The Councils Treasury advisors have amended their interest rate forecast, now expecting an increase in the rates by 0.25% in Quarter 1 of 2015, followed by a further 0.25% increase by Quarter 4 of 2015. Local authority rates remain low and are not expected to pick up until Quarter 3 of 2014.

Human Resources and Facilities

Percentage of employees with a disability - Numbers have risen by two to 109 declaring a disability, leaving performance to June at 8.88% and just below the target of 9%. However staff numbers have climbed to 1,228 due to recent increases in recruitment, meaning that the average remain broadly stable.

Percentage of black and ethnic minority (BME) employees - Staff numbers from BME backgrounds have remained the same at 83. However, the overall headcount has increased to 1,228 and this has influenced a small fall in the overall percentage to 6.8% compared to the target of 7%. In terms of trends, applications received from BME communities are running at 16.61% (191) since the start of April. This compares with an average of 18.77% for the previous year. Trend analysis will be run on a monthly basis.

Business Improvement & Technology

ICT contract savings - current performance remains at 100% of contract spend compared to a target of 99% for this point of the year. Further work is needed to assess the true baseline for ICT contract spend in order to better judge performance against this target.

3. Risk Performance- Exceptions

Business Improvement and Technology

There are no red risks within this service area.

Customer Services

There are no red risks within this service area.

Finance

There are no red risks within this service area.

Human Resources & Facilities Management

There are no red risks within this service area.

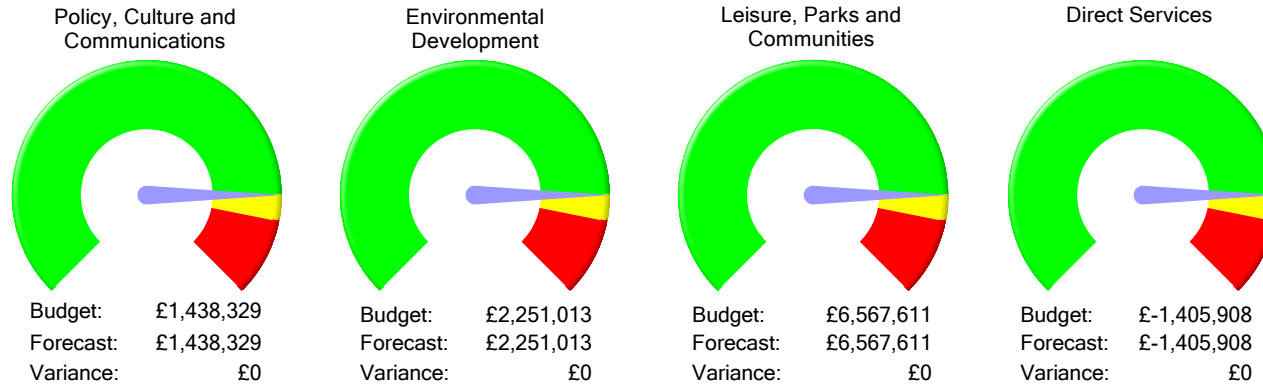
Law & Governance

There are no red risks within this service area.

Appendix D

Community Services Integrated Report Q1 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	1 (11%)	0 (0%)	8 (89%)
Environmental Development	0 (0%)	0 (0%)	0 (0%)	7 (100%)
Leisure Parks and Communities	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Policy Culture and Communications	0 (0%)	0 (0%)	0 (0%)	16 (100%)
Total	0 (0%)	1 (3%)	0 (0%)	34 (97%)

	No Data	Red	Amber	Green
Previous Quarter	2 (6%)	2 (6%)	1 (3%)	26 (84%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Direct Services	0 (0%)	4 (44%)	1 (11%)	4 (44%)
Environmental Development	0 (0%)	2 (33%)	3 (50%)	1 (17%)
Leisure Parks and Communities	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Policy Culture and Communications	0 (0%)	10 (77%)	2 (15%)	1 (8%)
Grand Total	0 (0%)	16 (53%)	6 (20%)	8 (27%)

Risk Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	3 (38%)	5 (63%)
Environmental Development	3 (30%)	0 (0%)	4 (40%)	3 (30%)
Leisure Parks and Communities	2 (22%)	0 (0%)	2 (22%)	5 (56%)
Policy Culture and Communications	1 (17%)	0 (0%)	3 (50%)	2 (33%)
Total	6 (18%)	0 (0%)	12 (36%)	15 (45%)

	No Data	Red	Amber	Green
Previous Quarter	5 (14%)	0 (0%)	15 (33%)	15 (33%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Total				

COMMUNITY SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole, 34 (97%) performance measures are on target and 1 (3%) is below target. The Directorate overall is forecasting a nil variance to budget.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £8.851m. There is no overall projected outturn variance at present.

Policy, Culture and Communications

No variance to budget is being anticipated at this stage for Policy, Culture and Communications.

Environmental Development

No variance to budget is being anticipated at this stage for Environmental Development.

Leisure, Parks and Communities

No variance to budget is being anticipated at this stage for Leisure, Parks and Communities.

Direct Services

Engineering are currently successfully winning works over and above that which was anticipated in the budget and with the new structure now in place, the expectation is that they will again make an additional contribution over this year's budget in the region of £0.250 million.

An opportunity has arisen to provide heavy goods vehicle testing facilities onsite at the depot, earning additional income from external works. This provision requires some investment in the buildings to make adaptations to accommodate the testing facilities. This Driver and Vehicle Standards Agency (DVSA) Authorised Testing Facility will cost £0.160 million and a recommendation to include this in the capital programme is included in the main report. This additional investment together with additional funding required for Cowley Marsh welfare improvements of £0.1 million will be vired from the engineering surpluses in Engineering referred to above and will mean that the service overall at present is expected to achieve a balanced budget at year end.

2. Directorate Performance - Exceptions

Direct Services

Percentage of streets with detritus levels falling below Grade B - performance is currently 7.17% compared to a target of 3%. For the year to date, 17

out of 237 streets inspected were below grade B. For June, 5 out of the 79 streets was below grade B (6.3%)

3. **Risk Performance- Exceptions**

Policy, Culture and Communications

There are no red risks within this service area.

Environmental Development

There are no red risks within this service area.

Leisure, Parks and Communities

There are no red risks within this service area.

Direct Services

There are no red risks within this service area.

Financial Outturn as at 30th June 2014 (Quarter 1)

Appendix E1: June 2014 monitoring – General Fund Forecast Outturn

Appendix E2: June 2014 monitoring – Capital Programme Forecast Outturn

Appendix E3: June 2014 monitoring – Housing Revenue Account Forecast Outturn

Appendix E4: June 2014 monitoring – General Fund year to date position

EXECUTIVE SUMMARY

1. This report sets out the Council's outturn position as at the 30th June 2014 and highlights major variances to the approved latest budget. In summary:
 - Appendix E1 shows the General Fund Revenue forecast outturn position to be an adverse net variance of £0.066 million to the latest budget.
 - Appendix E2 details the forecast capital outturn position which shows a forecast adverse variance against the latest budget of £2.005 million which includes £2.109 million of budgets to be pulled forward into 2014/15 from future financial years.
 - Appendix E3 shows the HRA forecast outturn position to be on target, leaving the HRA working balance at the £4.0 million level.
 - The collection rate for Council Tax at the end of June 2014 was 30.97%, up on June 2013's position of 30.55%.
 - The Business Rates collection rate at the end of June 2014 was 31.04% compared to 32.16% for June 2013. This is 1.12% deterioration, although the primary reason is that a proportion of ratepayers have taken advantage of a change in legislation which allows them to pay over 12 months instead of 10, delaying the receipt of payments by the Council.
 - The payment of undisputed invoices within 30 days for the year to 30th June 2014 was 95.63% which is under the target of 99%. The value of the 118 late paid invoices in June was £0.259 million.
 - HRA total arrears were £1.007 million as at the end of June 2014.
2. 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 forecast variances have been identified and are commented on within the body of the report.

GENERAL FUND OUTTURN

3. Appendix E1 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 June 2014.

Table 1 General Fund Revenue

GF Outturn Report 14/15 @ Q1 June, 2014	Approved Budget (per Budget book)	Latest Budget	Expenditure	Income	Actual YTD	Budget YTD	Variance YTD	Projected Outturn against Latest Budget @ Q1 30th June, 2014	PO Variance	PO Variance (Prev Month)	PO Variance Mvt from Previous Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Directorates											
City Regeneration	(320)	201	3,382	(4,823)	(1,441)	(1,352)	(89)	10	(191)		(191)
Community Services	7,704	8,851	14,791	(12,753)	2,038	2,370	(332)	8,851			
Organisational Dev & Corp Services	14,010	14,487	4,341	(1,182)	3,159	3,794	(635)	14,487			
Directorate Total Excl SLA's & Capital Charges	21,393	23,539	22,514	(18,758)	3,756	4,812	(1,056)	23,348	(191)		(191)
SLA's & Capital Charges	(692)	(692)	387		387	(167)	554	(692)			
Corporate Accounts	1,438	1,071	13,295	(17,129)	(3,834)	94	(3,928)	1,328	257		257
Contingencies	1,939	1,808				258	(258)	1,808			
Total Corporate Accounts & Contingencies	3,377	2,880	13,295	(17,129)	(3,834)	353	(4,187)	3,137	257		257
Net Expenditure Budget	24,079	25,727	36,197	(35,887)	309	4,998	(4,688)	25,793	66		66
Transfer to / (from) Ear Marked Reserves		(1,648)	(1,648)		(1,648)	(1,648)		(1,648)			
Net Budget Requirement	24,079	24,079	34,548	(35,887)	(1,339)	3,350	(4,688)	24,145	66		66
Funding											
External Funding (RSG)	6,339	6,339		3,011	3,011	1,585	1,426	6,339			
External Funding (NDR Retention)	6,114	6,114				1,529	(1,529)	6,114			
Council tax	11,582	11,582				2,896	(2,896)	11,582			
Less Parish Precepts	(162)	(162)	(96)		(96)	(40)	(56)	(162)			
Collection Fund Surplus	205	205				51	(51)	205			
Total Funding Available	24,079	24,079	(96)	3,011	2,915	6,020	(3,105)	24,079			
(Surplus) / Deficit for year		(0)	34,644	(38,898)	(4,254)	(2,670)	(1,584)	66	66		66

- The forecast General Fund Revenue account outturn position is currently anticipated to be a net £0.066 million adverse variance to budget.
- City Regeneration Directorate** - The Directorate is currently estimated to have a projected outturn position of £ 0.010 million against a budget of £0.201 million which is a favourable variance of £191 million.
- Building Control Fees are expected to be £0.080 million below budget by year end, however this pressure will be partly mitigated by staff turnover savings in the Building Control, Heritage and City Centre Management areas resulting in a currently forecast outturn variance of £0.046 million.
- Commercial Rent income is forecast to be £0.345 million above the budgeted position. The 2014/15 commercial rental income budgets were increased in the 2014/15 budget setting process by £0.425m over the 2013/14 level, which is broadly equivalent to the additional income received in 2013/14. This projected variance for 2014/15 therefore relates solely to changes occurring during the 2014/15 financial year, largely reflecting growth in the total return for the investment portfolio as rent reviews are completed in 2014/15. This beneficial position is offset against additional pressures relating to the net cost of caretaking and cleaning at Bury Knowle House of £0.058 million, cleaning charges for the Gloucester Green Market estimated at £0.020 million and Specialist Consultants to complete rent reviews estimated at £0.030 million. Permanent adjustments to budgets will need to be made as part of the Medium Term Financial Plan update in the lead up to setting the 2015/16 budgets.
- Community Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £8.851m. There are no projected outturn variances at present, however there are some significant variances within Direct Services which are explained in the following paragraphs.

9. Engineering are currently successfully winning works over and above that which was anticipated in the budget and with the new structure now in place, the expectation is that they will again make an additional contribution over this year's budget in the region of £0.250 million
10. An opportunity has arisen to provide heavy goods vehicle testing facilities onsite at the depot, earning additional income from external works. This provision requires some investment in the buildings to make adaptations to accommodate the testing facilities. This Driver and Vehicle Standards Agency (DVSA) Authorised Testing Facility will cost £0.160 million and a recommendation to include this in the capital programme is included in the main report. This additional investment together with some additional expenditure needed on Marsh Road Depot improvements of £0.1 million will be vired from the engineering surpluses referred to above and will mean that the service overall at present is expected to achieve a balanced budget at year end.
11. **Organisational Development and Corporate Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £14.487 million and is currently anticipating no variance overall to the budget for the year.

CORPORATE ACTIVITIES

12. Local cost of benefits is forecast at £0.257 million adverse variance. This relates to a potential subsidy loss in respect of Local Authority error overpayments. Subsidy is only payable in full on overpayments if the level is within a threshold set by the Department for Work and Pensions. There is a further, higher, threshold within which the Council would receive 40% subsidy. Currently the level of errors is outside the expected levels of error and, unless there is mitigating action, there is a risk of total loss of subsidy on these overpayments. Work is being undertaken within Revenues and Benefits to correct the situation as much as possible; however there is a risk that the thresholds for the year may still be breached. The current projections are based on the level of error falling between the upper and lower thresholds and therefore the Council being impacted by a 60% loss of subsidy on these overpayments.

ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

13. The Council's budget identifies £0.704 million of efficiencies, £0.224 million of service reductions and £1.192 million of additional fees and charges for 2014/15. As at the end of June it is anticipated that £0.017 million efficiencies will not be delivered, although it is anticipated that there will be mitigating savings to negate the impact as detailed below.
14. Table 2 below details the projected outturn position relating to efficiencies, service reductions and additional fees and charges at the end of June 2014.

Table 2 – Savings and Efficiencies as at 30th June 2014

	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	
Finance	(29)	(29)		(7)									0%
Business Improvement & Technology	(88)	(88)		(6)									0%
Law & Governance	(3)	(3)		(1)					(5)	(5)		(1)	25%
Human Resources & Facilities	(2)	(2)		(1)	(55)	(55)		(14)	(20)	(20)		(5)	25%
Customer Services	(25)	(25)		(6)					(14)	(14)		(4)	25%
Organisational Development and Corporate Services	(147)	(147)	0	(20)	(55)	(55)	0	(14)	(39)	(39)	0	(10)	25%
Direct Services	(240)	(240)		(57)					(512)	(512)		(115)	23%
Leisure, Parks & Communities	(66)	(66)		(17)	(140)	(140)		(35)	(60)	(60)		(15)	25%
Environmental Development	(84)	(84)		(28)	(16)	(16)		(4)	(52)	(52)			0%
Policy, Culture & Communication									(16)	(16)		(1)	5%
Community Services	(390)	(390)	0	(102)	(156)	(156)	0	(39)	(640)	(640)	0	(131)	21%
City Development	(48)	(31)	17	(8)	(13)	(13)		(3)	(71)	(71)		(18)	25%
Housing & Property	(89)	(89)		(22)									0%
Regeneration & Major Projects	(30)	(30)		(5)					(442)	(442)		(111)	25%
City Regeneration	(167)	(150)	17	(35)	(13)	(13)	0	(3)	(513)	(513)	0	(128)	25%
Mitigating Savings		(17)	(17)	(17)						0		0	
Total	(704)	(704)	0	(174)	(224)	(224)	0	(56)	(1,192)	(1,192)	0	(269)	23%

15. There is an anticipated underachievement of efficiency savings in City Development of £0.017 million. The restructure has resulted in the anticipated Full Time Equivalent reductions, however job evaluation has resulted in higher grades for staff than anticipated. Staff turnover savings and income from staff secondment to West Oxfordshire are expected to mitigate this in 2014/15.

HOUSING REVENUE ACCOUNT (HRA) OUTTURN

16. The summarised HRA position as at 30th June 2014 is set out in Table 3 and detailed on the attached Appendix E3.

Table 3 – Housing Revenue Account HRA

HRA Outturn Report 14/15 @ 30 June, 2014	Approved Budget (per Budget book)		Latest Budget	Profiled Budget 30th June 2014	Actual YTD	Variance Profiled Budget to Actual, June 2014	Projected Outturn@ 30th June, 2014	Outturn Variance
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Dwelling Rent	(40,590)	(40,590)	(9,807)	(9,786)	22	(40,590)	0	
Service Charges	(1,196)	(1,196)	(299)	(308)	(9)	(1,196)	0	
Furniture & Other Rent	(816)	(816)	(225)	(262)	(37)	(816)	0	
Major Project Team Fees	(329)	(329)	(82)	(45)	38	(329)	0	
Net Income	(42,931)	(42,931)	(10,414)	(10,401)	13	(42,931)	0	
General Management	5,138	5,155	1,129	1,117	(12)	5,155	0	
Special Management	2,771	2,771	557	540	(17)	2,771	0	
Other Management	2,648	2,663	355	314	(41)	2,663	0	
Bad Debt Provision	431	431	54	53	(1)	431	0	
Responsive & Cyclical Repairs	9,859	10,093	2,429	2,243	(186)	10,093	0	
Interest Paid	7,792	7,792	1,948	1,948		7,792	0	
Depreciation	5,595	5,595	1,399	1,399		5,595	0	
Total Expenditure	34,233	34,500	7,870	7,613	(257)	34,500	0	
Net Operating Expenditure/(Income)	(8,697)	(8,430)	(2,543)	(2,787)	(244)	(8,430)	0	
Interest Received	(64)	(64)	(16)	(16)		(64)	0	
Other HRA Reserve Adjustments	(7,996)	(8,263)	(248)	(251)	(3)	(8,263)	0	
Revenue Contribution to Capital	16,757	16,757				16,757	0	
Total Appropriations	8,698	8,431	(264)	(267)	(3)	8,431		
Total HRA (Surplus)/Deficit			(2,807)	(3,055)	(247)			

Income

17. There is a slight adverse variance at the end of June on dwelling rents due to a greater number of Right to Buy completions in 2013/14 than estimated (5 more), thus stock numbers for the current year will be lower than originally estimated. It is not currently anticipated that there will be an adverse position at the year-end due to rents on void properties being set at target rent when the properties are re-let. This forecast will change, however, if more Right to Buy completions than anticipated occur in 2014/15.

Expenditure

Responsive & Cyclical Repairs

18. Responsive Repairs is underspent against profiled budgets by £0.100 million. External Planned Maintenance is also underspent to date against profile by £0.086 million due the restructure in Major Projects and delays caused through awaiting the implementation of the results from the stock condition reports. It is anticipated that spend in both areas will pick up during the latter part of the financial year and that no year-end variances will occur.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

19. Performance against the Capital Programme approved for the General Fund and HRA for 2014/15 is shown in summary at Table 4 below. Appendix E2 shows the Capital Programme on a scheme on a scheme by scheme basis.
20. As at the end of June, the Capital Programme shows an adverse variance of £2.005 million, which includes £2.109 million (£2.0 million funded from revenue and the balance from capital receipts) which is pulling forward budget into 2014/15 from future financial years and £(0.109) million slippage. This forecast variance predominantly relates to: -
- Stage 2 Museum of Oxford Development £0.027 million – request to bring forward budget from 2015/16
 - New Council website £0.080 million – request to bring forward budget from 2015/16
 - Homelessness Property Acquisitions £2.0 million – request to bring forward budget from 2015/16
 - St Clements Environmental Improvements £(0.050) million – where work is to be undertaken in 2015/16
 - Donnington Recreation Ground Improvements £(0.044) million – where slippage into 2015/16 is likely

Table 4 – Capital Programme as at 30th June 2014

Capital Scheme	Latest Budget 2014/15	Spend to 30th June 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th June 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
S01 Policy Culture & Communications Total	4,973,284	22,008	22,000	8	0%	5,000,484	27,200	27,200	0
S03 Business Improvement & Technology Total	460,301	201,689	197,598	4,091	44%	540,301	80,000	80,000	0
S11 City Development Total	630,426	14,512	10,000	4,512	2%	570,303	(60,123)	(64,635)	4,512
S12 Environmental Development Total	1,575,904	196,882	90,000	106,882	12%	1,575,904	0	0	0
S13 Housing and Property Total	10,977,949	284,049	248,080	35,969	2.6%	12,980,447	2,002,498	2,001,700	798
S22 Leisure & Communities Total	8,550,934	1,258,832	875,000	383,832	15%	8,506,559	(44,375)	(44,375)	0
S23 Direct Services Total	7,682,932	382,346	401,517	(21,380)	5%	7,682,932	0	0	0
S32 Finance Total	309,893	0	0	0	0%	309,893	0	0	0
GF Total	35,161,623	2,360,318	1,844,195	513,914	7%	37,166,824	2,005,200	1,999,890	5,310
Housing Revenue Account	28,409,107	3,997,812	4,023,953	(26,141)	14%	28,409,107	0	0	0
Grand Total	63,570,730	6,358,130	5,868,148	487,773	10%	65,575,930	2,005,200	1,999,890	5,310

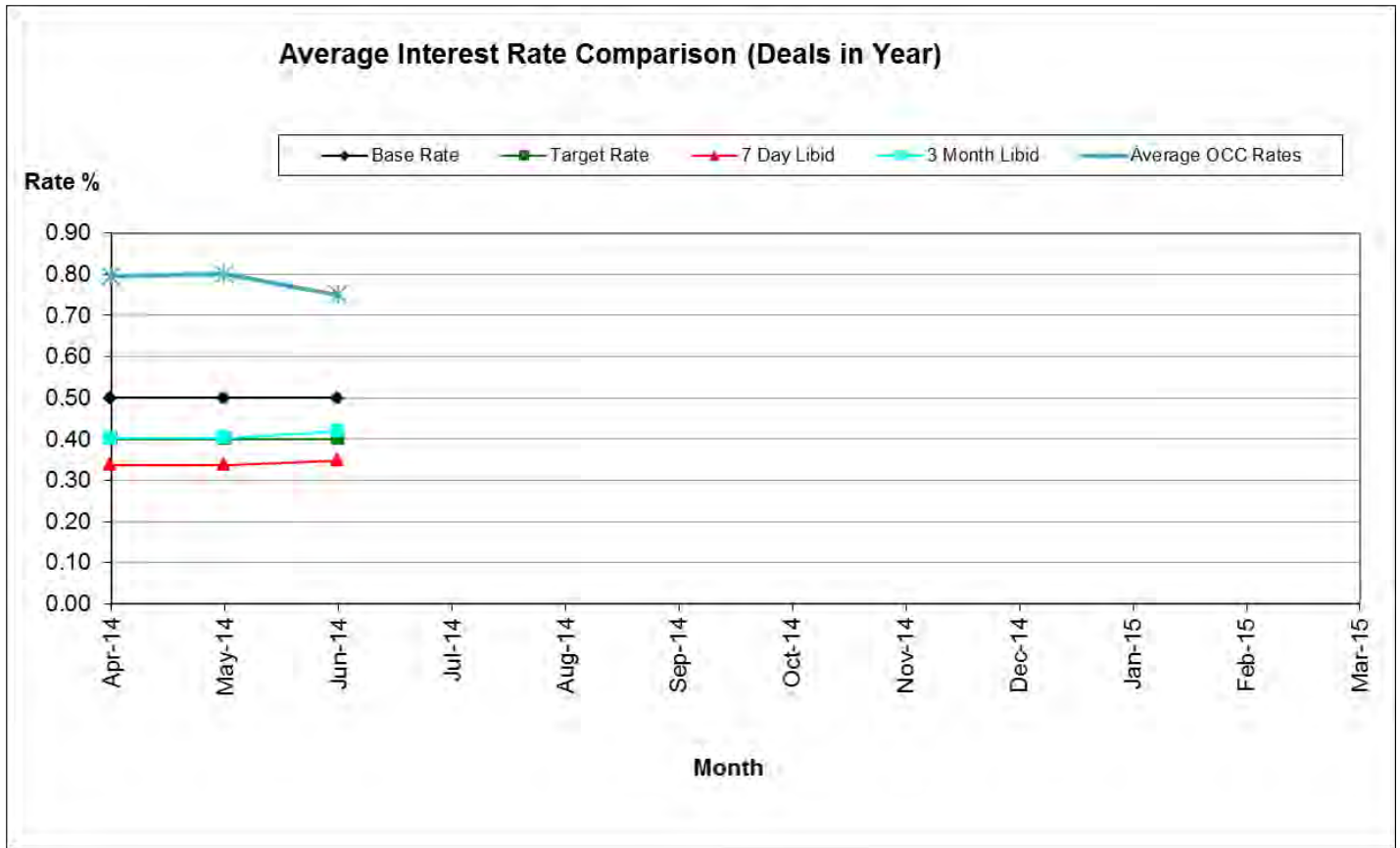
PERFORMANCE INFORMATION

21. 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 June 2014. These additional indicators are detailed as follows:

Treasury Performance

22. Our total investments at the end of June were £67.4m. Without the £3.0 million investment in the CCLA Property Fund the average rate of return was just 0.56%, just 0.06% above the base rate. With the yield on the Property Fund working out at 6% however, the overall average comes out at 0.80%. Building Societies are now slowly increasing their rates but as yet are not offering more than we can receive from Svenska Handelsbanken AB (0.50%). IGNIS at 0.43% continues to be the Money Market Fund offering the best return. The Council also had a 364 day loan with Lloyds Bank maturing in May. This was paying 1.05% but on rollover this was reduced to 0.95%.

Table 5 – Average Interest Rate Comparisons for Deals in the Year



Payment of Invoices

23. The cumulative percentage of invoices paid within 30 days as at the end of Q1 was 95.63%, an improvement on the 2013/14 outturn position of 93.24%, but below the 2014/15 target of 99%. Service area performance is shown below starting with the best performing and moving to the worst performing further down the list:

Table 6 – Payment of Undisputed Invoices to 30th June 2014

Service Area	YTD Total Invoices	YTD Undisputed	YTD Over 30 Days	YTD % Over	YTD % Intime
S32 Finance	139	130	0	0.00%	100.00%
S23 Direct Services	5038	4198	52	1.24%	98.76%
S21 Customer Services	78	75	1	1.33%	98.67%
S24 Housing Revenue Account	584	524	26	4.96%	95.04%
S33 Human Resources & Facilities	160	150	10	6.67%	93.33%
S13 Housing & Property	354	351	28	7.98%	92.02%
S01 Policy, Culture & Communications	139	139	14	10.07%	89.93%
S12 Environmental Development	273	268	27	10.07%	89.93%
S14 Regeneration & Major Projects	283	271	30	11.07%	88.93%
S22 Leisure, Parks & Communities	743	730	86	11.78%	88.22%
S11 City Development	79	79	10	12.66%	87.34%
S03 Business Improvement	98	72	11	15.28%	84.72%
S02 Transformation	22	22	4	18.18%	81.82%
S34 Law & Governance	53	52	10	19.23%	80.77%
	8043	7061	309	4.37%	95.63%

24. As can be seen from this chart, there is only one service area currently achieving the payment of invoices target of 99% for the whole year, although there are another two

service areas that are not far below. As can be seen from the chart below, performance in June was worse than the year overall, indicating the need for improvement.

Table 7 – Payment of Undisputed Invoices in June 2014

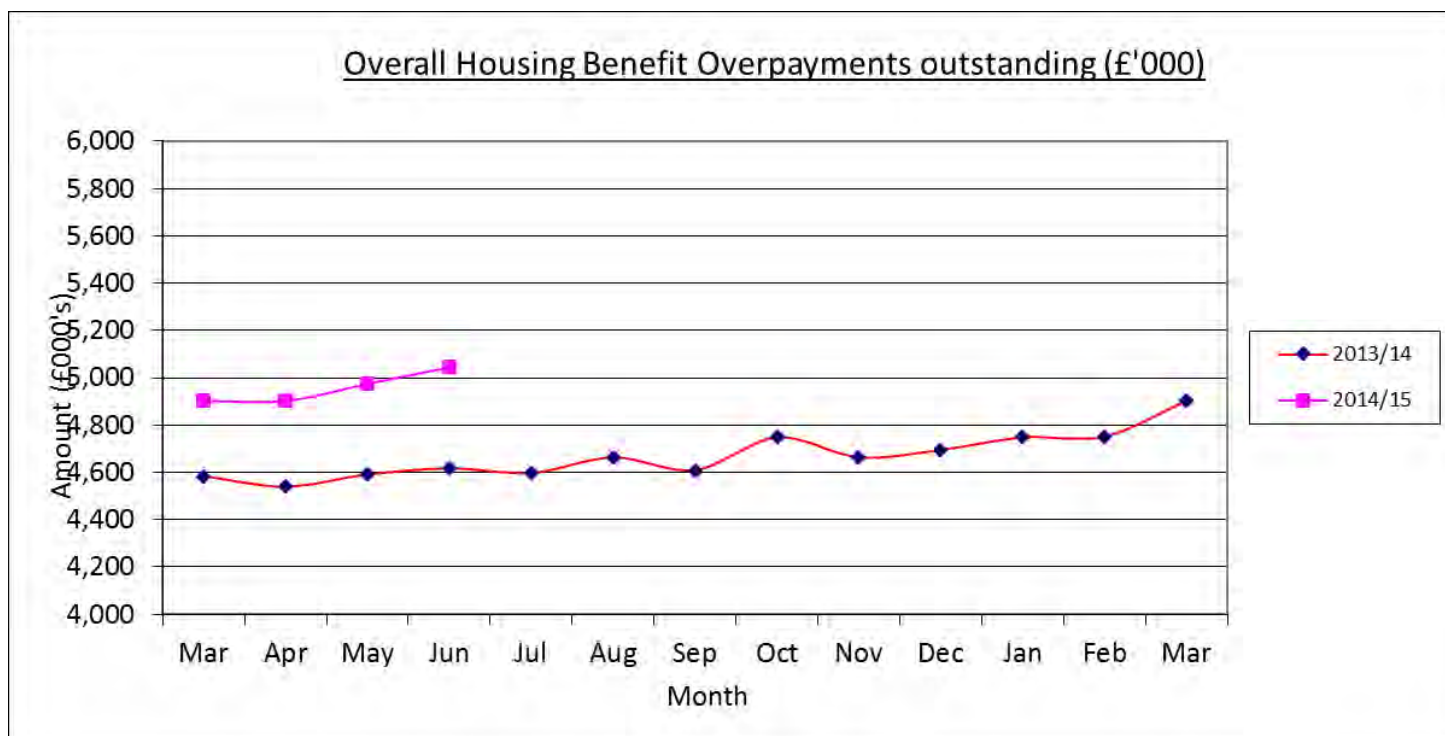
Service Area	Total Invoices	Undisputed	Over 30 Days	% Over	% Intime
S32 Finance	26	23	0	0.00%	100.00%
S33 Human Resources & Facilities	33	23	0	0.00%	100.00%
S21 Customer Services	15	12	0	0.00%	100.00%
S03 Business Improvement	34	10	0	0.00%	100.00%
S23 Direct Services	1558	1314	24	1.83%	98.17%
S13 Housing & Property	112	111	10	9.01%	90.99%
S22 Leisure, Parks & Communities	194	190	22	11.58%	88.42%
S24 Housing Revenue Account	113	103	12	11.65%	88.35%
S02 Transformation	8	8	1	12.50%	87.50%
S01 Policy, Culture & Communications	52	52	8	15.38%	84.62%
S14 Regeneration & Major Projects	64	61	12	19.67%	80.33%
S12 Environmental Development	57	56	16	28.57%	71.43%
S11 City Development	20	20	7	35.00%	65.00%
S34 Law & Governance	13	12	6	50.00%	50.00%
	2299	1995	118	5.91%	94.09%

25. The performance needs to be improved and then sustained throughout 2014/15 if the annual target of 99% for the year is to be achieved. The value of the 118 late paid invoices in June was £0.259 million which whilst not significant from the Council's perspective could make a significant difference to Small and Medium Enterprises.

Housing Benefit Overpayments

26. Overall overpayments of Housing benefit outstanding on April 1st stood at £4.902 million. Total arrears at 30th June stood at £5.044 million, an increase of 9.26% on the figure 12 months earlier.
27. Payment arrangements are in place for £2.395 million of the balance outstanding have got payment arrangements against them. Of the residual £2.650 million, a large number have had as much recovery action as possible undertaken and these debts are awaiting write off.

Table 8 – Housing Benefit Overpayments Outstanding

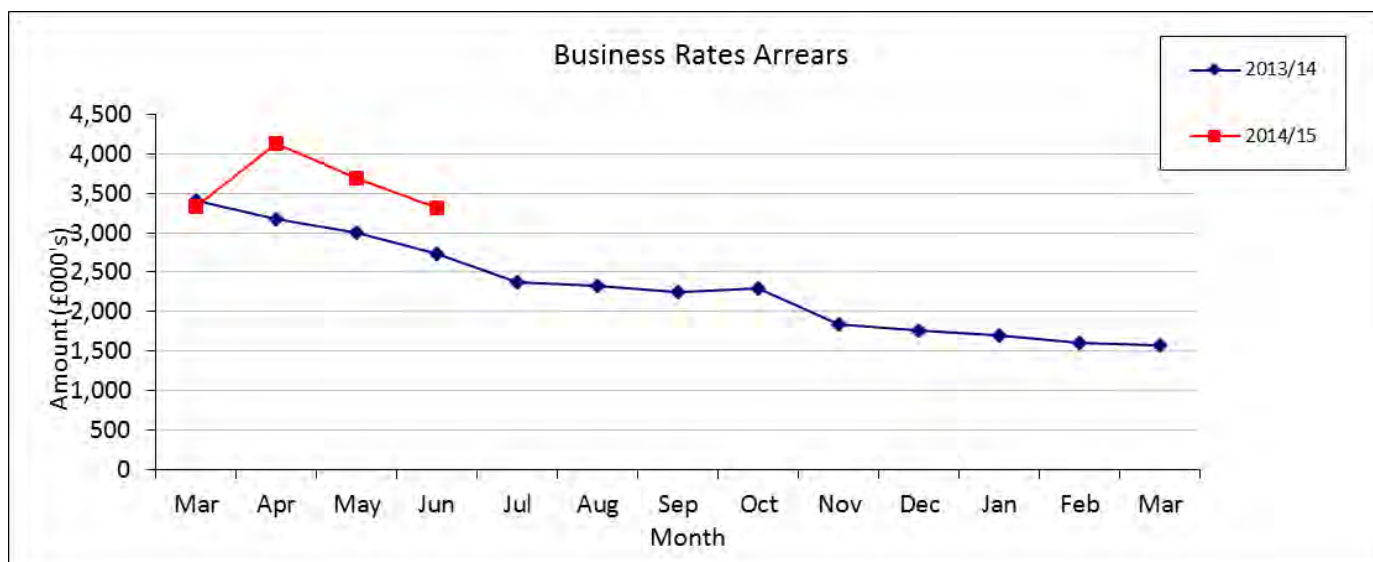


28. In the first quarter of 2014/15 there were £0.901 million of new overpayments identified whilst overpayments recovered, either by deductions, offsets of Housing benefit, or by payments received, totalled £0.700 million. The collection rate (based on the former BV 79b(i)) was thus 77.73%. This figure is down on last year's equivalent of 81.37% and the challenging internally set target of 82%. The indicator is based on the amounts collected compared to the amount identified. During the early part of the year there has been a high level of overpayment identified as the high volume of work generated from the end of the year has been processed. A provider to assist in the recovery of debt where internal recovery procedures have been exhausted is currently being sourced. This will help reduce the overall collectable debit and increase income. It should be noted that this is a volatile indicator as it is dependent on the amount of housing benefit overpayments raised each month against what is collected each month. It is therefore expected that the workload is moved onto a more stable basis and recovery activity is increased, this indicator will improve as the year goes on.

Business Rates

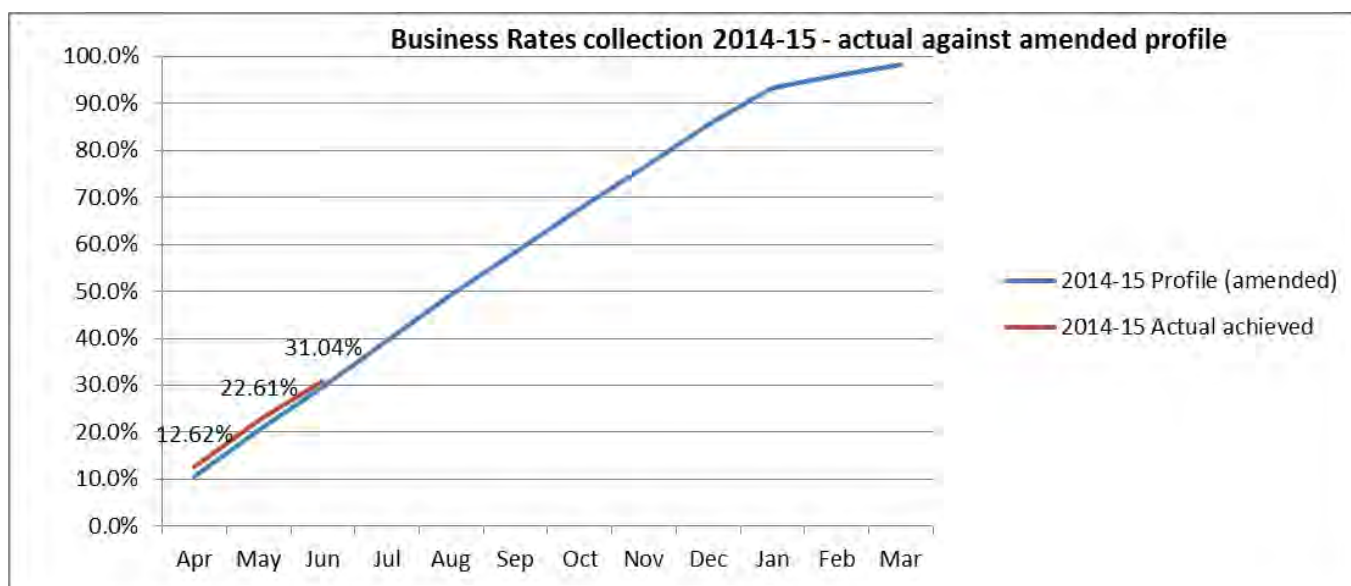
29. Arrears of non-domestic rates carried forward on April 1st 2014 were £3.323 million which is £0.086 million (2.5%) down on the corresponding figure 12 months earlier.

Table 9 – Business Rates Arrears



30. After the initial rise in the arrears, the arrears are now less than they were at the start of the year due to backdated rateable value increases being processed in April. The total as at 30th June was £3.309 million, a small 0.42% reduction on the start of year figure but it is expected that the total will drop steadily over future months.

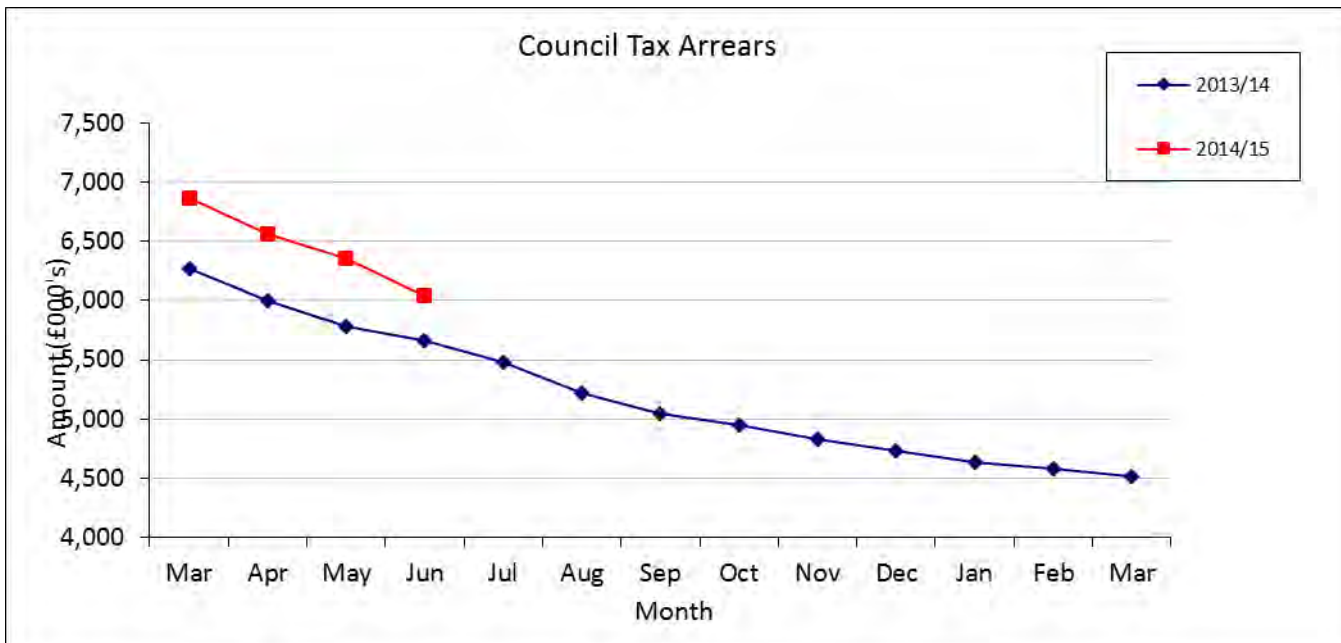
31. The 2014/15 collection rate was 31.04% at 30th June. This was down on the previous year's equivalent of 32.16%. The primary reason is that a proportion of ratepayers have taken advantage of a change in legislation allowing them to pay over 12 monthly instalments (previously it was 10 from April to January). The profiled target figures have been revisited because of this change in payment terms and the new profiled target for the end of June was 29.5%. Collection performance against the revised collection rate profile, is higher by 1.54% which is an equivalent of £1.3 million higher collection than the revised target. The actual Business Rate collection rate is shown below against the re-profiled target:



Council Tax Arrears Collection

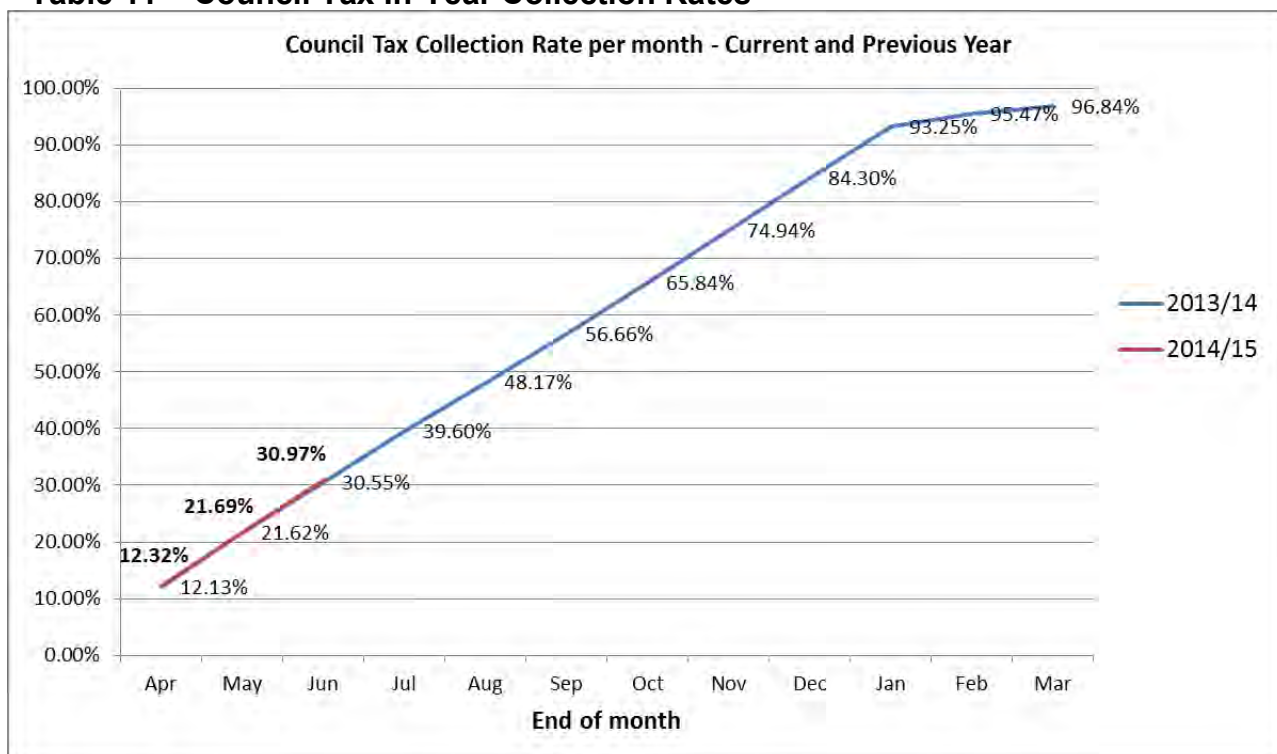
32. Arrears of Council Tax (i.e. payments due for years 1993-94 up to 2013/14) carried forward on 01/04/14 were £6.864 million, a 9.5% increase on the corresponding figure 12 months earlier. That total included outstanding Court Costs of £0.628 million.

Table 10 – Council Tax Arrears



33. Over June the arrears fell by £0.319 million making the overall figure outstanding on 30th June 2014 £6.037 million. This figure is 6.6% higher than the equivalent 12 months ago. Payments received totalled £0.162 million and write-offs processed during June of £0.155 million were the main reasons for the reduction in June.

Table 11 – Council Tax In-Year Collection Rates

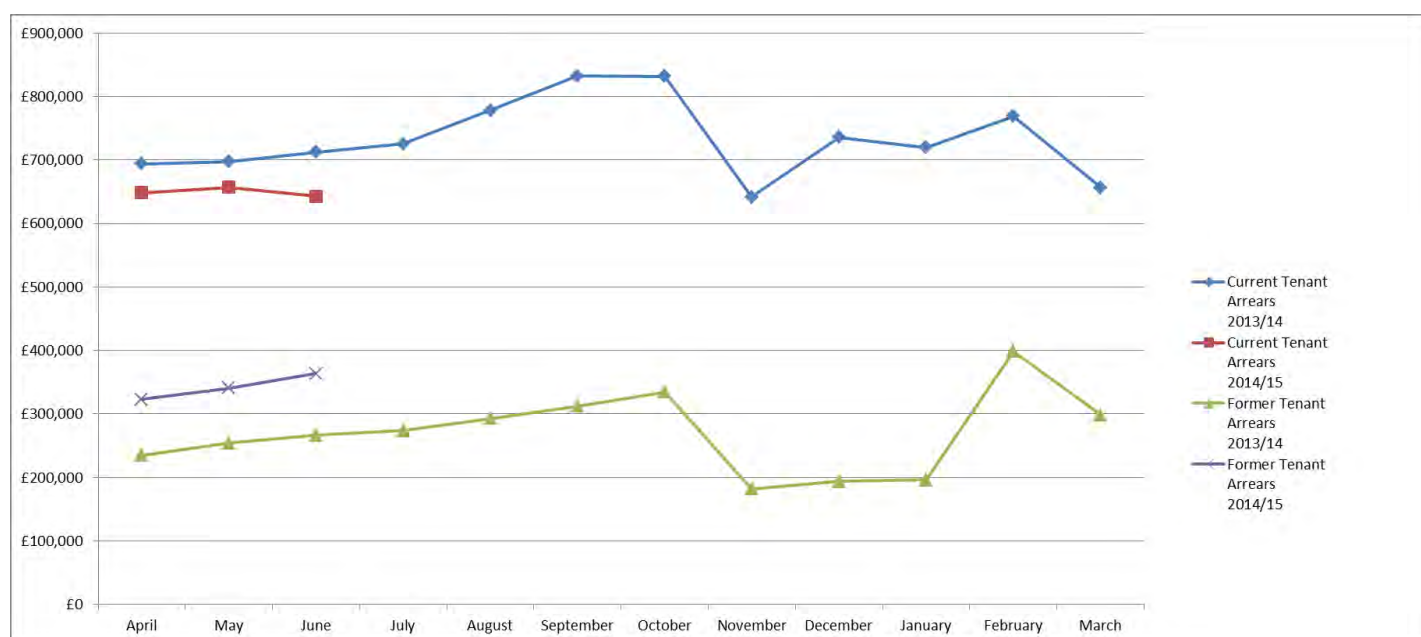


34. The collection rate for 2014/15 debt at 30th June was 30.97%, up on last year's equivalent of 30.55% and the profiled end of June target of 30.5%. The total collection rate for 2013/14 debt has moved from 96.84% at 31st March 2014 to 97.71% three months later at the end of June. The budgeted total collection rate for 2013/14 was 97%.

Housing Rent Arrears

35. Analysis of current and former tenant rent arrears is shown below for the year to date and for the 2013/14 financial year for comparative purposes.

Table 11 – HRA Rent Arrears Current Tenants and Former Tenants



36. HRA arrears, adjusted to exclude debt that is subject to direct payments and excluding rechargeable repairs, totalled £1.007 million at the end of the June 2014, an increase of £0.009 million on last month's position of £0.998 million. The arrears for June 2014 are £0.028 million more than the arrears of 12 months previously.

37. Former tenant arrears stood at £0.364 million as at the end of June 2014, which is £0.098 million higher than that for a year previously.

38. Current tenant arrears stood at £0.643 million as at the end of June 2014, which is £0.07 million lower than that for a year previously.

Name and contact details of author:-

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

GF Outturn Report 14/15 @ Q1 June, 2014	Approved Budget (per Budget book)	Latest Budget	Expenditure	Income	Projected Outturn against Latest Budget @ Q1 30th June, 2014	PO Variance	PO Variance (Prev Month)	PO Variance Mvt from Previous Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Directorates								
City Development	1,250	1,500	891	(430)	1,546	46		46
Housing & Property	4,009	3,996	1,505	(510)	3,996			
Regeneration & Major Projects	(5,579)	(5,294)	987	(3,883)	(5,531)	(237)		(237)
City Regeneration	(320)	201	3,382	(4,823)	10	(191)		(191)
Policy, Culture & Communication	1,383	1,438	321	(134)	1,438			
Environmental Development	2,191	2,251	1,106	(577)	2,251			
Leisure, Parks & Communities	5,707	6,568	2,333	(589)	6,568			
Direct Services	(1,578)	(1,406)	11,031	(11,453)	(1,406)			
Community Services	7,704	8,851	14,791	(12,753)	8,851			
Transformation Fund	527	527	127		527			
Business Improvement & Technology	3,877	3,916	1,228	(53)	3,916			
Customer Services	3,162	3,403	1,071	(506)	3,403			
Finance	2,030	2,030	480	(106)	2,030			
Human Resources & Facilities	1,792	1,879	632	(327)	1,879			
Law & Governance	2,622	2,733	803	(190)	2,733			
Organisational Dev & Corp Services	14,010	14,487	4,341	(1,182)	14,487			
Directorate Total Excl SLA's & Capital Charges	21,393	23,539	22,514	(18,758)	23,348	(191)		(191)
SLA's & Capital Charges	(692)	(692)	387		(692)			
Corporate Accounts								
Local Costs of Benefits	(50)	(50)	13,256	(16,605)	207	257		257
Corporate & Democratic Core	3,701	3,701	109		3,701			
Item 8 interest receivable	(7,757)	(7,757)			(7,757)			
Transfer to Capital Reserve	1,281	1,064			1,064			
Investment Income	(956)	(956)			(956)			
Interest Payable	6,713	6,713			6,713			
New Homes Bonus	(2,020)	(2,020)		(524)	(2,020)			
CRC Allowances	75	75	(70)		75			
Inflation on Utilities	249	249			249			
Promotion of Economic growth (City Deal)	150							
Payment to Parish Councils (Precepts)	20	20			20			
Revenue implications of Capital Bids	30	30			30			
Contingencies								
Pensions provision top-up	200	200			200			
Pay Progression	351	351			351			
Provision for Pressures, recessions & high risks	1,040	1,061			1,061			
Redundancy costs contingency	200	48			48			
Disabled Transport Contingency	50	50			50			
Jobs Club Contingency	42	42			42			
Flooding Contingency	56	56			56			
Total Corporate Accounts & Contingencies	3,377	2,880	13,295	(17,129)	3,137	257		257
Net Expenditure Budget	24,079	25,727	36,197	(35,887)	25,793	66		66
Transfer to / (from) Ear Marked Reserves		(1,648)	(1,648)		(1,648)			
Net Budget Requirement	24,079	24,079	34,548	(35,887)	24,145	66		66
Funding								
External Funding (RSG)	6,339	6,339		3,011	6,339			
External Funding (NNDR Retention)	6,114	6,114			6,114			
Council tax	11,582	11,582			11,582			
Less Parish Precepts	(162)	(162)	(96)		(162)			
Collection Fund Surplus	205	205			205			
Total Funding Available	24,079	24,079	(96)	3,011	24,079			
(Surplus) / Deficit for year		()	34,644	(38,898)	66	66		66

Capital Budget and Spend as at 30th June 2014									
Capital Scheme	Latest Budget 2014/15	Spend to 30th June 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th June 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
B0075 Stage 2 Museum of Oxford Development	-	0	0	0	0%	27,200	27,200	27,200	
G6013 Superconnected Cities	4,973,284	22,008	22,000	8	0%	4,973,284	0		
S01 Policy Culture & Communications Total	4,973,284	22,008	22,000	8	0%	5,000,484	27,200	27,200	0
C3039 ICT Infrastructure	53,871	23,295	16,000	7,295	43%	79,392	25,521		25,521
C3044 Software Licences	174,598	164,077	174,598	(10,521)	94%	164,077	(10,521)		(10,521)
C3053 New Council website in Drupal	15,000	7,387	0	7,387		95,000	80,000	80,000	
C3054 Purchase of web service (API's)	71,000	0	0	0		84,000	13,000		13,000
C3045 Mobile Working	92,832	6,930	7,000	(70)	7%	92,832	0		
C3046 System Integration Capability	13,000	0	0	0	0%	0	(13,000)		(13,000)
C3047 Oracle 11g Upgrade	25,000	0	0	0	0%	25,000	0		
C3048 Server 2008 Upgrade for Idox	-	0	0	0	0%	0	0		
C3049 Source Code Management	15,000	0	0	0	0%	0	(15,000)		(15,000)
C3050 Tree Management Software	-	0	0	0	0%	0	0		
S03 Business Improvement & Technology Total	460,301	201,689	197,598	4,091	44%	540,301	80,000	80,000	0
F1323 Bridge Over Fiddlers Stream	70,000	0	0	0	0%	70,000	0		
F6013 Bullingdon Community Centre - Enhancement of Community Facilities	895	0	0	0	0%	895	0		
F7008 Landscaping Work at Lamarsh Road	1,032	0	0	0	0%	1,032	0		
F7006 Work of Art - Littlemore	1,560	0	0	0	0%	1,560	0		
F7007 Woodfarm / Headington Community Centre - Improvements	19,887	0	0	0	0%	19,887	0		
F7009 CCTV Gipsy Lane Campus	60,000	0	0	0	0%	60,000	0		
F7011 Headington Environmental Improvements	60,000	0	0	0	0%	60,000	0		
F7012 Rose Hill Recreation Ground Improvements	3,300	0	0	0	0%	3,300	0		
F7019 Work of Art Rose Hill	2,288	0	0	0	0%	2,288	0		
F7020 Work of Art Shotover View	14,635	0	0	0	0%	0	(14,635)	(14,635)	
F7022 Sunnymead Park - Enhancement of Play Area Facilities	1,830	0	0	0	0%	1,830	0		
F7023 Templars Square Public Safety Measures	10,000	14,512	10,000	4,512	0%	14,512	4,512		4,512
F7024 St Clements Environmental Improvements	50,000	0	0	0	0%	0	(50,000)	(50,000)	
M5014 West End Partnership	335,000	0	0	0	0%	335,000	0		
S11 City Development Total	630,426	14,512	10,000	4,512	2%	570,303	(60,123)	(64,635)	4,512
E3511 Renovation Grants	56,313	0	0	0	0%	56,313	0		
E3521 Disabled Facilities Grants	634,544	196,272	90,000	106,272	31%	634,544	0		
E3554 Additional SALIX Plus funding	200,000	0	0	0	0%	200,000	0		
E3555 Flood Alleviation at Northway & Marston	300,000	0	0	0	0%	300,000	0		
E3556 Additional CCTV to Speedwell street	40,000	0	0	0	0%	40,000	0		
F0015 Cycle Oxford	302,047	610	0	610	0%	302,047	0		
G6014 CCTV Project	25,000	0	0	0	0%	25,000	0		
G6015 CCTV Rosehill Parade	18,000	0	0	0	0%	18,000	0		
S12 Environmental Development Total	1,575,904	196,882	90,000	106,882	12%	1,575,904	0	0	0
Leisure Centres									
A4808 Blackbird Leys LC Improvements	128,278	0	0	0	0	128,278	0		
A4814 Leisure Centre substantive repairs	320,729	17,660	15,000	2,660	6%	320,729	0		
Community Centres									
B0033 Community Centres	539,003	54,242	54,000	242	10%	453,859	(85,144)		(85,144)
Covered Market									
B0027 Covered Market - Improvements & Upgrade to Roof	52,093	18	0	18	0%	52,093	0		
B0028 Covered Market - New Roof Structures to High St Entrances	101,114	9,698	25,278	(15,581)	10%	101,114	0		
B0036 Investment - Covered Market	250,048	994	0	994	0%	250,048	0		
Investment Properties									
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	27,000	0	0	0	0%	27,000	0		
B0040 Investment - Broad Street	97,509	602	0	602	1%	97,509	0		
B0041 Investment - Misc City Centre Properties	12,321	1,231	0	1,231	10%	12,321	0		
B0044 Investment - Outer City	47,208	0	0	0	0%	47,208	0		
B0045 Investment - St. Michael's Street	6,035	0	0	0	0%	6,035	0		
B0046 Investment - Ship Street	71,222	950	0	950	1%	71,222	0		
B0043 Investment George Street	101,000	0	0	0	0%	101,000	0		
B0072 23-25 Broad Street	312,396	0	0	0	0%	312,396	0		
M5015 Old Fire Station	-	798	0	798	0%	798	798		798
Miscellaneous Council Properties									
B0088 Barns Road Car Park	128,254	0	0	0	0%	128,254	0		
B0052 Miscellaneous Properties	9,865	16,401	9,865	6,536	166%	9,865	0		
B0073 Clearing Channels under Frideswide Bridge	5,000	0	0	0	0%	5,000	0		
B0078 Allotments	16,700	0	0	0	0%	16,700	0		
B0079 Street Sports Sites	8,110	0	0	0	0%	8,110	0		
B0077 Direct Services Depots	45,384	63,699	45,384	18,315	140%	63,699	18,315		18,315
B0080 Templars Square Refurbishment/Relocation	140,467	14,296	28,093	(13,798)	10%	14,296	(126,171)		(126,171)
Parks & Cemeteries									
B0048 Leisure Cemeteries	-	1,700	0	1,700	0%	1,700	1,700	1,700	
B0050 Leisure - Depots	43,800	0	0	0	0%	43,800	0		
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	34,298	689	0	689	2%	34,298	0		
B0067 Fencing Repairs across the City	146,007	216	0	216	0%	146,007	0		
B0085 Parks & Leisure Toilets	9,200	0	0	0	0%	9,200	0		

Capital Budget and Spend as at 30th June 2014									
Capital Scheme	Latest Budget 2014/15	Spend to 30th June 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th June 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
Town Hall									
B0054 Town Hall	395,533	10,054	10,000	54	3%	395,533	0		
B0068 Town Hall - Conference System Refurbishment	281,759	3,100	3,000	100	1%	281,759	0		
B0076 Town Hall Improvements (OFTF2)	148,896	57,116	29,779	27,337	38%	266,896	118,000		118,000
B0089 Council Chamber Conference System	-					75,000	75,000		75,000
B0087 Property Investment Strategy	7,000,000	0	0	0	0%	7,000,000	0		
Housing Projects									
B0082 Garages	110,720	30,585	27,680	2,905	28%	110,720	0		
M5020 Empty Homes CPO Revolving Fund	250,000	0	0	0	0%	250,000	0		
M5021 Equity Loan Scheme for Teachers	138,000	0	0	0	0%	138,000	0		
N5019 Homelessness Property Acquisitions	-	0	0	0	0%	2,000,000	2,000,000	2,000,000	
S13 Housing and Property Total	10,977,949	284,049	248,080	35,969	2.6%	12,980,447	2,002,498	2,001,700	798
Community Facilities									
G1013 Dawson Street Gardens	19,000	0	0	0	0%	19,000	0		
G3015 NE Marston Croft Road Recreation Ground	19,300	0	0	0	0%	19,300	0		
G3017 South Oxford Community Centre Café	50,000	0	0	0	0%	50,000	0		
G3018 St Ebbes Deaf and Hard of Hearing Centre	50,000	0	0	0	0%	50,000	0		
Playground Improvements									
A1300 Playground Refurbishment	4,582	3,158	3,000	158	69%	4,582	0		
A1301 Play Barton	-	0	0	0	0%	0	0		
Indoor Sports									
A4810 New Build Completion Pool	5,412,827	704,840	400,000	304,840	13%	5,412,827	0		
A4815 Leisure Centre Improvement Work	442,992	0	0	0	0%	442,992	0		
A4835 Biomass store at Cutteslowe Park to supply new pool	90,000	0	0	0	0%	90,000	0		
A4829 Oxford Spires Academy	500,000	0	0	0	0%	500,000	0		
Sports Pavilions									
A4816 Sports Pavilions	1,459,780	401,659	400,000	1,659	28%	1,459,780	0		
Outdoor Sports									
	44,375	0	0	0	0%	0	(44,375)	(44,375)	
A3129 Donnington Recreation Ground Improvements									
A4820 Upgrade Existing Tennis Courts	71,169	17,311	20,000	(2,689)	0%	71,169	0		
A4821 Upgrade Existing Multi-Use Games Area	58,677	66,288	30,000	36,288	113%	58,677	0		
A4831 Three Artificial Turf Cricket Wickets	-	0	0	0	0%	0	0		
A4827 Cowley Outdoor Gym	25,056	0	0	0	0%	25,056	0		
A4828 Valentia Road Playground	10,000	0	0	0	0%	10,000	0		
Parks & Cemeteries									
A4818 Lye Valley & Chiswell Valley Walkways	64,000	0	0	0	0%	64,000	0		
A4826 Parks Works	179,176	62,716	22,000	40,716	35%	179,176	0		
A4830 Develop new burial space	50,000	2,860	0	2,860	6%	50,000	0		
S22 Leisure & Communities Total	8,550,934	1,258,832	875,000	383,832	15%	8,506,559	(44,375)	(44,375)	0
Vehicles									
R0005 MT Vehicles/Plant Replacement Programme.	2,991,131	107,158	110,858	(3,700)	4%	2,991,131	0		
T2275 MOT Service Bay Extension	50,990	46,962	50,990	(4,028)	92%	50,990	0		
Cleansing Services									
T2269 Toilet improvements	180,220	190	0	190	0%	180,220	0		
T2276 Invest to Save - Bin Washing Service	83,000	0	0	0	0%	83,000	0		
T2277 Food waste collection from flats	129,000	0	0	0	0%	129,000	0		
Car Parking									
B0081 Car Parking Oxpens	3,141,959	45,147	50,000	(4,853)	1%	3,141,959	0		
B0037 Car Parks	80,000	22,645	20,000	2,645	28%	80,000	0		
B0086 Extension to Seacourt Park & Ride (Part of feasibility reports)	400,000	0	0	0	0%	400,000	0		
F0011 Pay & Display Parking in the Car Parks	71,214	14,160	15,000	(840)	20%	71,214	0		
F0012 P & R Purchase of Capital Items - Peartree, Redbrid	-	2,210							
T2273 Car Parks Resurfacing	371,730	143,875	145,000	(1,125)	39%	371,730	0		
T2274 Gloucester Green Car Park Waterproofing	96,688	0	9,669	(9,669)	0%	96,688	0		
T2279 Leys Parking	87,000	0	0	0	0%	87,000	0		
S23 Direct Services Total	7,682,932	382,346	401,517	(21,380)	5%	7,682,932	0	0	0
B0074 R & D Feasibility Fund	248,893	0	0	0	0%	248,893	0		
C3051 Veriscan Solution, Identity Authentication Solution	20,000	0	0	0	0%	20,000	0		
C3052 Fraud Solutions and Data Warehouse	41,000	0	0	0	0%	41,000	0		
S32 Finance Total	309,893	0	0	0	0%	309,893	0	0	0
GF Total	35,161,623	2,360,318	1,844,195	513,914	7%	37,166,824	2,005,200	1,999,890	5,310
External Contracts									
N6384 Tower Blocks	279,000	103,656	103,156	500	37%	279,000	0		
N6386 Structural	128,000	30,625	30,500	125	24%	128,000	0		
N6387 Controlled Entry	215,000	0		0	0%	215,000	0		
N6389 Damp-proof works (K&B)	92,000	15,192	15,000	192	17%	92,000	0		

Capital Budget and Spend as at 30th June 2014									
Capital Scheme	Latest Budget 2014/15	Spend to 30th June 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th June 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
N6392 Roofing	304,000	48,231	48,000	231	16%	304,000	0		
N6393 External Doors	205,000	0		0	0%	205,000	0		
N6394 Windows	106,000	5,190	5,000	190	5%	106,000	0		
N7020 Extensions & Major Adaptions	308,000	47		47	0%	308,000	0		
N7026 Communal Areas	154,000	38,161	38,200	(39)	25%	154,000	0		
N7027 Environmental Improvements	103,000	1,170	1,200	(30)	1%	103,000	0		
N7033 Energy Efficiency Initiatives	513,000	0	0	0	0%	513,000	0		
N7034 Digital Inclusion	164,000	0		0	0%	164,000	0		
N7035 Rose Hill Drainage	40,000	0		0	0%	40,000	0		
N7036 Food Waste Collection	113,000	0		0	0%	113,000	0		
New Build									
B0034 Rose Hill Community Centre	4,078,234	20,568	21,000	(432)	1%	4,078,234	0		
N7029 HCA New Build	13,101,334	1,938,851	1,940,000	(1,149)	15%	13,101,334	0		
N7030 Horspath Road Depot	1,488,000	0	0	0	0%	1,488,000	0		
N7031 Homes at Barton	104,000	32,011	32,000	11	31%	104,000	0		
N7032 Great Estates: Estate Enhancements and Regeneration	937,233	135,561	135,700	(139)	14%	937,233	0		
Internal Contracts									
N6385 Adaptations for disabled	559,091	166,811	139,773	27,038	30%	559,091	0		
N6390 Kitchens & Bathrooms	2,797,529	764,923	811,283	(46,360)	27%	2,797,529	0		
N6391 Heating	1,603,388	471,393	435,160	36,233	29%	1,603,388	0		
N6388 Major Voids	668,636	134,593	167,159	(32,566)	20%	668,636	0		
N6395 Electrics	347,662	90,829	100,822	(9,993)	26%	347,662	0		
Housing Revenue Account	28,409,107	3,997,812	4,023,953	(26,141)	14%	28,409,107	0	0	0
Grand Total	63,570,730	6,358,130	5,868,148	487,773	10%	65,575,930	2,005,200	1,999,890	5,310
Financing - General Fund									
Capital Receipts	11,832,075								
Direct Revenue Funding	3,837,000								
Revenue Reserves	3,041,959								
Property Reserve	7,000,000								
Developer Contributions -S106	699,070								
Community Infrastructure Levy	-								
Heritage Lottery fund for Town Hall	25,000								
Government Funding	441,544								
Government Grants	5,293,844								
Prudential Borrowing for Vehicles	2,991,131								
Total General Fund Financing	35,161,623	0							
Financing - HRA									
MRR	22,934,351								
External Contributions	3,835,000								
Capital Receipts (Affordable Homes Contribution)	1,210,000								
Developer Contributions -S106 (Rose Hill CC)	429,755								
Total HRA Financing	28,409,106	0							
Total Financing	63,570,730	0							

HRA Outturn Report 14/15 @ 30 June, 2014	Approved Budget (per Budget book)	Virements	Latest Budget	Profiled Budget 30th June 2014	Actual YTD	Variance Profiled Budget to Actual, June 2014	% budget spent to 30th June, 2014	Projected Outturn@ 30th June, 2014	Outturn Variance	Notes
	£000's	£000's	£000's	£000's	£000's	£'000's	%	£000's	£000's	
Dwelling Rent	(40,590)		(40,590)	(9,807)	(9,786)	22	24%	(40,590)	0	1
Service Charges	(1,196)		(1,196)	(299)	(308)	(9)	26%	(1,196)	0	
Furniture & Other Rent	(816)		(816)	(225)	(262)	(37)	32%	(816)	0	
Major Project Team Fees	(329)		(329)	(82)	(45)	38	14%	(329)	0	
Net Income	(42,931)		(42,931)	(10,414)	(10,401)	13	24%	(42,931)	0	
General Management	5,138	17	5,155	1,129	1,117	(12)	22%	5,155	0	2
Special Management	2,771		2,771	557	540	(17)	19%	2,771	0	3
Other Management	2,648	16	2,663	355	314	(41)	12%	2,663	0	4
Bad Debt Provision	431		431	54	53	(1)	12%	431	0	5
Responsive & Cyclical Repairs	9,859	234	10,093	2,429	2,243	(186)	22%	10,093	0	6
Interest Paid	7,792		7,792	1,948	1,948		25%	7,792	0	
Depreciation	5,595		5,595	1,399	1,399		25%	5,595	0	
Total Expenditure	34,233	267	34,500	7,870	7,613	(257)	22%	34,500	0	
Net Operating Expenditure/(Income)	(8,697)	267	(8,430)	(2,543)	(2,787)	(244)	33%	(8,430)	0	
Interest Received	(64)		(64)	(16)	(16)		25%	(64)	0	
Other HRA Reserve Adjustments	(7,996)	(267)	(8,263)	(248)	(251)	(3)	3%	(8,263)	0	
Revenue Contribution to Capital	16,757		16,757				0%	16,757	0	
Total Appropriations	8,698	(267)	8,431	(264)	(267)	(3)	(3%)	8,431		
Total HRA (Surplus)/Deficit				(2,807)	(3,055)	(247)				

Notes

- Dwelling Rent:** Slight adverse variance as at the end of June due to a greater number of RTB's completed in 2013/14 than estimated (5 more), thus stock numbers for the current year will be lower than estimated. However, not at this stage anticipating a year-end adverse position as waiting to see how 2014/15 RTB completions progress.
- General Management:** Several areas of re-profiling within Tenancy Management has taken place during the first quarter to account for the slower than anticipated spend associated with salary recharges. Similarly, within Rent Accounting supplies and services spend has been slower than estimated as has Council Tax payments associated with void properties within Rents and Charges. Again no projected outturn variance is being reported for these combined slippages in spend at this stage, rather progress will be monitored and if the current trend continues then several underspends may be reported in future months.
- Within Special Management Sheltered Housing public utility spend has been re-profiled as invoices have been delayed for payment. In addition Furnished Tenancies activity has been a little bit slower than estimated for the period to the end of June. Again it is too early in the financial year to predict any year-end underspends.
- Other Management:** Major projects team has a underspend of due to the restructure offset by a slight overspend of £11k in capital schemes recharged through Direct Services.
- Bad Debt Provision Contribution:** The bad debt provision contribution required to date is less than anticipated with the collection rate currently at 93.24%. This situation is being monitored and if this trend continues, there will be less bad debt provision needed for the year and a variance to budget will be forecast.
- Responsive & Cyclical Repairs:** Responsive Repairs is under by £100k primarily caused by the efficiency expectations for the Building Services Review 2012/13, being achieved earlier than programmed. External Planned Maintenance is under against profile by £102k due the restructure in Major Projects and the implementation of the results from the stock condition reports. It is anticipated during the latter part of the financial year for spend to catch up and no year-end variances to occur.

Appendix E4 - Subjective Analysis of YTD spend (@ 30th June, 2014)

	Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget		
	Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var	
	Employees			Premises			Transport			Supplies & Services			External Income			Internal Income			Other			Total		
City Development	722	724	1	2	2	0	1	(2)	(3)	168	167	(1)	(449)	(430)	19	0	0	0	0	0	0	445	461	16
Housing & Property	753	753	0	110	111	0	3	(11)	(14)	494	493	(1)	(524)	(510)	14	0	0	0	130	159	29	966	995	28
Regeneration & Major Projects	200	201	1	663	644	(20)	1	1	0	55	71	16	(3,753)	(3,883)	(131)	0	0	0	69	69	(0)	(2,764)	(2,897)	(133)
City Regeneration	1,675	1,678	3	776	757	(19)	6	(11)	(17)	717	730	14	(4,726)	(4,823)	(97)	0	0	0	200	229	29	(1,353)	(1,441)	(88)
Policy Culture and Comms	200	208	8	1	1	0	1	0	(0)	128	111	(17)	(125)	(113)	13	0	(21)	(21)	0	0	0	205	187	(18)
Environmental Development	911	918	7	10	20	10	11	13	1	144	155	11	(517)	(523)	(6)	(25)	(54)	(29)	0	0	0	534	529	(5)
Leisure, Parks and Communities	852	818	(34)	197	197	0	127	128	1	685	663	(22)	(541)	(520)	21	(78)	(69)	10	528	528	0	1,769	1,744	(25)
Direct Services	5,222	5,050	(172)	2,028	2,329	301	1,311	1,213	(98)	1,663	1,794	131	(3,735)	(3,906)	(172)	(7,272)	(7,546)	(274)	644	644	0	(138)	(422)	(284)
Community Services	7,186	6,994	(192)	2,237	2,548	312	1,450	1,354	(96)	2,620	2,723	103	(4,918)	(5,063)	(145)	(7,376)	(7,690)	(314)	1,172	1,172	0	2,370	2,038	(332)
Transformation	0	56	56	0	0	0	0	0	0	0	70	70	0	0	0	0	0	0	131	0	(131)	132	127	(5)
Bus Improvement & Technology	447	431	(17)	0	0	0	0	2	1	780	796	16	(55)	(53)	3	0	0	0	0	0	0	1,173	1,175	3
Customer Services	963	937	(26)	14	17	3	1	3	1	221	115	(106)	(211)	(506)	(295)	0	0	0	0	0	0	988	565	(423)
Finance	433	423	(10)	(3)	0	3	1	1	(0)	61	56	(5)	(108)	(106)	1	0	0	0	0	0	0	385	374	(11)
Human Resources & Facilities	558	486	(72)	14	14	0	15	35	20	100	97	(3)	(191)	(315)	(124)	0	(12)	(12)	0	0	0	495	305	(191)
Law and Governance	699	688	(11)	13	26	12	3	1	(2)	77	89	12	(171)	(190)	(19)	0	0	0	0	0	0	621	613	(8)
Org Dev & Corp Services	3,101	3,020	(80)	38	56	18	20	41	21	1,239	1,223	(16)	(736)	(1,170)	(434)	0	(12)	(12)	131	0	(131)	3,794	3,159	(635)
Grand Total	11,962	11,693	(269)	3,051	3,361	311	1,476	1,384	(93)	4,576	4,676	100	(10,380)	(11,056)	(676)	(7,376)	(7,702)	(326)	1,503	1,401	(102)	4,811	3,756	(1,055)

Direct Services - Further Analysis

	Employees			Premises			Transport			Supplies & Services			External Income			Internal Income			Other			Total		
Direct Services (General Fund)	3,005	2,915	(90)	1,592	1,678	86	1,091	995	(96)	865	903	38	(3,625)	(3,781)	(157)	(3,339)	(3,362)	(23)	343	343	0	(67)	(309)	(242)
Direct Services (Bldg Services)	2,217	2,135	(82)	436	651	215	220	218	(2)	798	891	93	(110)	(125)	(15)	(3,933)	(4,184)	(251)	301	301	0	(71)	(113)	(42)
Community Services	5,222	5,050	(172)	2,028	2,329	301	1,311	1,213	(98)	1,663	1,794	131	(3,735)	(3,906)	(172)	(7,272)	(7,546)	(274)	644	644	0	(138)	(422)	(284)

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To: City Executive Board

Date: 10 September 2014

Report of: Head of Finance

Title of Report: Treasury Management Annual Report 2013/2014

Summary and Recommendations

Purpose of report: The report sets out the Council's treasury management activity and performance for 2013/2014

Key decision No

Executive lead member: Councillor Ed Turner

Policy Framework: Treasury Management Strategy

Recommendation: That the report is noted

Executive Summary

1. The Council held investments totalling approximately £64 million as at 31st March 2014. These investments are held in accordance with the Council's Treasury Management Strategy. Interest earned during the year was approximately £438,000 against a projected income target of £460,000.
2. The primary principle governing the Council's investment criteria is the **Security** of its investment, with **Liquidity** and **Yield** being secondary considerations.
3. The average rate of return on the Council's investments has decreased slightly during the financial year 2013/2014 from 0.93% for 2012/13 to 0.92% for 2013/14. This is below the Council's performance target of 1.0% and is mainly due to market rates dropping over the last 12 months for our main counterparties.
4. The Council has £0.5m outstanding with the failed Icelandic Banks. A total of £0.421m was received in the year, and it is expected that the

remaining funds will be received in due course. Further information can be found in paragraphs 24-26.

5. The Council's debt portfolio was £200.4 million as at 31st March 2014. All of this is held with the Public Works Loan Board (PWLB) at fixed interest rates. The debt of £0.9 million held with South Oxfordshire District Council (SODC) was repaid in full during the financial year 2013/14. The PWLB loans include £198.5 million borrowed in March 2012 to fund the buy out of the Housing Revenue Account (HRA). All of this debt relates to Housing and the maturity profile ranges from 9 - 45 years. Interest paid on this debt during 2013/2014 was £6.470m.
6. The Council's debt strategy takes a number of factors into account when determining how to finance capital expenditure, these include:
 - prevailing interest rates
 - the debt profile of the Council's debt portfolio
 - the type of asset being financed
 - The availability of cash balances to finance capital expenditure.
7. The Council fully complied with its Treasury Management Strategy in relation to both debt and investment management in 2013/2014.
8. The Council has a statutory duty to set, monitor and report on its prudential indicators in accordance with the Prudential Code, which aims to ensure that the capital investment plans of authorities are affordable, prudent and sustainable.
9. The prudential indicators detailed in the body of this report look back at the results for 2013/2014, and are designed to compare the Council's outturn position against the target set.

Financing of the Capital Programme 2013/14

10. Table 1 below shows actual capital expenditure and financing compared to the revised budget.

Table 1

Capital Expenditure	2012/13 Actual £'000	2013/14 Approved Budget £'000	2013/14 Actual £'000	Variation £'000
Non-HRA Capital Expenditure	8,770	24,134	11,121	13,013
HRA Capital Expenditure	7,590	19,054	10,882	8,172
Total Capital Expenditure	16,360	43,188	22,003	21,185
Resourced by:				
Developer Contributions	514	1,066	470	596
Capital Receipts	1,544	14,796	3,876	10,920
Capital Grants and contributions	8,874	19,887	10,378	9,509
Prudential Borrowing(vehicles)	0	2,385	2,741	(356)
Revenue	5,428	5,054	4,538	516
Total Capital Resources	16,360	43,188	22,003	21,185

11. The key variations relate to the following slippage in the Capital Programme:

- Competition Swimming Pool (£5m);
- Leisure centre and facility improvements and new burial space (£2.105m);
- Homes and Communities New Build (£6.0m);
- Super Connected Cities project (£0.300 m);
- Museum Development (£0.480m);
- Cycle Oxford project (£0.180m);
- Bridge over Fiddlers Stream (£0.250m);
- Carbon Reduction scheme (£0.300m);
- Community Centres (£0.586m);
- Improvements to investment properties (£0.515m);
- Depot relocation (£4.080m);
- Town Hall improvements (£0.545m).

The Council's Overall Borrowing Need

12. The Council's underlying need to borrow (its Capital Financing Requirement (CFR)) is a gauge of the Council's level of indebtedness. It represents all prior years' net capital expenditure which has not been financed by other means (revenue, capital receipts, grants etc.).

13. The CFR can be reduced by:

- The application of additional capital resources, such as unapplied capital receipts; or
- By holding a minimum revenue provision (MRP, repayment of debt) or a voluntary revenue provision (VRP)

14. Table 2 below shows the Council's CFR position as at the 31st March 2014, this is a key prudential indicator, and shows that our actual borrowing is below our CFR:

Table 2

CFR	31st March 2013 Actual £'000	31st March 2014 Estimate £'000	31st March 2014 Actual £'000	Variation £'000
Opening Balance	218,943	217,951	218,122	-171
Prudential Borrowing	-500	-2,907	2,521	-5,428
Minimum Revenue Provision	-321	-3,064	-92	-2,972
CFR Closing Balance	218,122	211,980	220,551	-8,571
External Borrowing	202,066		200,444	
Variation	16,056		20,107	

15. The CFR position in 2013/14 shown above has increased due to the use of prudential borrowing to fund the purchase of new vehicles in year. This is below the estimated position as no revenue contributions were used to offset against the CFR.

16. No new debt was taken out during 2013/14 and as at 31st March 2014 the Council's total external debt was £200.4 million. This is below the CFR and indicates that the Council continues to internally borrow.

Treasury Position at 31st March 2014

17. Whilst the Council's gauge of its underlying need to borrow is the CFR, the treasury function manages the Council's actual borrowing position by either:

- Borrowing to the CFR;
- Choosing to utilise temporary cash flow funds, instead of borrowing (known as "under borrowing");
- Borrowing for future increases in the CFR (borrowing in advance of need)

18. The Council's treasury position as at the 31st March 2014 for both debt and investments, compared with the previous year is set out in Table 3 below:

Table 3

Treasury Position	31st March 2013		31st March 2014	
	Principal £'000	Average Rate %	Principal £'000	Average Rate %
Borrowing				
Fixed Interest Rate Debt	201,177	3.39	200,440	3.39
Other Long-term Liabilities	889	0.56	0	0
Variable Interest Rate Debt	0	0	0	0
Total Debt	202,066	3.38	200,440	3.39
Investments				
Fixed Interest Investments	31,900	1.13	47,441	0.98
Variable Interest Investments	12,205	0.42	14,353	0.37
Property Funds	0	0	2,870	6.00
Total Investments	44,105	0.93	64,664	0.92
Net Position	157,961		135,776	

Prudential Indicators and Compliance Issues

19. Some of the prudential indicators provide an overview, others a specific limit on treasury activity. These are detailed below:

20. **Net Borrowing and the CFR** – In order to ensure that borrowing levels are prudent, over the medium-term the Council's external borrowing, net of investments, must only be for a capital purpose, and not except in the short-term exceed the CFR. Table 4 below highlights the Council's net borrowing position against the CFR, and shows that it is significantly below the limit, and implies that a significant amount of internal borrowing has been undertaken.

Table 4

Net Borrowing & CFR	31st March	31st March
	2013	2014
	Actual	Actual
	£'000	£'000
Total Debt	202,066	200,440
Total Investment	44,105	64,664
Net Borrowing Position	157,961	135,776
CFR	218,122	220,551
Under Borrowing	60,161	74,815

21. **The Authorised Limit** – The authorised limit is the 'affordable borrowing limit' required by S3 of the Local Government Act 2003. The Council does not have the power to borrow above this level unless it explicitly

agrees to do so. Table 5 below demonstrates that during 2013/14 the Council has maintained gross borrowing within its authorised limit. The authorised limit allows the Council to borrow to the future CFR if required, and this has been reflected in the limit itself, with a little headroom built in.

Table 5

Authorised Borrowing	31st March 2013		31st March 2014	
	Estimate £'000	Actual £'000	Estimate £'000	Actual £'000
Borrowing	251,000	201,177	237,000	200,440
Other Long Term Liabilities	1,500	889	1,000	0
Total Borrowed	252,500	202,066	238,000	200,440
Amount under Limit	50,434		37,560	

22. The Operational Boundary Limit – the operational boundary limit is the expected borrowing position of the Council during the year. It is possible to exceed the operational boundary limit, for a short period of time, providing that the authorised borrowing limit is not breached. Table 6 below shows the operational boundary limits for the last two financial year, and these were not breached during either period.

Table 6

Operational Boundaries	31st March 2013 £'000	31st March 2014 £'000
Borrowing	242,000	237,000
Other Long Term Liabilities	1,500	1,000
Totals	243,500	238,000

23. Actual financing costs as a proportion of net revenue stream – this indicator identifies the trend in the cost of capital (borrowing and other long term costs net of investment income) against the net revenue stream and is another key indicator of affordability. The financing costs as a proportion of net revenue stream shows the General Fund reducing to a negative figure as investment income starts to exceed interest paid following the repayment of fixed term PWLB loans and the HRA ratio staying relatively constant. This is shown in Table 7 below.

Table 7

Actual Finance Costs	2012/13 £'000	2013/14 £'000
Indicators		
Original Indicator - Authorised Limit	252,500	249,000
Original Indicator - Operational Boundary	243,500	238,000
Financing Costs as a proportion of Net Revenue Stream - General Fund	2.1%	-0.7%
Financing Costs as a proportion of Net Revenue Stream - HRA	19.3%	18.5%

Icelandic Banks

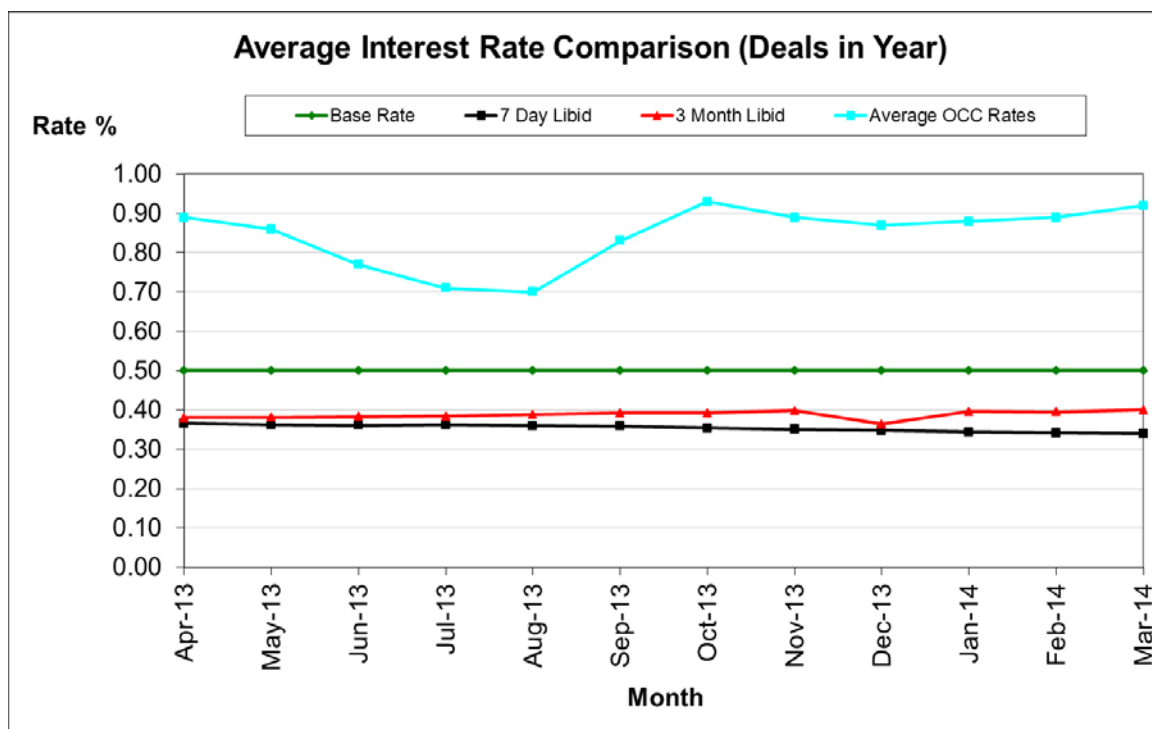
24. During 2008/09 the Council invested £4.5 million with two of the now failed Icelandic banks: £3.0 million was deposited with Heritable Bank and £1.5 million with Glitnir Bank. As at 3rd March 2014, the Council had received approximately £2.8 million of its original Heritable Bank investment (94%) plus interest. Current guidance indicates that the repayment of the Heritable deposits will continue.

25. During 2011/12 the Council received four of the five foreign currency repayments due from Glitnir, totalling £1.2 million. The fifth repayment is still outstanding and requires changes to Icelandic law to allow Icelandic Krona to be transferred out of Iceland. Once this has been resolved, it is expected that the Council will receive close to 100% of its initial deposit.

26. The Icelandic Government has stated its intention to honour all of its commitments as a result of their banks being placed in receivership. The UK Government, Administrators and other agencies continue to work with the Icelandic Government to help bring this about. The Local Government Association is co-ordinating the efforts to all UK Councils with Icelandic investments.

Investment Income

27. The following graph shows the monthly average interest earned by the Council in comparison to the base rate and also in comparison to its benchmarks: 3-months Libid and 7-day Libid.



28. As can be seen the Council's average monthly rate of return was above benchmark.
29. The Council manages its investments in-house and invests with the institutions listed in the Council's approved counterparty list. The Council invests for a range of periods from overnight to 364 days, dependant on cash flow needs, its interest rate view, the interest rates on offer and durational limits set out in the approved investment strategy.
30. During 2013/14 the Council maintained an average investment balance of £63.4 million and received an average return of 0.92%. This is slightly below the target of 1% and is mainly due to market rates dropping over the last 12 months for our main counterparties.
31. To enable the increase of its rate of return the Council has placed two investments with the CCLA (Communities, Churches and Local Authorities) Property Fund totalling £2.8 million, this is within the approved Strategy but is a new non specified investment. The current rate of return on this investment is 6% per annum. The £2.8 million investment purchased a number of units from the fund, and this unit price is valued on a monthly basis. Since April 2013 the unit price has increased by 8.17%, it should be noted that this price can also fluctuate downwards. Following a subsequent tender process the Council has also appointed Lothbury Property Fund Managers to manage a further investment of £7million in 2014/15.
32. Actual investment income received for 2013/14 was approximately £438,000. This was marginally lower than the original budget of

£460,000. This is also due to the market rates available from our main counterparties being lower than expected.

33. Fluctuations in the Council's balances have been managed through the use of a mix of instant access and notice accounts, money market funds and short term deposits (up to 3 months). This strategy is in line with the Investment Strategy approved by Council for 2013/14.

Counterparty Changes

34. In 2013 the Co-Operative Bank gave the Council notice that they were withdrawing from the corporate banking sector. Although they have agreed to honour the contract (which expires in 2016), a decision has been made to re-tender the Council's banking services early so that a new provider is in place by April 2015.

Strategy Update

35. The Treasury Management Strategy for 2013/14 was approved at Council on 18th February 2013. The Council has complied with the approved strategy throughout the year.

36. At its meeting on 14th July, Council agreed a motion in respect of the inclusion of an ethical investment policy within its Treasury Management Strategy. The statement below will therefore appear in the next iteration of the Treasury Management Strategy (2015/16).

The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's mission and values. This would include, inter alia, avoiding direct investment in institutions with material links to:

- *Human rights abuse (eg child labour, political oppression)*
- *environmentally harmful activities (eg pollution, destruction of habitat, fossil fuels)*
- *socially harmful activities (eg tobacco, gambling)*

Financial Implications

37 These are set out within the body of the report

Legal Implications

38 The Council is required to report on the Treasury Management Function to City Executive Board on an annual basis, and this report meets this requirement.

Risk Implications

39 There are no risks in connection with the report's recommendations. Risk assessment and management is a key part of Treasury Management activity especially in the selection of counterparties when investing is being considered. The Council uses external advisors and counterparty credit ratings issued by the rating agencies to assist in this process.

Contact Officer:

Anna Winship

Financial Accounting Manager

Telephone number 01865 252517

Email: awinship@oxford.gov.uk

To: City Executive Board

Date: 10 September 2014

Report of: Executive Director, City Regeneration and Housing

Title of Report: Oxfordshire Growth Board

Summary and Recommendations

Purpose of report: To approve the terms of reference of the Oxfordshire Growth Board and to make an appointment to it.

Key decision: Yes

Executive lead member: Councillor Bob Price, Board Member for Corporate Strategy, Economic Development and Planning.

Policy Framework: None

Recommendations: That City Executive Board:

1. Approves the City Council becoming a member of the Oxfordshire Growth Joint Board and the draft Terms of Reference appended to this report.
2. Appoints the Leader of the Council as the City Council's representative on the Board and any other Executive Member as substitute, to be determined by the Leader of the Council.

Appendix 1: Draft Terms of Reference for the Oxfordshire Growth Board

Introduction

1. The Oxford and Oxfordshire City Deal was signed in February this year. This provided for £95 million of local and national public sector investment and leverage of £600 million private sector investment, delivering 18,600 new jobs (plus 31,400 construction jobs) and over 500 new apprenticeships.
2. Under the terms of the City Deal, the Local Authority partners, including Oxford City Council, agreed to establish a Joint Committee to act as a City Deal Board. This was a leadership and governance requirement of Government. The City Deal was approved by the City Council and sets out these arrangements. This report seeks approval for the draft terms of reference for the Joint Committee which consolidates the functions

undertaken by the Spatial Planning and Infrastructure Board (SPIP) and the Local Transport Board (LTB) into this Joint Committee.

3. The membership of the Joint Committee for the City Deal, the Spatial Planning and Infrastructure Partnership and the Local Transport Board are substantially the same, with the Oxfordshire Local Authorities being the principal partners. The functions of each of the organisations are closely aligned and often involve directly or indirectly the same projects and programmes. The Local Authorities have concluded that it is more efficient to conduct businesses through a single Board and avoid duplication or confusion.

Oxfordshire Growth Board Terms of Reference

4. The draft Terms of Reference are set out in Appendix 1. The principal terms are summarised below.

- **Governance:** the Board comprises the Oxfordshire Local Authorities as the voting members, together with non-voting representative bodies, including the universities, science institutes and Government agencies and the Local Enterprise Partnership and Skills Board.
- **Role:** the primary roles are to enable strategic working across the county and to oversee the City Deal, Local Transport Plan, the Strategic Economic Plan and any future Local Growth programme.
- **Powers:** all the executive functions held by the individual Local councils are retained by the Authorities and the Board cannot bind them financially or contractually. Decisions made by the Committee will be subject to the scrutiny arrangements of each constituent authority.

5. The Oxfordshire Local Enterprise Partnership sets the priorities and direction for the local economic area and the Growth Board facilitates collaboration between Local Authorities on economic development, strategic planning and growth. There is joint working and reporting between these organisations.

Environmental impact

6. There are no environmental implications arising from this decision.

Equalities impact

7. Consideration has been given to the public sector equality duty imposed by s149 of the Equality Act 2010. There are no equalities implications arising from this decision.

Financial implications

8. There are no financial implications arising from this decision.

Legal implications

9. The City Council will become a member of a Joint Committee with the shared ability to manage and direct the City Deal, Strategic Economic Plan and Local Transport Plan programmes. The Council retains all its financial and executive powers and cannot be bound by a Joint Committee decision. At any time the City Council can elect to withdraw from these arrangements.

Risk assessment

10. A risk assessment has been undertaken. No significant risks are identified.

Name and contact details of author:-

Name David Edwards
Job title Executive Director
Service Area / Department Chief Executive
Tel: 01865 252394 e-mail: dedwards@oxford.gov.uk

List of background papers: None

**Appendix 1:
Oxfordshire Growth Board Joint Statutory Committee
Draft Terms of Reference**

1.0 Governance

- 1.1 The Oxfordshire Growth Board (the joint committee) includes the local authorities within the LEP area, namely, Oxfordshire LEP comprising, Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. It will also include co-opted non-voting named members from those organisations listed at 4.4 below. In addition, the HCA has the right to attend the Growth Board as a non-voting investment partners, and, when considering matters that sit under the purview of the Local Transport Board then Network Rail and the Highways Agency will have the right to attend the Growth Board as non-voting investment partners.
- 1.2 The Oxfordshire Economic Growth Board is a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 1.3 The Committee will be hosted under local government arrangements and this will be rotated in accordance with the arrangements for the Chairman (see Section 8.1).

2.0 Accountable Body

- 2.1 The Accountable Body for the Growth Board is Oxfordshire County Council which will provide Section 151 and Monitoring Officer roles to the Committee.
- 2.2 The County Council's Chief Finance Officer (Section 151 Officer) in conjunction with the LEP Chief Executive will provide the Growth Board with a quarterly financial and programme performance report. This report will provide the Board with an overview of the funds spent, funds committed against funds allocated, milestones and outcomes achieved and where necessary, ensure that action plans are put in place to address any concerns.
- 2.3 For those programmes and funding streams where another local authority is the Accountable Body, e.g. the Enterprise Zone, the relevant Section 151 Officer will provide the financial and programme performance information to the County Council's Chief Finance Officer to enable a complete picture to be presented to the Growth Board.
- 2.4 The Local Transport Board Assurance Framework will be the basis on which the appraisal, assessment and prioritisation for proposed Local Growth Fund projects and future growth programmes will be undertaken, which may be revised by the Growth Board as wished, subject to approval by the DfT.

3.0 Purpose of the Oxfordshire Growth Board

- 3.1 To facilitate and enable collaboration between local authorities on economic development, strategic planning and growth.
- 3.2 To deliver cross-boundary programmes of work including City Deal, Strategic Economic Plan and Local Transport Board programmes, within government timescales, including agreeing the detailed contents of specific priorities, plans, projects and programmes.
- 3.3 To approve and monitor the implementation of a detailed work programme as laid out in the City Deal, Strategic Economic Plan and Local Transport Board programmes together with any future Growth Deals or other programmes as agreed.
- 3.4 To bid for the allocation of resources to support the above purposes.
- 3.5 For the avoidance of doubt these terms of reference are not to be read as incorporating any non-Executive functions and each constituent Authority shall retain the capability to exercise all executive functions generally and specifically in relation to economic development, strategic spatial planning and strategic transport planning. Further, these terms of reference are not to be read as entitling the Board to bind, either financially or contractually, any constituent Authority.”

4.0 Membership

- 4.1 As the Joint Committee is discharging executive functions then the appointed person must be from the Executive. There should be one member from each constituent authority.
- 4.2 Each constituent authority shall appoint a substitute (also being an executive member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.
- 4.3 Subject to the legal right of the Joint Committee to appoint a Chairman and Vice Chairman of its choice each year the proposed protocol is that there will be a rotating Chairman and Vice Chairman as set out in table 8.2 below.
- 4.4 Other non-voting members as required for good linkages with the Local Enterprise Partnership shall be a single named-position representative from the bodies as detailed below:
 - Oxford University.
 - Oxford Brookes University.
 - Oxfordshire Local Enterprise Partnership.
 - STFC Harwell
 - UKAEA Culham
 - Oxfordshire Skills Board

4.5 When considering matters that sit under the purview of the Local Transport Board then a single representative of Network Rail and the Highways Agency will have the right to attend the Growth Board as non-voting investment partners.

5.0 **Voting**

5.1 One member one vote for each constituent authority member although members intend to agree matters on a unanimous basis where possible.

5.2 Normal rules as to declarations of interest to be applied to local authority members in accordance with the respective Council's Code of Conduct.

6.0 **Quorum & Safeguard**

6.1 The quorum for a meeting shall be four voting members.

6.2 Where the effect of a particular proposition, if adopted by the Committee, would be to give rise to contractual or financial implications for any constituent authority, then a protocol will be established where the expectation would be that the vote of the member appointed by that constituent authority, in favour of the proposition, would be required. In respect of other matters, all other voting will be on a normal majority basis.

6.3 When considering matters that sit under the purview of the Local Transport Board, this protocol will apply to the vote of the member appointed by the County Council.

7.0 **Functions**

7.1 The opportunity provided by establishing the Growth Board and aligning the strategic meetings including SPIP and the LTB is to streamline the governance arrangements and incorporate the combined terms of reference under a single governing body:

From the Spatial Planning & Infrastructure Partnership

- To provide a forum for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure issues arising at regional and sub-regional level;
- To lead and co-ordinate liaison with the Local Enterprise Partnership on Oxfordshire wide issues and support the LEP in the identification of priorities and development of investment strategies and economic plans for Oxfordshire;
- To lead and co-ordinate liaison with the Homes and Communities Agency (HCA) to develop plans to enhance Oxfordshire share of HCA development programmes and contribute to any related interaction with Government agencies;

- To lead on production of joint work on cross border issues to ensure partners meet the requirements of the Duty to Cooperate and wider national policy;
- To lead and coordinate the Homes and Communities Agency (HCA) process on regeneration and housing issues leading to the production of the Local Investment Plan (LIP) and contribute to any related interaction with Government agencies;
- To seek agreement on local priorities and targets and advise partners on matters of collective interest in the fields of activity listed above;
- To seek agreement on alignment between national and regional and local funding streams in the fields of activity listed above and prioritise competitive funding bids;
- To assess whether spatial planning, infrastructure and public services are integrated and make recommendations to encourage this.

From the Local Transport Board

- To have the role of prioritising transport schemes to be funded from devolved funding sources, not already within the remit of the Local Transport Authority, to ensure that decisions are made in one place and supported by all relevant partners and stakeholders;
- To have the ability to comment on wider consultations, such as the Local Transport Plan, and funding investment decisions from national agencies, e.g. Network Rail, Highways Agency, where these have a strategic impact on the local transport network;

From the City Deal Programme

- To oversee the delivery of all of the local government aspects of City Deal and to have oversight of the LEP Work Programme;
- Prioritisation of the investment in the Escalator Hubs, the allocation of funding from City Deal and the accountable body for each project;
- Establishing the City Deal infrastructure programme and agreement of the contribution level from either retained business rates or the proposed funding streams;
- Responsible for prioritising the delivery of schemes to be funded through the City Deal infrastructure fund, for transport, housing or economic development schemes;
- Agreement to the work programme for the City Deal and in support of the LEP Growth Strategy.

8.0 Meetings

- 8.1 The Chairman and Vice-Chairman of the Growth Board will be elected at the first meeting but are expected to follow the arrangements as set out in paragraph 8.2.
- 8.2 The lead authority for convening meetings will be that of the elected Chairman and it will provide Secretary/Clerk support to the Board. Meetings shall be held on a bi-monthly basis, meetings may be called as and when required to ensure that critical timescales are met.

Year	Chairman	Vice chairman
2014/15	West Oxfordshire District Council	Cherwell District Council
2015/16	Cherwell District Council	Oxfordshire County Council
2016/17	Oxfordshire County Council	Oxford City Council
2017/18	Oxford City Council	South Oxfordshire District Council
2018/19	South Oxfordshire District Council	Vale of White Horse District Council
2019/20	Vale of White Horse DC	West Oxfordshire DC

9.0 Secretariat and Support

- 9.1 The secretariat and support will be provided by the existing SPIP Executive Officer Group. Other investment partners will be involved as appropriate, e.g. Homes and Communities Agency, Environment Agency, Highways Agency, Network Rail; to advise on the investment and work programme.
- 9.2 The Group will be chaired by the lead authority (as in previous SPIP arrangements). In the first instance this will be West Oxfordshire.

10.0 Scrutiny Arrangements

- 10.1 Decisions made by the Committee shall be subject to the scrutiny arrangements of each constituent authority.

Protocol

This protocol has been incorporated into the Terms of Reference for Oxfordshire Growth Board, a statutory Joint Committee.

The Parties to this Protocol are those referred to in the Terms of Reference.

The Parties wish to record the basis on which they propose to undertake their decision making function as a Joint Committee.

General principles

The Parties agree to support the purposes of the Joint Committee by ensuring that in their decision making, they:

- Collaborate and cooperate with each other
- Are open and accountable to each other
- Adhere to all relevant statutory requirements
- Deploy appropriate resources
- Act in good faith

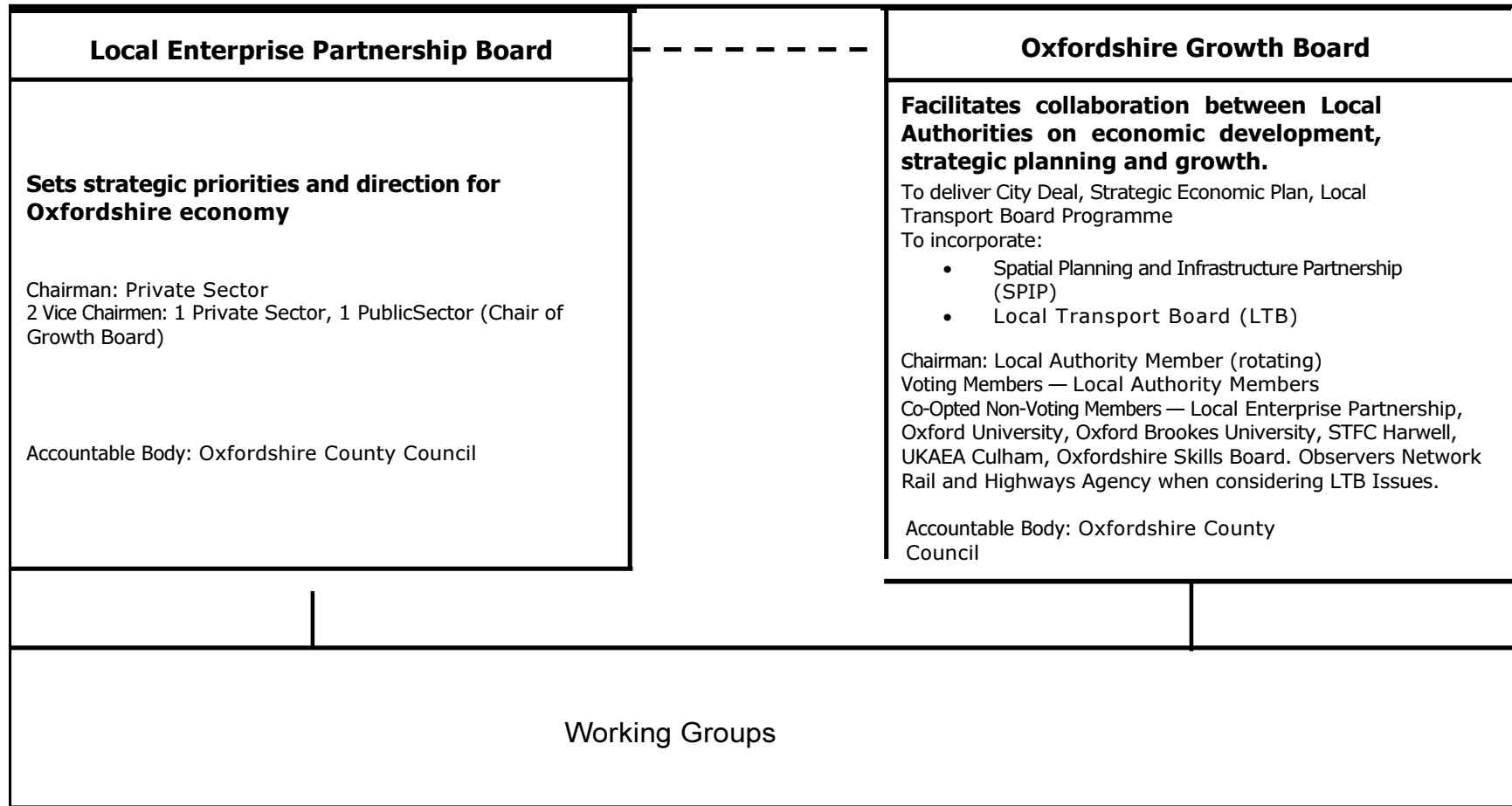
Voting arrangements

1. Only Joint Committee Members (or their substitutes) shall be designated as Voting Members and shall be entitled to one vote on items of business considered by the Joint Committee.
2. Every question shall be determined by the voices of those Voting Members present, provided that if there is a Voting Member who indicates dissent to this procedure than a vote by show of hands shall take place. A simple majority shall be required.
3. In the event there being an equal number of votes for and against a particular proposition, the Chairman shall have a casting vote.
4. Where the effect of the particular proposition, if adopted by the Joint Committee, would be to give rise to contractual or financial implications for any part of one of the Parties, then in addition to the normal requirement for a simple majority of votes, the Parties will seek to ensure that the vote of the Member of the effected Party, in favour of the proposition, will be obtained.

Status

This protocol is not intended to be legally binding, and no legal obligations or rights shall arise between the Parties from this protocol.

Oxfordshire Governance Structure



To: City Executive Board

Date: 10 September 2014

Report of: Head of Human Resources & Facilities

Title of Report: Business in the Community- Working in Partnership

Summary and Recommendations

Purpose of report: This report provides the background to the development of the Business in the Community programme which seeks to foster business links with Oxford cluster schools.

Key decision No

Executive lead member: Councillor Bob Price, Board Member for Corporate Strategy, Economic Development and Planning

Policy Framework: Corporate Plan 2013-2017 Vibrant, Sustainable Economy

Recommendation: That the City Executive Board endorse the partnership connection with Cherwell School under the Business in the Community initiative.

Appendices

Appendix 1: Action plan: Agreed interventions for Year 1 of the programme 2014-2015

Appendix 2: Risk Register

Background

1. The Council is a partner in the Business in the Community (BiTC) 'Business Class' initiative and has been working directly with Cherwell School to develop a partnership. BiTC itself is a charitable organisation. The programme is focussed on working with students and specifically aims to:
 - Improve confidence;
 - Develop skills which improve employability;

- Increase awareness of career opportunities;
 - Raise young peoples' aspirations;
 - Prevent students ending their school careers not in education training or employment;
 - Help students realise their potential
2. The core philosophy of BiTC is that the school is the client and that school/ business partnerships are grouped together enabling them to share best practice, identify common challenges and accelerate improvement across an area. The Oxford business/ school cluster includes the following:
- Unipart - Oxford Academy
 - GI Group Recruitment – St. Gregory the Great
 - Sharp Laboratories of Europe – Oxford Spires
 - Oxford City Council – Cherwell School
 - Wiley & Sons – Cheney School
 - BG Business (Centrica) - Meadowbrook

Cherwell School

3. Cherwell School is a large oversubscribed mixed comprehensive Academy school serving a wide-ranging community in North Oxford. It has a large sixth form which admits a substantial number of external students in Year 12. It became an 11-18 school in 2003 following local reorganisation and has a split site. Although students are from above average socio-economic backgrounds, a significant number are from less advantaged backgrounds and eligibility for free school meals is in line with the national average. The proportion of students from minority ethnic backgrounds is higher than the national average, around 30%, and the percentage of students who have English as an additional language is also higher at 15%. The number of students who have learning difficulties and/or disabilities is about average but the percentage of students with statements of special educational need is higher'. The school achieved an excellent Ofsted rating.
4. The 6th form has 500 students and it has grown by 30% in the last 2 years. There is concern for those students who drop out at the end of the first year of 6th form as options are more limited than for those who leave at age 16.

Cherwell Data Dashboard 2012:

- **Disadvantaged Pupil Performance:** 25% of students are disadvantaged. Of these, 69% achieve expected progress in English, while 89% of other pupils achieved expected progress. In Maths, 47% of disadvantaged pupils achieved expected progress, while 82% of other pupils achieved expected progress.
- **Careers and Raising Aspirations:** After Key Stage 4, 75% pupils continue to Key Stage 5 (A levels) and 65% go into Higher

Education. However, the school would like a wider knowledge of the opportunities locally for those pupils who leave at 16 or post 16. They would like role models to inspire less aspirational students.

5. Cherwell School completed a needs assessment which helped to inform the structure of a wider programme of help and support they would like from the Council:
 - Leadership & Governance – leadership development, staff development, retention & motivation, operational & financial management
 - Employability & Enterprise – careers, apprenticeships, student leadership, role models
 - Curriculum – achievement, literacy/English, numeracy/maths, other STEM subjects (Science, Technology, Engineering)
 - Wider issues – punctuality, health & well-being, targeting groups with specific needs

First year priorities

6. The Council's Corporate Management Team has agreed to a practical series of first year interventions specifically focussing on helping students make their respective transitions into apprenticeships, the local work market or higher education locally and nationally. The interventions are therefore centred on employability and enterprise priorities:
 - Mentoring for Year 10s and 12s;
 - A new work experience programme (October 2014 and June/ July 2015) with places to be open to all Oxford cluster schools);
 - Speed career workshops;
 - Employability skills development workshops (CV writing/ mock interviews/customer service)
 - Citizenship – discussions will be held with leading Members to consider what might be useful support from the Council to the school in this aspect
7. The interest from Council staff in providing mentoring support has been high, with 33 mentors trained and ready to commence the programme. A mentor matching afternoon took place on 11th July 2014 which created a real buzz amongst the students and staff. The mentoring sessions begin in October 2014 and will be a monthly commitment of 1 hour.
8. Wider support for the School's management team is set out at appendix 1.

Future ambitions

9. Cherwell School would also like assistance in the following areas and these will be considered as part of the forward plan:
 - Leadership: The school would welcome support from business leadership role models and strategic assistance with the big leadership challenges they are facing over the next 18 months, e.g. support on efficiency, value for money, branding and promotion;
 - Operational and financial management: Cherwell is a huge school (c.2000 students) but with a limited site on which to develop its growth aspirations and would like to discuss their 'master plan' for the development of the site with like-minded professionals;
 - Targeting groups with specific needs, e.g. role models in the community are needed for less aspirational students;
 - Achievement: Although GCSE achievement is at high levels, there is still growing concern with their Pupil Premium (Low Income) and Special Educational Needs students not gaining their Maths and English GCSE. Any support in this area would be welcomed;
 - Increasing their understanding about how the City 'ticks' identified as being valuable in niche areas such as business/ economics and science and linking these to the real world.

Level of Risk

10. A risk register is attached at appendix 2

Climate Change/ Environmental impact

11. Nothing significant to note although all mentors working with Cherwell School will be encouraged to co-share pool cars, use electric bikes, low emission buses, walk or cycle to travel to the school for their mentoring and other initiatives

Equalities Impact

12. The principles underlying the Business in the Community programme and the proposed Council interventions will have a positive equalities impact (in its widest sense i.e. assisting disadvantaged students) and clearly align with the Corporate Plan 2014-2017 objectives under a Vibrant, Sustainable Economy. The project undoubtedly adds value to the Council's Youth Ambition and Educational Attainment programmes and the initiative has already been recognised with a Customer Service Excellence compliance plus award for innovation
13. There are clear benefits to the Council in having more students with employability skills as this will help to reduce disadvantage in the City. There is a demonstrable need for increased information to students of the sort of local jobs available, advice on the pathways towards them and support to develop employability skills.

Financial implications

14. The Business in the Community partnership can be delivered through existing financial resources and partnership agreements. Business class is a three year partnership between the school and business. The UK Commission for Employment & Skills Growth & Innovation Funding covers the partnership for two out of the three years. Business partners have to cover £6000 + VAT to support the cost of the Partnership for the final year. The City Council was asked if it would contribute £3000 per school in matched funding to support two other schools in the cluster, making a total of £12k funding for a three year project; with funding previously identified from the Education Attainment Budget.

Legal implications

15. There are no anticipated current legal implications beyond an Oxfordshire County Council requirement for all Council mentors working with students on school premises to hold an Enhanced Criminal Record Certificate from the Disclosure and Barring Service

Name and contact details of author:-

Name Simon Howick
Job title Head of Human Resources & Facilities
Service Area / Department Human Resources & Facilities
Tel: 01865 253386 e-mail: showick@oxford.gov.uk

Appendix 1 - Business in the Community Support Programme – Oxford City Council / Cherwell School

Theme	Initiative	Details	Info from Cherwell	Action / Next Steps
Enterprise and Employability	Mentoring <i>CSE recent reaccreditation received a compliance plus award for innovation for this Council initiative</i>	For students in year 10 and year 12 who are thought to be the most vulnerable.	Want up to 30 mentors DBS checks to be organised by OCC and run by Oxon County Council	We are providing 29 mentors with 5 on a reserve list. Our mentors have been trained and the programme began in July 2014 with the first mentor matching session. An internal mentors network has been set up which will meet quarterly and provide a forum to share experiences, etc. Mentoring for 17 students will go live from September 2014
	Work experience	October and June each year <i>NB: Work experience offer to include other Oxford cluster schools where these relationships currently exist</i>	Years 11 and 12, run in two cohorts twice a year	Work experience programme brief will be circulated to Heads of Service at the start of August 2014 (for feedback and indications of what placements they can support)
	Speed career workshops	Staff to meet students in quick succession to talk about their jobs. School need to be briefed about different roles / depts. in Council. Potentially two sessions	Students to pick one or two key areas of interest and research those. Recommend a smaller group format so that	From January 2015 JB to chase Chris Price in late September Joint co-ordination with school

Theme	Initiative	Details	Info from Cherwell	Action / Next Steps
	Skills development	CV writing, presentation skills, business studies, innovation Strong area of interest from the school with Economics A level and Business Studies very popular	January 2015 onwards. Also consider customer service excellence ethos/ social responsibility where we are strong and could put together a short workshop or a business process/ making a business case workshop	SMH / JB to meet new Head of Business Studies to determine content in September (Chris Price to provide contact details in September). January 2015 for CV writing and further liaison with Chris Price re running CV / mock interview session(s)
Curriculum	Citizenship			Possible involvement from Elected Members re: citizenship/democracy etc. JB to discuss with Cllr Bob Price initially & Chris Price in September
Leadership and Governance	Understanding Oxford	Valuable in niche areas such as business and science and linking to real world (environmental). Enriching knowledge of local area to impact quality	The school would like to increase their understanding about how the city 'ticks'. They are very keen on shadowing what we do, touring around, etc. but are conscious it needs careful timetabling e.g. June / July.	Discussion with Head of Environmental Development ref what this could look like – Chris Price to make connection to Cherwell lead. JB to chase Chris Price mid- September
	Business relationships/ business principles		Facing some leadership challenges and indicated a need for sharing leadership best practice	Anna Wright to meet the Head of School to better understand what their leadership issues are that might be met through existing education channels. JB to explore viability of contributing to a "peer review" or having a representative as a school governor

Appendix 2 – Risk Register

					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Delivering the project	Ability of the Council to resource the programme	Threat	Not enough capacity to deliver the programme	The project isn't delivered in full or part and the Council's reputation is adversely impacted	14/08/14	Simon Howick	3	3	2	2	1	1		Deploy enough mentors to meet the agreed programme	August 2014	Completed	100%	Simon Howick
														Use BiTC resource to assist in agreeing / delivering the programme	August 2014	In progress	40%	Simon Howick
														Include management of the programme in the HR workplan	August 2014	Completed	100%	Simon Howick
														Agree the remainder of the programme in the context of available capacity	August 2014	In progress	10%	Simon Howick

CITY EXECUTIVE BOARD

Thursday 3 July 2014

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Sinclair, Simm, Brown, Kennedy, Lygo, Rowley, Seamons, Tanner and Fooks.

OTHER COUNCILLORS PRESENT: Councillors Simmons (Chair of Scrutiny Committee) and Fooks.

OFFICERS PRESENT: Jackie Yates (Executive Director Organisational Development and Corporate Services), David Edwards (Executive Director City Regeneration and Housing), Tim Sadler (Executive Director Community Services), Lindsay Cane (Law and Governance), Stephen Clarke (Head of Housing and Property), Michael Crofton-Briggs (Head of City Development), Jane Winfield (Regeneration and Major Projects - Team Manager), Richard J Adams (Housing and Communities), Val Johnson (Policy Team Leader), Sadie Paige (Policy, Culture and Communication), Julia Tomkins (Communities and Neighbourhoods), Pat Jones (Democratic and Member Services Manager) and Sarah Claridge (Committee and Member Services Officer)

11. APOLOGIES FOR ABSENCE

Apologies were received from Peter Sloman.

12. DECLARATIONS OF INTEREST

No declarations of interest were received

13. PUBLIC QUESTIONS

One public question was received and tabled at the meeting on the item: Oxford Growth: Grenoble Road Development (minutes 17). The question and officer's response is attached to the minutes as appendix one.

The Board resolved to take the question as read.

14. INTEGRATED PERFORMANCE REPORT FOR -QUARTER 4 2013/2014

The Heads of Finance and Business Improvement and Technology submitted a report (previously circulated, now appended) which detailed the Council's finances, risk and performance as at the end of quarter 4, 31st March 2014

Cllr Turner, Executive Board Member for Finance, Asset Management and Public Health presented the report.

Cllr Fooks queried whether the Council was being overcautious with the amount of money set aside in contingencies. Cllr Turner stated that the Council

encouraged officer innovation and therefore each project's risk was measured and only assigning a contingency if the risk deemed necessary.

Cllr Fooks asked what were the £0.450M saving from vacancies in Direct Services? The Executive Director of Organisational Development and Corporate Services stated she would find out and reply to Cllr Fooks in writing.

The Scrutiny report on the integrated report was discussed and recommendation 1 on the purchase of the Gladiator Clubrooms was noted.

In regards to recommendation 2 on the contingency available to prevent homelessness, the Board felt the current contingency was sufficient.

The City Executive Board resolved to:

1. Note the financial outturn and performance of the Council for the year 2013/14 and also the position of risks outstanding as at 31st March 2014;
2. Note the transfers to General Fund earmarked reserves detailed in the report (including for expenditure on the Partnership Payment, Flooding, Capital Programme, Gladiators and a contingency against future property investment losses) and Appendix E5;
3. Note the transfers to the Housing Revenue Account (HRA) earmarked reserves as detailed in paragraphs 15 and 16 and Appendix E5;
4. Agree the recommended carry forward requests outlined at paragraph 9 and detailed in Appendix E4;
5. Note the capital slippage as detailed in Appendix E2; and.
6. Recommend to Council to include a budget of £162,000 in the capital programme in respect of highways vehicles outlined in paragraph 22.
7. Congratulate officers on their hard work.

15. ACQUISITION OF INTERMEDIATE LEASEHOLD, HORSPATH ROAD INDUSTRIAL ESTATE

The Head of Regeneration and Major Projects Services Manager submitted a report (previously circulated, now appended) which sought approval to purchase the intermediate leasehold interest in land and buildings forming the depot site on the Horspath Road Industrial Estate, Oxford.

Cllr Turner, Executive Board Member for Finance, Asset Management and Public Health presented the report.

The City Executive Board resolved to approve the acquisition of an intermediate leasehold interest in land and buildings forming the Horspath Road depot site on the terms set out in the Not for Publication Confidential Appendix 2 of this report.

16. DISPOSAL OF SUB STATION SITES

The Regeneration and Major Projects Service submitted a report (previously circulated, now appended) which sought approval for the disposal of the freehold interest in 83 sub-station sites to Scottish and Southern Energy PLC

Cllr Turner, Executive Board Member for Finance, Asset Management and Public Health presented the report. The money from the sale will be used to fund the capital programme; the Council will retain 9 sites.

The City Executive Board resolved to:

1. Approve the disposal of the freehold interest in 83 sub-station sites on the terms set out in the Not for Publication Confidential Appendix 3 of this report. The detailed provisions of the sale are to be approved by the Executive Director, City Regeneration.
2. Grant authority to the Executive Director of City Regeneration and Housing, in consultation with the Board Member, to vary or extend the sub-station sites to be included in the transaction provided the transaction continues to represent best consideration.

17. OXFORD GROWTH: GRENOBLE ROAD DEVELOPMENT

The Executive Director of City Regeneration and Housing submitted a report (previously circulated, now appended) which detailed a potential partnership with adjoining landowners to pursue the development of the Council's landholding south of Grenoble Road.

Cllr Price, Executive Board Member for Corporate Strategy, Economic Development and Planning presented the report.

The City Executive Board resolved to

1. Approve the principle of pursuing discussions with adjoining landowners for a partnership to deliver development south of Grenoble Road, subject to a detailed report on whether such a partnership would represent best value.
2. Note that if a partnership arrangement was subsequently approved this is expected to require significant funding for specialist consultancy support in the preparation of Local Plan submissions and a planning application, which would be set out in the detailed report.

18. CAPITAL CONTRIBUTION TOWARDS FRIDESWIDE SQUARE

The Head of City Development submitted a report (previously circulated, now appended) which detailed a request to make a financial contribution to Oxfordshire County Council towards the work to transform Frideswide Square.

Cllr Price, Executive Board Member for Corporate Strategy, Economic Development and Planning presented the report.

The proposal is to contribute £6- 7,000 to the beautification of the Frideswide Square area. Cllr Tanner felt it was important to get the junction right and to remove the current traffic bottleneck. Ongoing discussions on how the contribution was to be spent needed to prioritise the needs of vulnerable pedestrians and to re-route the road so that buses are given priority.

The Council will continue to have discussions with Oxfordshire County Council over the exact details of how the contribution is to be spent.

The City Executive Board resolved to

1. Recommend to full Council to give a capital grant to the County Council of £670,000 in two phases of £335,000 each (50% in Q3 2014/15 and 50% in Q2 2015/16).
2. Delegate to the Executive Director of Regeneration and Housing responsibility to complete the legal agreement requested by the County Council.

19. OXPENS DELIVERY STRATEGY - STAGE 1

The Executive Director of City Regeneration and Housing submitted a report (previously circulated, now appended) which updated and agreed the next steps to delivering the redevelopment of the Oxpens site area, including establishing the budget.

Cllr Price, Executive Board Member for Corporate Strategy, Economic Development and Planning presented the report.

The City Executive Board resolved to:

1. Note the contents of this report.
2. Recommend to Council the establishment of a budget of £320,000 in the Council's revenue budget funded from New Growths Point Grant to complete due diligence and progress the project through the next stages.

20. GRANT MONITORING INFORMATION FOR 2013/14

The Head of Leisure, Parks and Communities submitted a report (previously circulated, now appended) which detailed the monitoring information returned by community & voluntary organisations awarded a grant by the City Council in 2013/14.

Cllr Rowley, Executive Board Member for Leisure Contract and Community Partnership Grants presented the report. He outlined that Price Waterhouse Coopers recommendation was really formalising something that was already being done. If organisations cannot account for how the grant was spent the Council would seek the grant money back. Officers to help struggling organisations complete the monitoring forms.

Cllr Fooks asked if the grants criteria could change so that community groups could claim for staff costs? The Board felt that such a change to the criteria would encourage dependency and that community groups needed to be self-sufficient.

The City Executive Board resolved to:

1. Note the report
2. Approve the recommendation made by Price Waterhouse Coopers that there should be a penalty for organisations not returning their monitoring information of not being able to reapply for funding the following year and the grant awarded should be reclaimed.

21. DRAFT COMMUNITY ENGAGEMENT POLICY STATEMENT 2014 - 17

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended) which sought approval from the City Executive Board to adopt the draft Community Engagement Policy Statement 2014 – 17.

Cllr Simm, Executive Board Member for Culture and Communities presented the report.

The Board noted and agreed the Scrutiny Committee's recommendations 1-4. In terms of the pilot study (recommendation 3) it was suggested that officers use two case studies of consultations already planned. One case study should be a broad, city wide consultation and the other should focus on a small in-depth sole community of interest.

The City Executive Board resolved:

1. To approve the draft Community Engagement Policy Statement 2014–17 for adoption.
2. That Officers test the effectiveness of the Council's Community Engagement Policy Statement's principles by choosing two planned consultations as case studies. One should be a broad, city wide consultation and the other should focus on a small in-depth sole community of interest.

22. TENANCY FRAUD AMNESTY

The Heads of Finance and Housing and Property submitted a report (previously circulated, now appended) which detailed the proposal to run a 2 month tenancy fraud amnesty campaign to allow people to give up their council properties without the fear of prosecution.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report. He explained that a public campaign would run alongside the amnesty.

Cllr Turner stated it was important to get the housing associations on board. Cllr Seamons said that one association has agreed to get involved and the Council was waiting for the others to respond.

The City Executive Board resolved to approve the two month tenancy fraud amnesty.

23. FINANCIAL INCLUSION STRATEGY

The Head of Customer Services submitted a report (previously circulated, now appended) which detailed a Financial Inclusion Strategy and an Action Plan for delivery.

Cllr Brown, Executive Board Member for Customer Services and Social Inclusion presented the report.

Cllr Fooks welcomed the promotion of the discretion housing payments (DHP) to private sector tenants. She queried the digital by default style as there are a lot of people who don't have access to computers. Cllr Brown stated that provisions would always be provided for people without computers to access the necessary forms.

Cllr Fooks asked what were the staffing implications and financial costs of implementing this strategy? The Council had received £1.2M from the European Social Fund (ESF) to assist with the additional costs of extending the programme to private rental tenants.

The City Executive Board resolved to

1. Approve the Financial Inclusion Strategy for a period of three years from April 2014 to April 2017 as set out in Appendix 3 and;
2. Agree the associated Action Plan, the delivery of which will be coordinated by the Head of Customer Services.

24. ANTI-SOCIAL BEHAVIOUR POLICY IN THE LIGHT OF THE ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The Head of Environmental Development submitted a report (previously circulated, now appended) which detailed the revised Anti-Social Behaviour Policy for approval.

Cllr Sinclair, Executive Board Member for Crime and Community Response presented the report.

It was explained that Anti-Social Behaviour Officers work closely with Housing colleagues to tackle anti-social behaviour. Officer training in the Environment Protection Act is part of the early response training.

The City Executive Board resolved to approve the Anti-Social Behaviour Policy.

25. TOWER BLOCK REFURBISHMENT PROJECT

The Head of Housing and Property submitted a report (previously circulated, now appended) which sought approval to commence a tender process and for the Executive Director of Regeneration and Housing to be able to appoint and award the contract for the refurbishment of the City tower blocks and to recommend to Council a revised budget to cover the agreed scope of works.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report. The refurbishment programme will take 3 year and will start in June 2015.

The City Executive Board resolved to:

1. Approve the commencement of the tender process and delegate to the Executive Director of Regeneration and Housing in consultation with the Section 151 Officer and Monitoring Officer, the authority to award the contract to the preferred contractor within the budget envelope for the refurbishment of the City tower blocks, following a competitive tender process.
2. Approve the scope of works as detailed in Appendix 1 to be included in the project. This will leave a revised total project cost of £18.358m. This revised total represents an increase of £1.743m over the current approved budget of £16.615m,
3. Recommend to Council the inclusion of an additional budget within the HRA Capital Programme of £1.743m funded by a combination of leaseholder contributions (for their element of the scheme), or as a last resort prudential borrowing together with appropriate revenue funding of a maximum of approximately £104k per annum in capital financing costs

26. LOCAL OFFER FOR OXFORD CITY COUNCIL TENANTS

The Head of Housing and Property submitted a report (previously circulated, now appended) which detailed the Local Offer for approval.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report. He thanked officers in Direct Services for delivering increased productivity.

The City Executive Board resolved to approve the Local Offer between the City Council and City Council tenants.

27. RESIDENT PARKING ON COUNCIL OWNED HOUSING LAND

The Head of Housing and Property submitted a report (previously circulated, now appended) which detailed the options for managing the Council's small parking areas that are sited on housing land held in the Council's housing revenue account (HRA), including un-adopted highway.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report.

The City Executive Board resolved to agree:

1. That the preferred model for the enforcement of the Resident Parking Permit Scheme (RPPS) on HRA land is through an external contractor
2. That consultation arrangements for new Resident Parking Permit Areas on HRA land are as set out in this report
3. That delegated authority is given to the Head of Housing and Property to introduce new Resident Parking Permit Areas on HRA land.
4. The eligibility criteria for the Resident Parking Permit scheme as set out in this report
5. That permits under the Resident Parking Permit Scheme continue to be provided without charge to residents, their visitors and carers

28. HOUSING STOCK ENERGY EFFICIENCY IMPROVEMENTS

The Head of Head of Housing and Property submitted a report (previously circulated, now appended) which sought amendment to a previous approval for the funding and procurement of a project to improve the energy efficiency of the Council's hard to treat housing stock and optimising the available Energy Company Obligation (ECO) funding.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report. This project had to be revised because the Government withdrew its funding. The Council's contribution will mean at least 50-60 properties can be renovated starting with the 'hard to treat' properties and more money might be available through the Green Deal.

The City Executive Board resolved to

- 1 Grant amended project approval for the Council to gain optimum value for money, utilising ECO or Green Deal funding if possible, but using only previously agreed Council budget if the external funding cannot be accessed.
- 2 Grant delegated authority to the Executive Director of Regeneration and Housing, to authorise the Council's entry into all appropriate contracts required to implement this project.

29. HOUSING STRATEGY 2012-2015 FINAL REVIEW OF ACTION PLAN

The Head of Housing and Property submitted a report (previously circulated, now appended) which outlined the current Housing Strategy Action plan prior to the drafting of a new Housing Strategy for 2015-2018.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report.

A report seeking new ideas for the next Housing review will be presented to the Board in September.

The City Executive Board resolved to

1. Note the progress made during the lifetime of the 2012 – 2015 Housing Strategy
2. Note possible actions to be carried through to the 2015 – 2018 Housing Strategy

30. REVISED TENANCY AGREEMENT FOR COUNCIL TENANTS

The Head of Head of Housing and Property submitted a report (previously circulated, now appended) which detailed the proposed Council's secure tenancy agreement following consultation with tenants and other stakeholders.

Cllr Seamons, Executive Board Member for Housing and Estate Regeneration presented the report.

The City Executive Board resolved to:

1. Approve the Tenancy Agreement
2. Authorise the Executive Director for Regeneration and Housing to introduce the new Tenancy Agreement with effect from September 2014 on behalf of the Council.

31. SOCIAL INCLUSION FUND PROCESS

The Head of Head of Leisure, Parks and Communities submitted a report (previously circulated, now appended) which sought approval for the Social Inclusion Fund decision making process.

Cllr Simm, Executive Board Member for Culture and Communities presented the report. She explained that Cllr Rowley and herself would sit on the decision panel, promotion of the grant scheme was needed and all ward councillors would be informed of the process.

The City Executive Board resolved to:

1. Approve the criteria and process for the application and award of the Social Inclusion grants as outlined in the report.
2. Delegate authority to the Head of Leisure, Parks & Communities to approve grants within the approved criteria in liaison with the City Executive Board Members for Youth & Communities and Education, Crime & Community Safety.

32. APPOINTMENT TO OUTSIDE BODIES 2014/2015

The Head of Law and Governance submitted a report (previously circulated, now appended) which detailed nominations to outside and other bodies for the 2014/2015 Council Year.

Cllr Price, Executive Board Member for Corporate Strategy, Economic Development and Planning presented the report. He went through the list of nominees and appointed the representatives for each Outside Body.

Cllr Tanner queried why appointments were being made so late and was informed that it was because of the late election date pushing the first CEB into July.

The City Executive Board resolved to:

1. Reduce Council representation on the Oxford Leon Trust to two (when representation comes up for renewal).
2. Delete the following appointments because the groups are no longer in existence:-
 - Wood Farm Community Association
 - LGA Urban Commission
3. Remove Council representation from the Oxfordshire Building Trust as it is no longer needed.
4. Not re-appoint to the Forest of Oxford until Cllrs Lygo and Fooks determine whether it is still operating.
5. Make appointments to outside bodies as shown in Appendix 2 of these minutes.
6. Seek nominations in April 2015 so that appointments can be made in May next year.

33. SCRUTINY COMMITTEE REPORTS

The Scrutiny Committee presented pre- scrutiny reports (previously circulated, now appended) on the Integrated Performance Report for Quarter 4 2013/14 and the Community Engagement Plan.

The Board discussed the Scrutiny Committee's recommendations on the Integrated Performance Report for Quarter 4 2013/14 (minute 14) and the Community Engagement Plan (minute 21) during their discussion of the items.

The Scrutiny Committee submitted a panel report on recycling incentive schemes (previously circulated, now appended) which detailed whether incentive schemes or fines encourage residents to recycle, and if so, whether Council should introduce such a scheme.

Cllr Simmons, Chair of the Scrutiny Committee presented the report.

Cllr Tanner, Executive Board Member for Cleaner, Greener Oxford, Climate Change and Transport agreed with recommendation 1 and suggested that an Education Officer be appointed to run targeted education campaigns.

In regards to recommendation 2, Cllr Tanner liked the concept of a positive community incentive trial raising money for charities chosen by each community. However he was concerned with how the impact of the pilot could be objectively measured and thought a trial should focus on reducing waste as well. He asked the recycling panel to work on the proposal.

The Board resolved to invest the £27,000 from the Waste Partnership Board into targeted education campaigns (to include flats) in partnership with the universities and student bodies to encourage recycling.

34. MINUTES

The Board resolved to APPROVE the minutes of the meeting held on 11 June 2014 as a true and accurate record.

35. MATTERS EXEMPT FROM PUBLICATION

Resolved to exclude the press and public from the meeting during consideration of the items in the exempt from publication part of the agenda in accordance with the provisions in Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (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 and that, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Summary of business transacted by the Board after passing the resolution contained in minute 36, 37 and 38

The Board received and noted the contents of the not for publication appendix 3 to the report at item 11 (minute 36 refers).

The Board received and noted the contents of the not for publication appendix 2 to the report at item 24 (minute 37 refers).

The Board resolved to APPROVE the confidential minutes of the meeting held on 11 June 2014 as a true and accurate record. (minute 38 refer)

36. APPENDIX 3_ DISPOSAL OF SUB STATION SITES_CONFIDENTIAL

The Board received and noted the contents of the not for publication appendix 3 to the report at item 11.

37. APPENDIX 2_ ACQUISITION OF SITE ON HORSPATH ROAD

The Board received and noted the contents of the not for publication appendix 2 to the report at item 24.

38. CONFIDENTIAL MINUTES JUNE 2014

The Board resolved to APPROVE the confidential minutes of the meeting held on 11 June 2014 as a true and accurate record.

The meeting started at 5.00 pm and ended at 6.35 pm

Public Question to CEB 3 July

Re: Item 6. Oxford Growth – Grenoble Road Development

“In the light of the Oxfordshire Strategic Housing Market Assessment (SHMA), which proposes a need of 28,000 houses in Oxford over the next 17 years, why is the City Council not reviewing its Core Strategy to enable it to allocate additional sites for housing; and why hasn't the Council suspended the consultation into the Northern Gateway AAP, which will essentially provide commercial development, with a view to allocating the site for housing rather than development, since any allocation for development will make the jobs housing balance in the City worse than it is already.”

Helen Marshall, Protect Rural Oxfordshire

Officer's response

The City Council has an up-to-date Core Strategy that was adopted in 2011 which the Government Inspector found sound on the basis that it promotes balanced growth within the City, taking into account the need for long-term social, economic and environmental sustainability.

It will always be the case that as circumstances change or new information becomes available, such as the SHMA, local plans will need to be reviewed. The City Council has appointed independent consultants to review the capacity of Oxford to accommodate additional housing growth within the City. The City Council will then consider whether an early review of the Core Strategy is justified. It is very unlikely that the capacity review will find that there is significant additional capacity in the city boundaries to deliver a further 24,000 and 32,000 homes which are required.

It would be inappropriate to adopt a policy which simply seeks to re-assign essential employment sites for housing. The Northern Gateway is the only undeveloped strategic employment-led allocation in the city. The site is critical to the delivery of the City Deal and the wider Oxfordshire Strategic Economic Plan, produced by the Oxfordshire Local Economic Partnership. An employment-led development on the Northern Gateway remains necessary and entirely appropriate and sustainable, as required by NPPF. Through the AAP process, the City Council has been clear that it will seek to provide a significant level of housing as part of the development to benefit the City as a whole, and go some way towards helping the city meet its housing need. The Northern Gateway AAP Options Document specified that the City Council's preferred option is to deliver around 500 homes (compared with 200 homes allocated in the Core Strategy).

David Edwards,
Executive Director of City Regeneration & Housing

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Appointment for Outside Bodies 2014/15

Name of Organisation	Appoinment	Length
Air Cadets	Cllr Humberstone	Annually
Assoc Public Service Excellence (APSE)	Cllr Coulter	Annually
Barton Community Assoc Management Committees	Cllr Coulter	Annually
Blackbird Leys Neighbourhood Support Scheme	Cllr Seamons	Annually
Bullington Association	Cllrs Kennedy & Lloyd-Shogbesan	Annually
Citizens' Advice Bureau	Cllrs Kennedy & Tarver	Annually
Council of Ruskin College	Cllrs Curran, Coulter & Kennedy	Annually
Cotteslowe Community Association	Cllrs Fooks & Gant	Annually
District Council's Network Association	Cllr Coulter	Annually
Donnington Community Association	Cllr Tanner & Tarver	Annually
Donnington Doorstep Management Committee	Cllr Tarver, Larry Sanders	Annually
East Oxford Community Association	Cllrs Clack & Hayes	Annually
English Heritage SE - Heritage Champion	Cllr Cook	Annually
Florence Park Community Association	Cllr Simm, Bryan Keen	Annually
Fusion Arts	Cllrs Clack & Coulter	Annually
Gatehouse	Cllr Upton	Annually
Headington Action	Cllrs Clarkson & Sinclair	Annually
Headington Community Association	Cllrs Baxter & Sinclair	Annually
Health and Wellbeing Board	Cllr Turner	Annually
Jericho St Barnabas Community Association Management Cttee	Cllrs Cook & Pressel	Annually
Littlemore Community Association	Cllr Tanner	Annually
LGA General Assembly	Cllr Coulter	Annually
Local Government Information Unit	Cllr Darke	Annually
Modern Art Oxford	Cllrs Canning & Coulter	Annually
Mortimer Hall Management Committee	Cllrs Darke, Upton	Annually
North Oxford Association	Nigel Chapman & Cllr Fry	Annually
Northway Community Association	Cllrs Anwar & Darke	Annually

Name of Organisation	Appointment 2015/14	Length
Oxford Airport Consultative Committee	Cllr Lloyd- Shogbesan	Annually
Oxford Asian Cultural Association	Cllr Hayes & County Cllr Azad	Annually
Oxford and District Sports and Recreation Association	Cllr Upton	Annually
Oxford Homeless Pathways	Cllrs Canning & Seamons	Annually
Oxford HUB	Cllrs Canning & Paule	Annually
Oxford In Bloom	Bryan Keen	Annually
Oxford Playhouse	Cllr Clarkson	Annually
Oxford Poverty Action Trust	Cllr Lygo	Annually
Oxford Preservation Trust	Cllrs Cook, Darke & Fry	Annually
Oxford Sports Council	Cllrs Rowley & Lygo	Annually
Oxfordshire Community and Voluntary Action	Cllr Simm	Annually
Oxfordshire County Council School Organisation Stakeholder Group	Cllr Kennedy	Annually
Oxfordshire Ethnic Minorities Enterprise	Cllr Lloyd Shogbesan	Annually
Oxfordshire Muesums Council	Cllr Pressel	Annually
Oxford Safer Communities Partnership	Cllr Sinclair	Annually
Oxfordshire Theatre Company	Cllr Lygo	Annually
Oxfordshire Environmental Partnership	Cllr Tanner	Annually
Peagusus Theatre	Cllr Lygo	Annually
Police and Crime Panel	Cllr Dee Sinclair	Annually
Regal Community Centre	Cllr Abassi and County Cllr Azad	Annually
Risinghurst Community Centre	Cllrs Baxter & Sinclair	Annually
Rose Hill Community Association	Cllr Paule	Annually
Rose Hill & Donnington Advice Centre	Cllrs Paule & Sanders	Annually
South East Reserve Forces and Cadets	Cllr Humberstone	Annually
South Oxford Adventure Playground Executive Cttees	Cllr Price	Annually
South Oxford Community Assoc Management Cttees	Cllrs Price & Van Nooijen	Annually
Spatial Planning and Infrastructure	Cllr Price	Leader
The Porch Steppin Stones Centre	Cllr Wolff	Annually

Name of Organisation	Appointment 2015/14	Length
West Oxford Community Association	Cllrs Cook & Pressel	Annually

Charities

Name of Organisation	Appointment 2014/15	Length
City of Oxford Charity	Cllr Fooks	4 Years - Appoint 1 Cllr Fooks (March 2014)
Elder Stubbs Charity	Cllrs Tarver, Simm and Benjamin	4 years - Appoint 3 Susan Heeks (Sept 2013), Chip Sherwood (Nov 2013), Cllr Benjamin (Nov 2014)
Old Marston Charities Trust	Cllr Clarkson,	Annually
Oxford Leon Trust	Cllr Rowley	4 Years
Non Ecclesiastical Charities of St Mary Magdalen	Cllr Rowley	4 Years
St Aldate's Parish Charity		4 Years
Susan Kidd	Cllr Upton	4 Years

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