

# Agenda

## Cabinet

This meeting will be held by Zoom and streamed to the Council's YouTube channel when the meeting starts, <https://www.youtube.com/oxfordcitycouncil>

This meeting will be held on:

Date: **Wednesday 12 August 2020**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

**For further information** please contact:

John Mitchell, Committee and Member Services Officer, Committee Services Officer

📞 01865 252217

✉ [jmitchell@oxford.gov.uk](mailto:jmitchell@oxford.gov.uk)

**Members of the public can attend to observe this meeting and.**

- may submit a question about any item for decision at the meeting in accordance with the [Cabinet's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Details of how City Councillors and members of the public may engage with this meeting are set out later in the agenda. Information about recording is set out later in the agenda and on the [website](#)

Please contact the Committee Services Officer to submit a question; to discuss recording the meeting; or with any other queries.

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*All public papers are available from the calendar link to this meeting once published*

## Cabinet Membership

### Leader/ Chair

Councillor Susan Brown (Chair)

Leader of the Council, Cabinet Member for Economic Development and Partnerships

### Cabinet Members

Councillor Ed Turner (Deputy Leader)

Deputy Leader (Statutory), Cabinet Member for Finance and Asset Management

Councillor Tom Hayes (Deputy Leader)

Deputy Leader, Cabinet Member for Green Transport and Zero Carbon Oxford

Councillor Nigel Chapman

Cabinet Member for Customer Focused Services

Councillor Mary Clarkson

Cabinet Member for City Centre, Covered Market and Culture

Councillor Alex Hollingsworth

Cabinet Member for Planning and Housing Delivery

Councillor Mike Rowley

Cabinet Member for Affordable Housing

Councillor Linda Smith

Cabinet Member for Leisure and Parks

Councillor Marie Tidball

Cabinet Member for Supporting Local Communities

Councillor Louise Upton

Cabinet Member for a Safer, Healthy Oxford

Apologies received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting.

*Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.*

*Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX*

# Agenda

Future items to be discussed by the Cabinet can be found on the Forward Plan which is available on the Council's [website](#)

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interest</b>	
<b>3 Addresses and Questions by Members of the Public</b>	
<b>4 Councillor Addresses on any item for decision on the Board's agenda</b>	
<b>5 Councillor Addresses on Neighbourhood Issues</b>	
<b>6 Items raised by Board Members</b>	
<b>7 Scrutiny Committee Reports</b>	
<p>The Housing &amp; Homelessness Panel of the Scrutiny Panel met on 03 August. A report from the Panel in relation to item 8 of this agenda (Housing Delivery Plan) will be published as a supplement.</p>	
<b>8 Housing Delivery Plan</b>	<b>9 - 44</b>
<p><b>Lead Member:</b> Cabinet Member for Planning and Housing Delivery (Councillor Alex Hollingsworth)</p> <p>The Head of Planning Services has submitted a report to present the Action Plan for continuing to support and improve housing delivery in Oxford.</p> <p><b>Recommendation:</b> That Cabinet resolves to:</p> <ol style="list-style-type: none"><li><b>Approve</b> the Oxford Housing Delivery Test Action Plan 2020.</li></ol>	

*Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.*

<b>9</b>	<b>Temporary Staffing Contract</b>	45 - 52
	<p><b>Lead Member:</b> Cabinet Member for Customer Focused Services (Councillor Nigel Chapman)</p> <p>The Head of Business Improvement has submitted a report to seek delegated authority to award a contract for the supply of Temporary Staffing to the Council.</p> <p><b>Recommendation:</b> That Cabinet resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Delegate</b> authority to the Chief Executive to award a contract for the supply of Temporary Staffing following the procurement exercise outlined in the report.</li> </ol>	
<b>10</b>	<b>Quarterly Integrated Performance 2020/21 - Q1</b>	53 - 72
	<p><b>Lead Member:</b> Deputy Leader - Finance and Asset Management</p> <p>The Head of Financial Services and Head of Business Improvement have submitted a report to update the Cabinet on Finance, Risk and Corporate Performance matters as at 30<sup>th</sup> June 2020.</p> <p><b>Recommendation:</b> That Cabinet resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Note</b> the projected financial outturn as well as the current position on risk and performance as at 30 June 2020; and</li> <li>2. <b>Recommend</b> to the Council an increase in the capital budget relating to the replacement housing management system of £423k funding as outlined in paragraph 16 of the report.</li> </ol>	
<b>11</b>	<b>Minutes</b>	73 - 78
	<p><b>Recommendation:</b> That Cabinet resolves to APPROVE the minutes of the meeting held on 15 July 2020 as a true and accurate record.</p>	
<b>12</b>	<b>Decisions taken under Parts 9.3(b) of the Constitution</b>	79 - 82
	<p>The Head of Paid Service (Chief Executive) has submitted a report asking Cabinet to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution.</p> <p><b>Recommendation:</b> That Cabinet resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Note</b> the decisions taken as set out in the report.</li> </ol>	

*Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.*

## 13 **Dates of Future Meetings**

Meetings are scheduled for the following dates:

- 09 September
- 14 October
- 11 November
- 09 December

All meetings start at 6pm unless otherwise stated

*Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.*

*Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX*

## **Information for those attending**

### **Recording and reporting on meetings held in public**

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks those recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recording may take place and that you may be inadvertently included in these.

The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

### **Councillors 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; licenses 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". 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 member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

## **How Oxford City Councillors and members of the public can engage at Cabinet**

### **Addresses and questions by members of the public (15 minutes in total)**

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two clear working day before the meeting (eg for a Tuesday meeting, the deadline would be 9.30am on the Friday before). Questions can be submitted either by letter or by email (to [cabinet@oxford.gov.uk](mailto:cabinet@oxford.gov.uk) ).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Cabinet member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

### **Councillors speaking at meetings**

Oxford City councillors may, when the chair agrees, address the Cabinet on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, stating the relevant agenda items. An address may last for no more than three minutes. If an address is made, the Cabinet member who has political responsibility for the item for decision may respond or the Cabinet will have regard to the points raised in reaching its decision.

### **Councillors speaking on Neighbourhood issues (10 minutes in total)**

Any City Councillor can raise local issues on behalf of communities directly with the Cabinet. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Cabinet within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Cabinet. The Cabinet's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

### **Items raised by Cabinet members**

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Cabinet decision. Any item which requires a decision of the Cabinet will be the subject of a report to a future meeting of the Cabinet.

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**To:** Cabinet  
**Date:** 12 August 2020  
**Report of:** Head of Planning Services  
**Title of Report:** Oxford Housing Delivery Test Action Plan 2020

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To present the Action Plan for continuing to support and improve housing delivery in Oxford.
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery
<b>Corporate Priority:</b>	Deliver more affordable housing
<b>Policy Framework:</b>	Oxford Local Plan 2036 and National Planning Policy Framework
<b>Recommendation:</b> That Cabinet resolves to:	
1. <b>Approve</b> the Oxford Housing Delivery Test Action Plan 2020	
<b>Appendices</b>	
Appendix 1	Oxford Housing Delivery Test Action Plan 2020

## Introduction and background

1. The Oxford Housing Delivery Test Action Plan seeks to explore what the key risks to housing delivery in the city are and looks to identify a range of actions that seek to reduce that risk and indeed seek to improve levels of housing delivery in Oxford.
2. Paragraph 75 of the NPPF states that to maintain the supply of housing, local planning authorities should monitor progress in building out sites that have permission. Where the Housing Delivery Test (HDT) indicates that delivery has fallen below 95% of the local planning authority's housing requirement over the previous three years, the authority should prepare an Action Plan in line with national planning guidance, to assess the causes of under-delivery and identify actions to increase delivery in future years.

3. The Housing Delivery Test Rulebook<sup>1</sup> provides the Council with the guidance for working out its results. When setting the requirement for the past three years, if a Council doesn't have an up-to-date plan in place (i.e. it is less than 5 years' old), then the rulebook directs them to use the minimum local housing need figure; often the "standard method" for working out housing need set out in the NPPF. However, as the standard method has only been in place since 2018, and HDTs currently look back further than this, the guidebook directs a council to use household projections from MHCLG for years before 2018/19. When the HDT was undertaken in November 2019, the Oxford Core Strategy was more than 5 years old, and so Oxford's test was affected by this. The table below explains the various "targets" identified in the HDT rulebook.

**Table 1: Housing Delivery Test results and forecasts**

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Target	Household Projections	Household Projections	Standard Method	Standard Method or Local Plan	Local Plan	Local Plan
	375	529	743	746 or 475 <sup>▲</sup>	475	567
Completions / (projections)	435	373	343*	(786)	(777)	(544)
Three year target	-	-	1,647	2,018 or 1,479	1,964 or 1,425	1,788 or 1,517
Three year completions	-	-	1151	1,502	1,906	2,107
Actual and Expected HDT Result	-	-	70%	74% or 102%	97% or 134%	118% or 139%

<sup>▲</sup> It is currently unclear whether the November 2020 measurement will apply the standard method or the newly adopted Local Plan requirement. Interim conclusions from the Inspectors were received in January 2020 confirming the approach to a stepped trajectory and housing requirement were considered sound but the final Inspectors' report was received in May 2020 and the Local Plan was adopted in June 2020.

\* Oxford City Council monitoring report includes 351 completions for 2018/19, which would have still resulted in a result of 70%. MHCLG appear to have used a different figure from the housing flow reconciliation.

4. For the years following the adoption of the Local Plan the HDT results will be measured against the housing requirement in the plan of 475 homes per annum from to 2020/21, increasing to 567 homes per annum from 2021/22 to 2035/36. As set out in the table above there remains some uncertainty about whether the

<sup>1</sup> <https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book>

Local Plan requirement will apply for 2019/20 or whether the standard method will apply. Officers will be seeking clarification of this with the Ministry of Housing, Communities and Local Government.

5. Regardless of the national requirements around the HDT the Council is committed to ensure we deliver our housing requirements and boost affordable housing in the city given the acute need. This is considered increasingly important given the wider factors now impacting relating to the coronavirus pandemic. Therefore, this Action Plan is the first of a series of Action Plans that will be published each year as part of our monitoring work. If our HDT result exceeds 95%, we will still conduct this assessment.
6. Furthermore, the programme of work that feeds into the HDT features frequent meetings and information gathering. We will be constantly monitoring the actions in this plan, and if new information suggests the actions change, we will consider publishing an update to the Action Plan before the next annual publication.

### **Summary of key aspects of the Oxford Housing Delivery Test Action Plan**

7. The Council recognises that it needs to take a proactive approach to monitoring development sites if it is going to better understand housing delivery and ensure local targets are met. The Council's approach in the past has been robust, with a large monitoring report produced annually assessing the supply of housing. However, engaging with site promoters once per year only provided a snapshot of issues often at a point in the year that issues were identified at a point where we were unable to take action. The first step in our Action Plan was therefore to establish a methodology for improving our engagement with the following key stakeholders:
  - Site promoters and developers in our housing trajectory
  - Oxfordshire County Council
  - Utilities and other infrastructure providers
  - Landowners who may wish to bring previously unknown land forward for development
  - Planning and property agents
  - Our own Councillors
  - Members of the public
8. Having received the Housing Delivery Test results in February 2020, officers began establishing a programme of work in early 2020. This included many face to face meetings and forums that have not been implemented due to the Coronavirus restrictions. The Action Plan also explains what work has been completed so far. This is set out in Section 3 of the Housing Delivery Test Action Plan and the summary table is included below.

**Table 2: Programme of engagement and progress to date**

Engagement	Explanation	Status
Agents and developers forum	Quarterly meetings held between the City Council and active agents in the city. Allows us to explain work we are doing, as well as canvassing opinion on city-wide actions to boost delivery, and taking suggestions from attendees. This forum is intended for officers to also challenge site promoters, recognising that the City Council is not solely responsible for housing delivery.	First held 6 March 2020 Paused due to Coronavirus
Infrastructure Forum	Quarterly meetings held between the City Council and infrastructure / utility providers in the city. Allows us to explain work we are doing, as well as canvassing opinion on city-wide actions to boost delivery. As work progresses, officers intend to hold themed meetings so that not all infrastructure providers need to attend every meeting. None of these forums have been organised.	No meetings held, paused due to Coronavirus
Monthly site information requests	Creation of a new interactive database (Smartsheets) – this sends monthly update requests to all site promoters of major development sites asking a series of questions relating to housing delivery, and asks them to confirm their expected trajectory for the site. The questions asked in this update are given in <b>Appendix 1</b> . Uptake on this has been low, with only 4 site promoters responding since May 2020. Further “softer” engagement of the automatic update request is therefore required – through site promoter meetings, pre-application discussions, other meetings etc.	Commenced – ongoing monitoring of participation required
Site Promoter Meetings	These launched in June 2020. We ask developers a series of questions pertaining to housing delivery on their site. These questions have been written based on officers reviews of HDT Action Plans published last year by other authorities, the NPPG and officer experience of criticisms of housing delivery evidence at local plan examinations and Section 78 Planning Appeal inquiries.	Commenced – next tranche of meetings to be arranged
Housing Supply Group	These are monthly meetings held between senior officers responsible for housing delivery / planning across Oxford. Officers’ feedback to this meeting on the progress of other elements of this work, and will share initial / emerging ideas for how to boost housing delivery in Oxford.	Commenced and ongoing
Member workshops	Quarterly or six monthly meetings to brief Councillors on the housing supply information received, and to advise on Officers’ thoughts on actions to take in response.	Not commenced – paused due to Coronavirus
Drop in Call for Sites	Set up a monthly / fortnightly day where members of the public / developers / agents can book a one hour slot for some high level advice on development sites. These sites must not already be in our trajectory. This will help us identify any potential deliverable windfall sites, and provide potential developers with the confidence to begin formal engagement with the Council.	Not commenced – paused due to Coronavirus

9. From the work so far engaging with key site promoter and stakeholders we have identified several topics that we will focus upon to try and support housing delivery

in the city. Each topic contains specific actions. Many of the identified actions are areas where work has already begun and will be continued and enhanced to support housing delivery.

10. Although the requirement for this Action Plan is rooted in the planning system, problems affecting housing delivery extend far beyond this. The Action Plan identifies several actions that are focussed on the planning stages to continue to do all we can to provide a streamlined approach. However, these actions are only likely to result in minor improvements to delivery compared to other interventions.
11. The work to date and feedback from site promoters in Oxford did not identify issues with planning as a risk to delivery. Many highlighted macro issues outside of planning. Most of these actions will extend beyond the functions of a local authority as most relate to ownership of land, supply of materials and labour. The Council does own land and has a housing company to deliver new housing and so where relevant, we have identified more direct, proactive actions to delivering new homes. In addition, the City Council will continue to do what it can to promote the need for infrastructure investment and seek to secure external funding as it has in the past. For example, funding was successfully secured from the Housing Infrastructure Fund for Oxford North, Osney Mead and Blackbird Leys. The City Council also has itself taken on a delivery role for some growth deal funded infrastructure for example a new pedestrian/cycle bridge at Osney.
12. Further consideration and detail around the Council's influencing role and in addressing other macro issues will continue to be refined with the intention that in the next Action Plan we will be able to give more detail of the progress and opportunities in this area.
13. A summary of the key actions and progress to date is summarised in the table below.

**Table 3: Summary of key actions contained within the HDT Action Plan**

Topic No.	Action / topic	Progress
1	Improve quality and frequency of engagement with site promoters to inform monitoring of housing sites – (implementation of the methodology section)	Comprehensive engagement process commenced. Some work on hold due to coronavirus, moving to digital platforms.
2	Continue implementation of corporate programme for housing delivery	Commenced – Housing Supply Group set up, Cabinet Member for Planning and Housing Delivery Appointed.
3	Continue to drive housing delivery through developing land owned by the Council through joint venture or it is wholly owned housing company	The housing company is expecting to build 709 homes (464 of which will be affordable homes) over the next 5 years through its housing company. The Council is also aiming to develop 79 other affordable units through our HRA account.
4	Continue monitoring of validation of planning applications	A validation strategy has been developed to provide more clarity to developers.
5	Continue programme of service level and	Commenced

Topic No.	Action / topic	Progress
	planning performance agreements	
6	Continue infrastructure planning and delivery programme	The Council is preparing a new CIL Charging Schedule and Infrastructure Funding Statement to meet the requirements of the regulations. In addition to this we will also continue to support the County Council for external funding bids such as the Housing Infrastructure Fund (HIF) and the Active Travel Fund
7	Continue to reduce pre-commencement conditions and triggers	Ongoing
8	Work with the Oxfordshire County Council to align processes	We will continue to work with the county to identify a way for larger schemes to incorporate their services into our PPA/SLA approach.
9	Provide additional policy advice for the new Local Plan 2036	The Council has recently published its Local Development Scheme (LDS) (July 2020) committing to a programme of technical advice notes and supplementary planning documents.
10	Councillor engagement	Commenced – further rollout affected by coronavirus
11	Market demand and impact of Coronavirus	Mixed response from site promoters on impact of coronavirus, we will continue to monitor this.  One action is to include advice about ensuring effective pre-application consultation for developments in the upcoming update to the Statement of Community Involvement (SCI) for planning. The Local Development Scheme seeks to consult on a new SCI in Autumn 2020. This will aim to include advice about ensuring effective virtual consultation whilst forms of social distancing and limitations on gatherings remain.
12	Availability of materials and labour	Some site promoters identified shortages in materials and / or labour as a potential issue for delivery.
13	Site promoters' programme of site delivery	Oxford is home to several large institutions with land interests in the City. These institutions will often have their own operational needs, not driven by market demand for new homes.

### Financial implications

14. The Housing Delivery Test Action Plan for this year is a requirement of national policy and therefore is required as part of our statutory obligations as part of the planning system. However, as set out our commitment is that we will continue to undertake the actions and update the plan annually.
15. The actions set out in the Action Plan itself do not have any additional financial implications for the Council. This has and will continue to be resourced from existing planning resource in collaboration with other service areas and the

resources that have already been put in place to support housing delivery in these areas, for example through the housing service and housing company.

**Legal issues**

- 16. As set out above the preparation and publication of the Housing Delivery Test Action Plan is a requirement of the National Planning Policy Framework due to the 2019 measurement falling below 95%. The Council are required to submit the Action Plan to Government 6 months following the release of the HDT measurement. As this was published in February we are required to submit to Government in August.

**Equalities impact**

- 17. There are no equalities impacts arising from this report as the purpose of the Action Plan is to monitor and support the delivery of housing already committed through the Oxford Local Plan 2036 which was subject to its own equalities impact assessment.

<b>Report author</b>	Carolyn Ploszynski
Job title	Planning Policy and Place Manager
Service area or department	Planning Policy
Telephone	01865 252821
e-mail	<a href="mailto:cploszynski@oxford.gov.uk">cploszynski@oxford.gov.uk</a>

**Background Papers:** None

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## Oxford City Housing Delivery Test (HDT) Action Plan

August 2020

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## Introduction

- 1.1. National policy reflects the Government's objective to significantly boost the supply and delivery of new homes. The National Planning Policy Framework (NPPF) (2019) sets out that it is important that a sufficient amount and variety of land can come forward where it is needed, that the needs of groups with specific housing requirements are addressed and that land with planning permission is developed without unnecessary delay.
- 1.2. Paragraph 75 of the NPPF states that to maintain the supply of housing, local planning authorities should monitor progress in building out sites that have planning permission. Where the Housing Delivery Test (HDT) indicates that delivery has fallen below 95% of the local planning authority's housing requirement over the previous three years, the authority should prepare an Action Plan. The Action Plan's role, in line with National Planning Practice Guidance (NPPG), is to assess the causes of under-delivery and identify actions to increase delivery in future years. NPPG states that Action Plans should identify reasons for under-delivery, explore ways to reduce the risk of further under-delivery and set out measures to improve levels of delivery.
- 1.3. The Housing Delivery Test Rulebook<sup>1</sup> provides the Council with the guidance for working out its results. When setting the target, if a council doesn't have an up-to-date plan in place (i.e. it is less than 5 years' old), then the rulebook directs them to use the minimum local housing need figure; often the "standard method" for working out housing need set out in the NPPF. However, as the standard method has only been in place since 2018, and HDTs currently look back further than this, the guidebook directs a council to use household projections from MHCLG for years before 2018/19. When the HDT was undertaken in November 2019, the Oxford Core Strategy was more than 5 years old, and so Oxford's test was affected by this. Table 1 overleaf explains the various "targets" identified in the HDT rulebook.
- 1.4. Future HDT results will be measured against the housing requirement as set out in the adopted Oxford Local Plan 2016-2036 (adopted in June 2020). As set out in the table above there remains some uncertainty about whether the Local Plan requirement will apply for 2019/20 or whether the standard method will apply. It is not possible to accommodate the standard method levels of housing or the housing need established through more recent assessments. The Local Plan sets a capacity based housing requirement of 475 homes per annum from 2016/17 to 2020/21, increasing to 567 homes per annum from 2021/22 to 2035/36.

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<sup>1</sup><https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book>

<b>Table 1: HDT results projections and explanation</b>						
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>Target</b>	Household Projections	Household Projections	Standard Method	Standard Method or Local Plan	Local Plan	Local Plan
	375	529	743	746 or 475 <sup>▲</sup>	475	567
<b>Completions / (projections)</b>	435	373	343*	(786)	(777)	(544)
<b>Three year target</b>	-	-	1,647	2,018 or 1,479	1,964 or 1,425	1,788 or 1,517
<b>Three year completions</b>	-	-	1,151	1,502	1,906	2,107
<b>Actual and Expected HDT Result</b>	-	-	70%	74% or 102%	97% or 134%	118% or 139%

▲ It is currently unclear whether the November 2020 measurement will apply the standard method or the newly adopted Local Plan requirement. Interim conclusions from the Inspectors were received in January 2020 confirming the approach to a stepped trajectory and housing requirement were considered sound but the final Inspectors' report was received in May 2020 and the Local Plan was adopted in June 2020.

\* Oxford City Council monitoring report includes 351 completions for 2018/19, which would have still resulted in a result of 70%. MHCLG appear to have used a different figure from the housing flow reconciliation.

- 1.5. The Council is committed to delivering our housing requirements and boost affordable housing. Therefore, this Action Plan is the first of a series of Action Plans that we will publish each year as part of our monitoring work. If our HDT result exceeds 95%, we will still publish an Action Plan.
- 1.6. The Action Plan sets out our methodology for the work we have done to date, and our proposals for expanding this over the coming months. It then goes on to identify the key issues affecting housing delivery in Oxford ascertained to date, before identifying the key actions the Council can take to address them. It also identifies issues affecting delivery that are beyond the control of the Council, but areas where we can influence other decision makers to take action.
- 1.7. This Action Plan identifies several actions that are focussed on the planning stages to continue to do all we can to provide a streamlined approach. However, these actions are only likely to result in minor improvements to delivery compared to other interventions. The work to date and feedback from site promoters in Oxford did not identify issues with planning as the risk to delivery. Many related to more macro issues outside of planning, extending beyond the functions of a local authority such as issues with land ownership and finance. However, the Council does own land and has a housing company to deliver new housing and so where relevant, we have identified more direct, proactive actions to delivering new homes.

## Context

- 2.1. Oxford is one of the most unaffordable places to live in the UK<sup>2</sup>. High house prices and rental rates are, in part, affected by the supply of new homes in Oxford. This has obvious social impacts on our residents as people find it harder and harder to secure a place to live in the city. It also impacts the economy of Oxford, with key employers such as BMW, the NHS, and the University of Oxford citing a lack of housing affecting staff retention rates<sup>3</sup> The issue of housing affordability and inequality within the City was acknowledged by the Inspectors in their recent report to the Local Plan<sup>4</sup>.
- 2.2. Oxford City Council is committed to meeting the housing needs of Oxford and has made significant progress toward this in recent years. With initiatives spanning across the functions of the Council as set out below.

### **Corporate work to date**

- 2.3. Housing delivery is embedded within the corporate objectives of the Council. To support this corporate priority the Council has appointed a new Portfolio Holder for Housing Delivery, giving the topic area its own political representation. The Council has also established a Housing Supply Group – comprised of Directors and Heads of Departments for all arms of the Council with an impact on housing delivery. This group has representation from the Council’s Housing Team, Property Team, Regeneration Team, Planning Team, and the Council’s own housing company. It allows the Council to escalate issues affecting supply to senior management, and make a corporate decision on how to address them. This group meets once per month.
- 2.4. Oxford City Council is also a signatory to the Oxfordshire Housing and Growth Deal. This is a partnership between the Oxfordshire Councils, central government and Homes England to accelerate housing delivery and identify where infrastructure investment can unlock or speed up housing delivery.
- 2.5. The Council has its own land portfolio that it uses to meet corporate objectives, notably delivering more affordable housing. Over several years the Council has brought its land forward to deliver homes and it continues to do so through several key routes:
  - Utilising its Housing Revenue Account to deliver affordable housing schemes
  - Joint Ventures with other landowners and developers to bring forward development for example at Barton Park and Oxpens
  - Establishing its own housing company – Oxford City Housing Company

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<sup>2</sup> Centre for Cities, ‘*Cities Outlook*’, (January 2018)  
Lloyds Bank, ‘*Affordable Cities Review*’ (2019)

<sup>3</sup> Oxford City Council, ‘*Corporate Plan 2016-20*’, (no date)

<sup>4</sup> Oxford Local Plan 2036, Inspectors’ Report, May 2020, Paragraphs 22-33

## **Oxford City Housing Company**

- 2.6. In June 2016 to help address the city's acute housing need, the Council set up the Oxford City Housing Company Ltd. The company, which is wholly owned by the Council, develops new build housing on Council owned land and buys affordable housing from developers on private land and undertakes estate regeneration schemes.
- 2.7. By acquiring sites and building houses, the company seeks to influence the pace and type of house building in the city. The Council will also seek to purchase additional sites for housing that have stalled and sell it to the company to bring forward development more quickly.

## **Planning work to date**

- 2.8. In June 2020 the Council adopted its new Local Plan, the Oxford Local Plan 2036 (OLP2036), which will support the development of around 11,000 homes in the city to 2036. In developing the Plan, we have worked with our neighbouring councils in Oxfordshire to identify additional housing land outside the Oxford city boundary to further relieve pressure on the city's housing market.
- 2.9. The Local Plan seeks to maximise housing delivery in Oxford recognising the acute affordability issues, but must balance this against other key considerations such as Green Belt, Flood Risk, Heritage and the need to protect high quality employment land. The Local Plan also sets out the housing requirement, capacity, and development sites in Oxford that have been allocated to help address the city's housing crisis. The housing supply identified within the Plan contains a diverse range of sites in terms of size, tenure, and developers. The plan also includes flexible policies that would allow other sites to be delivered for housing if they become available in the future.
- 2.10. The planning service has also reviewed several internal processes over the past few years and has sought to ensure the service is appropriately resourced to deal with the significant growth that the city faces over the years.
- 2.11. The service recently implemented a new Validation Strategy following a review of issues around validation. This is aimed at reducing the amount of invalid applications and improving quality of submissions to save time in the overall process.
- 2.12. Service Level Agreements (SLAs) and Planning Performance Agreements (PPAs) have been utilised to agree timescales, actions and resources for handling significant applications. We also employ a range of specialist officers to support the planning case officers to ensure that the complex issues that face development in Oxford can be addressed expediently. The service also ensures its staff and members have regular training to help manage the work that comes through the system.
- 2.13. The Council has also operated agent forums and planning user groups for several years to gain feedback to the service and identify areas of improvement to support delivery. This Action Plan seeks to build upon some of the groups to focus on the key actions and continue to reflect on what key topics and actions are as these can change over time.

## Methodology

- 3.1. The Council recognises that it needs to take a proactive approach to monitoring development sites if it is going to better understand housing delivery and ensure local targets are met. The Council's approach in the past has been robust, with a large monitoring report produced annually assessing the supply of housing. However, engaging with site promoters once per year only provided a snapshot of issues. Furthermore these issues were often identified at a time when it was not possible to undertake action to resolve them. The first step in our Action Plan was therefore to establish a methodology for improving our engagement with the following key stakeholders:
- Site promoters and developers in our housing trajectory
  - Oxfordshire County Council
  - Utilities and other infrastructure providers
  - Landowners who may wish to bring previously unknown land forward for development
  - Planning and property agents
  - Our own Councillors
  - Members of the public
- 3.2. Receiving the HDT results in February 2020, officers began establishing a programme of work in early 2020. This included arranging a number of face to face meetings and forums that have not been undertaken due to the Coronavirus restrictions. Table 2 below sets out our methodology and programme of engagement.

Table 2: Summary of methodology and programme of engagement to date		
Engagement	Explanation	Status
Agents and developers forum	Quarterly meetings held between the City Council and active agents in the city. Allows the Council to explain the work being undertaken, as well as canvassing opinion on city-wide actions to boost delivery, and taking suggestions from attendees. This forum is intended for officers to also challenge site promoters, recognising that the City Council is not solely responsible for housing delivery.	First held 6 March 2020  Paused due to Coronavirus
Infrastructure Forum	Quarterly meetings held between the City Council and infrastructure / utility providers in the city. Allows the Council to explain the work being undertaken, as well as canvassing opinion on city-wide actions to boost delivery. As work progresses, officers intend to hold themed meetings so that not all infrastructure providers need to attend every meeting. None of these forums have been organised.	No meetings held, paused due to Coronavirus
Monthly site information requests	Creation of a new interactive database (Smartsheets) – this sends monthly update requests to all site promoters of major development sites asking a series of questions relating to housing delivery, and asks them to confirm their expected trajectory for the site. The questions asked in this update are given in <b>Appendix 1</b> . Uptake on this has been low, with only 4 site promoters responding since May 2020. Further “softer” engagement of the automatic update request is therefore required – through site promoter meetings, pre-application discussions, other meetings etc.	Commenced – ongoing monitoring of participation required
Site Promoter Meetings	These launched in June 2020. The Council asks developers a series of questions pertaining to housing delivery on their site. These questions have been written based on officers reviews of HDT Action Plans published last year by other authorities, the NPPG and officer experience of criticisms of housing delivery evidence at local plan examinations and Section 78 Planning Appeal inquiries.	Commenced – next tranche of meetings to be arranged
Housing Supply Group	These are monthly meetings held between senior officers responsible for housing delivery / planning across Oxford. Officers’ feedback to this meeting on the progress of other elements of this work, and will share initial / emerging ideas for how to boost housing delivery in Oxford.	Commenced and ongoing
Member workshops	Quarterly or six monthly meetings to brief Councillors on the housing supply information received, and to advise on Officers’ thoughts on actions to take in response.	Not commenced – paused due to Coronavirus
Drop in Call for Sites	Set up a monthly / fortnightly day where members of the public / developers / agents can book a one hour slot for some high level advice on development sites. These sites must not already be in our trajectory. This will help the Council identify any potential deliverable windfall sites, and provide potential developers with the confidence to begin formal engagement with the Council.	Not commenced – paused due to Coronavirus



## Delivery topics and actions

- 4.1. Following the above methodology, we have identified several key areas that could affect housing delivery in Oxford. Under each issue we then identify the actions we have already commenced to address this, as well as new interventions identified in this Action Plan. We have also categorised these actions into one of the following:
- a. Planning
  - b. Land ownership
  - c. Market demand and supply
  - d. Government regulations and powers
  - e. Other
- 4.2. These topics and actions are based on our analysis of feedback from all stakeholders, as well as our own experience of working closely with housing delivery. The actions are therefore not site specific. Publishing site specific actions could be prejudicial toward the decision making process, and could also breach commercial confidentiality for the site promoter. We are keeping our own internal list of actions to address site specific issues. This is reported monthly to the Council's Housing Supply Group; consisting of Directors and representatives from the Oxford Housing Company Ltd.

### **Topic 1: Monitoring and engagement**

- 4.3. At the start of this Action Plan process we realised that we need to know more information about sites and delivery issues before identifying actions. This new Action Plan will link closely to our annual monitoring of sites, and our reporting of progress on the Oxfordshire Housing and Growth Deal to government. We had recently engaged with all site promoters in our trajectory through the work on the OLP2036 examination, which concluded in May 2020. However, the Action Plan must look at matters beyond the planning system and so more information, on a more regular basis, will be needed.

### **Action 1: Continue rolling out frequent engagement and monitoring programme**

#### ***Planning***

- 4.4. The Council publishes an Annual Monitoring Report (AMR) each year, presenting housing completions for that year, and assessing the likely delivery rates of housing over the next five years. Following the publication of the HDT results in February this year, the Council has commenced a more regular assessment of housing delivery in the city. This programme of work requires regular engagement with key stakeholders involved in the planning and delivery of housing sites as set out in the methodology section of this report.

## **Topic 2: Corporate priorities of Oxford City Council**

- 4.5. The Council is committed to boosting housing supply and this is embedded in its Corporate Plan. The Council acknowledges that this requires prioritisation and resourcing to ensure it is effective.

### **Action 2: Continue implementation of corporate programme for housing delivery**

#### ***Other***

- 4.6. The Council has appointed a new Portfolio Holder for Housing Delivery, giving the topic area its own political representation. The Council has also established a Housing Supply Group – comprising Directors and Heads of Departments for all arms of the Council with an impact on housing delivery. This group has representation from the Council’s Housing, Regeneration, Planning, and Property teams as well as the Council’s own housing company. It allows the Council to escalate issues affecting supply to senior management, and make a corporate decision on how to address them. This group meets once per month. The Council also has dedicated staff in the regeneration and housing teams that focus on bringing forward key development sites where the Council has a land interest, as well as staff that focus on housing supply and delivery.

## **Topic 3: Council owned land available for development**

The Council owns several sites in Oxford, some of which would be challenging to develop for open market developers due to physical or policy constraints. In addition the Council continues to seek to purchase land where they feel they can help accelerate delivery, unlock development and/or deliver more affordable housing.

### **Action 3: Continue to drive housing delivery through developing land owned by the Council through joint venture or it is wholly owned housing company**

#### ***Land ownership***

- 4.7. In 2016 the Council established the Oxford Housing Company Ltd to assist in developing sites. The Council is expecting to deliver around 700 homes over the next 5 years through its housing company. The Council will continue to bring forward its land for development and support the housing company in delivering new homes in Oxford. The Council will continue to borrow against its HRA to boost delivery of affordable housing in the city, and is expected to deliver a further 79 affordable homes over the next five years. This is normally achieved through purchasing affordable housing from an existing site, giving certainty to the developer to build the homes.

#### **Topic 4: Validation of planning applications**

- 4.8. In meetings, some site promoters identified the validation of planning applications as causing delays to starting development on site. The Council acknowledges that there are delays caused by invalid plans and the need to go back to the applicant for further information. The Council cannot accept invalid applications however and so if an application does not meet the requirements of the validation checklist, we cannot validate it.

#### **Action 4: Continue monitoring of validation of planning applications**

##### ***Planning***

- 4.9. In order to streamline this process, a validation strategy has been developed to provide more clarity to developers on the level of information that would be required in order to help them 'get it right first time' and speed up the process. In addition to this the Council introduced a fee for dealing with invalid applications. This aims to encourage applicants to engage in the validation strategy to reduce the amount of invalid applications and improve the quality of submissions.
- 4.10. The Council will continue examine this issue, however the validation checklist is clear what the Council expects, and applications will only be invalidated when the applicant has not submitted sufficient information. Approving applications with insufficient material may delay determination as the case officer needs to ask for additional information. Furthermore, approving applications with insufficient information will "start the clock" on the application determination, and place the Council at increased risk of failing to determine applications on time.

#### **Topic 5: Ensuring a well-resourced planning service with a focus on project management**

- 4.11. Most site promoters who we met with supported the use of Planning Performance Agreements (PPAs) and Service Level Agreements to help resource complicated applications, and to ensure that key dates in the determination of the application are met.

#### **Action 5: Continue programme of Service Level and Planning Performance Agreements**

##### ***Planning***

- 4.12. The Council already has SLAs in place with landowners who are bringing forward multiple key sites on their land holdings. We also have PPAs in place with several other key sites. These allow for dedicated resource to ensure that these planning applications are appropriately resourced and progressed to deliver against agreed timetables. As stated above, site promoters were supportive of these tools and wished to see them continue to be rolled out. The Council is able to increase the level of resource in the planning team to assist with meeting demand.

## **Topic 6: Infrastructure certainty**

- 4.13. Although none of our engagement as part of this Action Plan has suggested there are specific issues with infrastructure causing delays at this time, we know that uncertainty around infrastructure requirements can cause potential blockages and delay. Therefore, we need to keep our approach under review so that it does not become a challenge to delivery causing delays in signing legal agreements.

### **Action 6: Continue infrastructure planning and delivery programme**

#### ***Planning***

- 4.14. The Council recently prepared a revised CIL Charging Schedule and submitted it to the Planning Inspectorate for a public examination. However, during this process government amended the CIL Regulations, leading the Council to re-examine its position in light of the new regulations. The Council is therefore preparing a new CIL Charging Schedule and Infrastructure Funding Statement to meet the requirements of the regulations. This work will build on the significant amount of infrastructure assessments that informed the OLP 2036; notably the Oxfordshire Infrastructure Strategy (OXIS) and Oxford Infrastructure Delivery Plan (IDP).
- 4.15. We will also continue to work with Oxfordshire County Council and neighbouring authorities. This will involve identifying strategic infrastructure as part of updates to the Oxfordshire Infrastructure Strategy (OXIS), and collaboration on the monitoring and implementation of the Oxfordshire Housing and Growth Deal. Undertaking this work will ensure that infrastructure needs are clearly understood and published. It will give developers greater certainty about expected site costs, reducing the risk of “surprise” contributions at application stage threatening deliverability. It will also assist the Council and applicants in setting out draft heads of terms for legal agreements before taking applications before planning committee; reducing the time it takes for such agreements to be signed after the planning decision is made.
- 4.16. In addition, the City Council will continue to do what it can to promote the need for infrastructure investment and where necessary work with key partners to secure external funding such as the Housing Infrastructure Fund (HIF) and the Active Travel Fund. To date, HIF monies have been secured towards the delivery of infrastructure to support developments at Oxford North, Osney, and Blackbird Leys. The Council is also an active partner in the Oxfordshire Housing and Growth Deal which has secured investment for infrastructure projects across the city. This has included taking on a delivery role for some of the projects within the city to ensure they are designed and built when needed. An example includes taking on the delivery of a new pedestrian/cycle bridge at Osney.

### **Topic 7: Pre-commencement conditions and infrastructure triggers**

- 4.17. The Council is aware that pre-commencement conditions and triggers in Section 106 agreements affect delivery. Since 2018 the Council has been unable to attach pre-commencement conditions to planning applications without the express written consent of the applicant.

### **Action 7: Continue to reduce pre-commencement conditions and triggers**

#### ***Planning***

- 4.18. The Council will only use these where the applicant has been unable to provide the relevant evidence during the determination process, and, where they have agreed to address this as a pre-commencement condition. Since 2018 the Council has reduced the number of pre-commencement conditions generally, and seek to deal with such issues as much as is possible as part of the main consent. There is a significant opportunity for overlap with Action 5 (PPAs and SLAs), whereby closer working with the applicant will allow us to identify where such information will be needed as early as possible. We will continue to reduce the number of pre-commencement conditions and monitor this through service performance indicators.

### **Topic 8: Working with Oxfordshire County Council**

- 4.19. Through discussions with site promoters as part of this Action Plan, it was emphasised that many issues affecting delivery require joint working between the applicant, the City Council, and Oxfordshire County Council as the Local Highway and Education Authority. As set out in the methodology section, we had intended to invite Oxfordshire County Council to these meetings, but the impact of Coronavirus meant we were unable to for the first tranche.
- 4.20. There were also a number of site specific issues that relied on Oxfordshire County Council's input – particularly relating to highways infrastructure. The Council's currently operate a separate pre-application advice service, which can add delays to securing advice, and risks the Councils presenting conflicting advice on a matter to an applicant.

## **Action 8 – Work with the Oxfordshire County Council to align processes**

### ***Planning***

- 4.21. We will continue to work with the County Council to identify a way for larger schemes to incorporate their services into our PPA/SLA approach.

### **Topic 9: New policy requirements in the Local Plan 2016 to 2036**

- 4.22. The Council adopted the OLP2036 in June 2020. It introduces new policies that applicants in Oxford may not have had to respond to in the past. To allow a smoother transition between the old and new policies, the Council will need to provide additional advice to communicate to applicants what information we expect as part of the application.

## **Action 9: Provide additional policy advice for the new Local Plan 2036**

### ***Planning***

- 4.23. The Council has recently published its Local Development Scheme (LDS) (July 2020) committing to a programme of technical advice notes and supplementary planning documents. Providing this up-front as soon as possible after the adoption of the plan will enable developers to factor these into their scheme designs from the start; rather than responding to a request during the determination of the application.

### **Topic 10: Relationship between applicants and Councillors**

- 4.24. Some site promoters identified the risk of securing officer and technical consultee support for an application, only for it to be overturned by Planning Committee. This is a difficult issue to manage, as democratic input into the planning system is one of its fundamental tenants and National Planning Practice Guidance is clear that Members are entitled to take a different view to officers. However, Councillors are bound by the same decision making criteria as professional officers in that they can only take account of material planning considerations in reaching their decisions. Site promoters felt that the planning committee does not allow for a proper interrogation of their proposals, nor for them to explain or justify them.

## **Action 10: Councillor engagement**

### ***Planning***

- 4.25. The Council already undertakes training for Planning Committee members on general planning principles and relevant planning policies and guidance. The number of overturns of officer recommendations by the Planning Committee is very low in Oxford, which is in part a result of the training they receive on the planning system. The Council is already aware of this potential challenge to housing delivery and will therefore continue this programme of member engagement. We will also trial site specific briefings for members on complicated schemes ahead of Planning Committee. This will present the applicant, members, and officers an open forum to ask questions and challenge each other on key issues before the application is taken to Planning Committee.

### **Topic 11: Market demand and impact of Coronavirus**

#### ***Market demand and supply/other***

- 4.26. Most site promoters advised that Oxford still experiences high market demand for housing, even taking into account the impact of Coronavirus. Some suggested an increase in demand for private rental properties over market sale. However, overall, there appears to be limited impact from Coronavirus at this time. Inevitably, this will need to be kept under review to consider how economic changes affect the supply chain, overall market demand, market demand for certain typologies and tenures of housing, and the mortgage market.
- 4.27. Although this topic mainly related to the market and delivery, one specific issue that was identified is how to ensure effective pre-application consultation at the current time as it is likely to need to be undertaken virtually whilst social distancing and limitations on gatherings remain. There were concerns raised that the public perception may be that a virtual type of consultation could be considered ineffective and therefore risk delays to applications coming forward.

#### **Action 11: Discuss consultation at pre-application stage and provide advice in the upcoming review of the Statement of Community Involvement (SCI) for Planning**

##### ***Planning***

- 4.28. Planning officers will as appropriate discuss with applicants concerns about options for consultation at the current time as part of the pre-application discussions. We will also seek to include advice about ensuring effective pre-application consultation for developments in the upcoming update to the Statement of Community Involvement (SCI) for planning. The recently updated Local Development Scheme seeks to consult on a new SCI in Autumn 2020. This will aim to include advice about ensuring effective virtual consultation whilst forms of social distancing and limitations on gatherings remain.

### **Topic 12: Availability of materials and labour**

#### ***Market demand and supply***

- 4.29. Some site promoters identified shortages in materials and / or labour as a potential issue for delivery. Larger sites that had not yet started development were highlighting this as a concern, due to the impact of Coronavirus on the supply chain. Not all sites were identifying this as an issue however.

### **Topic13: Site promoters' programme of site delivery**

#### ***Market demand / land ownership***

- 4.30. Oxford is home to several large institutions with land interests in the city. These institutions will often have their own operational needs, not driven by market demand for new homes. This means that some sites will continue to serve the needs of the institution before they are used for housing development. Conversely, larger institutions are able to take a longer term view to their investments and are more likely to build during a recession than those developers who build to sell to the market.

### **Actions relating to Topics 11 to 13**

- 4.31. Many of the actions associated with Topics 11 to 13 relate to the Council's influencing roles and as such the actions for all of these are to continue work in partnership with the Oxfordshire LEP and neighbouring authorities to raise the profile of these issues and seek to identify solutions and opportunities at a larger than local scale for example by exploring opportunities for Community Employment Plans. We will also continue to engage with site promoters to understand the issues encourage them to bring forward land for the allocated use.

### Conclusions and next steps

- 5.1. Although the Council has scored 70% on its HDT for 2019, this is in part caused by the inclusion of figures higher than the capacity figures now identified in the Local Plan. Delivering this level of housing for a prolonged period of time would not have been possible as Oxford does not have the capacity to sustain this due to the compact and highly constrained nature of the city. This has now been confirmed in the Local Plan adopted in June 2020. The new Local Plan 2036 identifies a new housing trajectory for Oxford which is deliverable within the city's administrative boundaries, and this will form the basis for future HDTs.
- 5.2. Nevertheless, the Council is committed to addressing housing delivery issues in Oxford, and is therefore intending to roll out its robust programme of engagement and maintain this Action Plan regardless of the results of the HDT.
- 5.3. The Council will continue to monitor the Coronavirus restrictions and expand our programme of engagement when safe and practical to do so.
- 5.4. The Council will keep the actions and influences of this plan under review throughout the year; informed by the live evidence from monthly site promoter updates, quarterly site promoter meetings, and feedback from Development Management officers. In particular, we will seek to give further consideration on how the Council can support and influence areas where we do not have direct control.



# Appendix 1 (of Action Plan)

## Appendix 1: Action log

Ref	Action / topic	Category	Timescales	External partners	Commentary
1 33	Improve quality and frequency of engagement with site promoters to inform monitoring of housing sites – (implementation of the methodology section)	Planning	Commenced – further engagement measures dependent on Coronavirus restrictions	Site promoters Developers Oxfordshire County Council	<p>Creation of a new interactive database (Smartsheets) complete – this sends monthly update requests to all site promoters of major development sites asking a series of questions relating to housing delivery, and asks them to confirm their expected trajectory for the site. The questions asked in this update are given in Appendix 3. Uptake on this has been low, with only 4 site promoters responding since May 2020. Further “softer” engagement of the automatic update request is therefore required – through site promoter meetings, pre-application discussions, other meetings etc.</p> <p>First of Agents Forum held on 6 March 2020. Agents forums currently on hold due to Corona Virus, will be arranged as a digital forum.</p> <p>First set of site promoter meetings held in June 2020. These will be held quarterly / six monthly depending on issues identified Currently taking place virtually.</p> <p>Infrastructure forum to be set up as part of the Council’s CIL review, Infrastructure Funding Statement, and to understand issues affecting housing delivery (such as trigger points for infrastructure contributions from developers).</p> <p>Drop in call for sites not yet held. Not yet progressed due to the challenges with coronavirus restrictions. Under review as to whether this can be resourced effectively virtually.</p> <p>Extension of interactive database to include minor development sites (&lt;10 homes) so that automatic updates can be extended to them.</p>

Ref	Action / topic	Category	Timescales	External partners	Commentary
2	Continue implementation of corporate programme for housing delivery	Other	Commenced – ongoing programme	None	The Council has appointed a new Portfolio Holder for Housing Delivery, giving the topic area its own political representation. The Council has also established a Housing Supply Group – comprising Directors and Heads of Departments for all arms of the Council with an impact on housing delivery. The Council also has dedicated staff in the regeneration and housing teams that focus on bringing key development sites where the Council has a land interest forward as well as staff that focus on housing supply and delivery.
3	Continue to drive housing delivery through developing land owned by the Council through joint venture or it is wholly owned housing company	Land ownership	Commenced	Landowners, infrastructure providers	In 2016 the Council established the Oxford Housing Company Ltd to assist in developing sites. The housing company is expecting to build 709 homes (464 of which will be affordable homes) over the next 5 years through its housing company. The Council is also aiming to develop 79 other affordable units through our HRA account.
4	Continue monitoring of validation of planning applications	Planning	Commenced	None	In order to streamline this process, a validation strategy has been developed to provide more clarity to developers on the level of information that would be required in order to help them 'get it right first time' and speed up the process. In addition to this the Council introduced a fee for dealing with invalid applications in order to encourage applicants to engage in the validation strategy and therefore reduce the amount of invalid applications and improve the quality of submissions. The Council will continue examine this issue.
5	Continue programme of service level and planning performance agreements	Planning	Commenced	None	Many site promoters we met with were in the process of securing a PPA, or had one in place. Those who were doing so supported their use. The Council believes these add value as they set out clear deadlines (assisting with confidence in assessing the likely timescales of development) and provide the Council with the resources to focus on the application.

Ref	Action / topic	Category	Timescales	External partners	Commentary
6	Continue infrastructure planning and delivery programme	Planning	Ongoing (tied to CIL review)	Oxfordshire County Council Other infrastructure providers as appropriate (e.g. NHS)	<p>The Council is preparing a new CIL Charging Schedule and Infrastructure Funding Statement to meet the requirements of the regulations.</p> <p>We will also continue to work with Oxfordshire County Council and neighbouring authorities to identify strategic infrastructure as part of updates to OxIS and as part of the wider activities associated with the Oxfordshire Housing and Growth Deal.</p> <p>In addition to this we will also continue to support the County Council for external funding bids such as the Housing Infrastructure Fund (HIF) and the Active Travel Fund</p>
7 35	Continue to reduce pre-commencement conditions and triggers	Planning	Ongoing	Oxfordshire County Council  Other infrastructure providers as appropriate (e.g. NHS)	<p>Since 2018 the Council has reduced the number of pre-commencement conditions generally, and seek to deal with such issues as much as is possible as part of the main consent. There is a significant opportunity for overlap with Action 5 (PPAs and SLAs), whereby closer working with the applicant will allow us to identify where such information will be needed as early as possible. We will continue to reduce the number of pre-commencement conditions and monitor this through service performance indicators.</p>
8	Work with the Oxfordshire County Council to align processes	Planning	Ongoing (tied to CIL review)	Oxfordshire County Council	<p>We will continue to work with the county to identify a way for larger schemes to incorporate their services into our PPA/SLA approach.</p>
9	Provide additional policy advice for the new Local Plan 2036	Planning	Ongoing – work commenced already	Oxfordshire County Council	<p>The Council adopted the OLP2036 in June 2020. It introduces new policies that applicants in Oxford may not have had to respond to in the past. To allow a smoother transition between the old and new policies, the Council will need to provide additional advice to communicate to applicants what information we expect as part of the application.</p>

Ref	Action / topic	Category	Timescales	External partners	Commentary
10	Councillor engagement	Other	Complete by end of December 2020	None	Some site promoters were concerned of the risk presented by planning committee decisions, especially where they have worked with officers and consultees to narrow or remove the objections to an application. Engagement with members and the local community is a responsibility of the applicant, and the Council and its officers cannot do this on behalf of the applicant. However, where an applicant has demonstrated a commitment to pro-active consultation, officers will brief members on the technical aspects of an application prior to determination at planning committee. This will need to be carefully managed – this is not intended to be a “pre-meeting” to unduly influence Councillors, but to provide them with a venue under which they can ask questions without the strict measures of planning committee.
11	Market demand and impact of Coronavirus	Market demand and supply/other	Ongoing	Landowners, site promoters, developers, government	<p>Most site promoters advised that Oxford still experiences high market demand for housing, even taking into account the impact of Coronavirus. Some suggested an increase in demand for private rental properties over market sale. However, overall, there appears to be limited impact from Coronavirus at this time. Inevitably, this will need to be kept under review to consider how economic changes affect the supply chain, overall market demand, market demand for certain typologies and tenures of housing, and the mortgage market.</p> <p>One specific issue that was identified is how to ensure effective pre-application consultation at the current time as it is likely to need to be undertaken virtually whilst social distancing and limitations on gatherings remain. There were concerns raised that the perception may be that a virtual type of consultation could be considered ineffective and therefore risk delays to applications coming forward. Planning officers will as appropriate discuss with applicants concerns about options for consultation at the current time as part of the pre-application discussions. We will also seek to include advice about ensuring effective pre-application consultation for developments in the upcoming update to the Statement of Community Involvement (SCI) for planning.</p>

Ref	Action / topic	Category	Timescales	External partners	Commentary
12	Availability of materials and labour	Other	Ongoing	Site promoters, landowners, builders' merchants, supply chain	Some site promoters identified shortages in materials and / or labour as a potential issue for delivery. Larger sites that had not yet started development were highlighting this as a concern, due to the impact of Coronavirus on the supply chain. Not all sites were identifying this as an issue however.
13	Site promoters' programme of site delivery	Land ownership	Ongoing	Landowners	Oxford is home to several large institutions with land interests in the City. These institutions will often have their own operational needs, not driven by market demand for new homes. This means that some sites will continue to serve the needs of the institution before they are used for housing development. Conversely, larger institutions are able to take a longer term view to their investments and are more likely to build during a recession than those developers who build to sell to the market.

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## Oxford City Council - Development site update request form

This is an automated form generated to request information from you as a landowner, site promoter, or developer with an interest in a development site in Oxford. You have been sent a separate email with a guide to completing this form; please read this while completing the form.

Thank you for taking the time to complete this. If you have any questions, please contact Tom Rice at [trice@oxford.gov.uk](mailto:trice@oxford.gov.uk)

Site name

Contact 1

Contact 1 email address

Current planning status

Total proposed C3

Proposed C3 market

Proposed C3 affordable

Proposed student rooms

Proposed communal care rooms

Proposed B1a floorspace (m2)



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Proposed B1b floorspace (m2)

Proposed B1c floorspace (m2)

Proposed B2 floorspace (m2)

Proposed B8 floorspace (m2)

Proposed other uses classes

Is the site currently vacant?

Are there any tenancies on site?

Is the site under the control of one party?

Are there any ransom strips?

Please detail any site assessment work undertaken

Have you sought pre-application advice?





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Is a planning performance agreement in place?

Details of other promotion work undertaken

Have you begun work on a planning application?

Progress discharging pre-commencement conditions?

Any known infrastructure constraints?

Is there still market demand for the development?

Is there a sufficient supply of labour & materials

Any abnormal site preparation costs?

Impact of planning conditions / obligations?

Have you considered subdividing the site?

Any suggestions to overcome delivery challenges?



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2016/17 Dwelling completions

2017/18 Dwelling completions

2018/19 Dwelling completions

2019/20 Dwelling completions

Forecast dwelling completions 2020/21

Forecast dwelling completions 2021/22

Forecast dwelling completions 2022/23

Forecast dwelling completions 2023/24

Forecast dwelling completions 2024/25

Forecast dwelling completions 2025/26

Forecast dwelling completions 2026/27



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Forecast dwelling completions 2029/30

Forecast dwelling completions 2030/31

Forecast dwelling completions 2031/32

Forecast dwelling completions 2032/33

Forecast dwelling completions 2033/34

Forecast dwelling completions 2034/35

Forecast dwelling completions 2035/36

Non-residential completions to date

Non-residential forecast completions to 2035/36

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**To:** Cabinet  
**Date:** 12 August 2020  
**Report of:** Head of Business Improvement  
**Title of Report:** Temporary Staffing Contract

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek delegated authority to award a contract for the supply of Temporary Staffing to the Council.
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Nigel Chapman, Customer Focused Services
<b>Corporate Priority:</b>	All
<b>Policy Framework:</b>	Council Strategy 2020 - 2024
<b>Recommendation:</b> That Cabinet resolves to:	
1. <b>Delegate</b> authority to the Chief Executive, authority to award a contract for the supply of Temporary Staffing following the procurement exercise outlined below.	

<b>Appendices</b>	
Appendix 1	Risk Register

## **Introduction and background**

1. The Council spends approximately £4 million per annum on temporary staffing across a variety of professions. Approximately just under 50% of this expenditure is attributed to Oxford Direct Services (ODS). The current contract is with one supplier that provides a managed service, with access to multiple suppliers across their supply chain. Certain suppliers have proved difficult to access for the Council as they will not provide their services through the managed service supplier. In addition, there continues to be general supply issues with particularly specialist roles such as surveyors that are in demand nationally, and this has contributed to the increased temporary staffing expenditure.
2. There is a wider objective to reduce the number of agency workers and therefore the likely associated spend. This is in response to budget constraints but also most importantly underpins our aspiration to improve development opportunities for our staff and encourage a pipeline of our own specialists. For example, in other areas we would want to replicate the approach taken in our Planning Service, where there is an apprenticeship programme to grow our own talent.
3. The current 12 month contract extension ends on 31st August 2020 with an option to extend for up to 12 months if required.
4. A Prior Information Notice (PIN) was published in OJEU in January 2020 inviting suppliers to express an interest in attending an Industry Day at the Town Hall in Oxford on 3rd March 2020.

## **Industry Day**

5. The idea of the Industry Day was for the Council, ODS and OCHL to present their current position to the market and then invite the market to offer their views. From the market perspective it was expected that the Council, ODS and OCHL would be updated in terms of how the industry has changed in recent years and what solutions there could be to the challenges the Council and its companies face.
6. The Industry Day was held on 3<sup>rd</sup> March 2020 and proved hugely successful, attracting approximately 40 suppliers across two sessions. This allowed for a high degree of engagement by key suppliers and offered a useful exchange of views on the challenges facing OCC, ODS and OCHL. Many suppliers signed up for a 1-2-1 session with members of the Human Resources and Procurement Teams.
7. The project team reviewed the open day and formulated a selection of options for discussion and approval.

## **Key Findings**

8. The key findings from the Industry Day included :
  - a) The likelihood of finding a single supplier that can fully service all requirements across the Council and ODS is low
  - b) There are a wide variety of suppliers in the market
  - c) There is a clear need for specific requirements that are particular to OCC and ODS.

## Procurement Options

9. There are a number of options open to the Council at this point in time including:

**a. Extend the existing contract** – Under the Public Contracts Regulations 2015 the Council can do it but this does not test the market, so the Council may not demonstrate value for money with this approach. It could also present a missed opportunity having ignited interest with suppliers through the Industry Day.

**b. Run an open procurement either with:**

**i). Single supplier contract** – Although there is general overall satisfaction with the current temporary supplier, it was felt that there were difficulties in filling some specialist roles via a single managed service supplier.

**ii). Contract with multiple suppliers** – Following on from the above it was clear that the temporary staffing requirements within OCC and ODS are quite different, albeit with a degree of overlap for administrative and professional staff required by both OCC and ODS, although these categories of staff are only required in limited numbers by ODS. The agency staff requirement therefore falls into a number of different groups and could potentially be provided by different temporary agency providers. Additionally other specialist roles such as Investigations, Legal, Planning and Building Control are potentially better procured with direct access to specialist suppliers as opposed to one overall supplier. Generally for some of these roles there is a lack of supply as even specialist suppliers have not always been able to provide a solution. It should be noted that having multiple providers could incur additional resource pressures for Human Resources and recruiting managers.

**iii). Create our own framework** – Creating the Council's own framework is quite a simple process, but it then requires ongoing management and administration that will require resource to oversee it. With a traditional framework all suppliers are asked to quote for a requirement, so each role could have multiple options from a variety of suppliers. This may present administrative pressures on recruiting managers and Human Resources.

**c Procure from an existing framework** – Existing frameworks from buying organisations such as Eastern Shires Purchasing Organisation (ESPO) and Yorkshire Purchasing Organisation (YPO), a publically owned purchasing organisation based in Yorkshire, have been reviewed. However they generally provide a solution using a managed service or neutral vendor route, which the Council does not feel suits its requirements at this time.

## Procurement Conclusion

10. The conclusion reached by the project team was a contract for OCC and OCHL with a separate contract for ODS, each with multiple lots acknowledging the specialist roles that the Council is seeking to procure. Each party would be named on each contract to allow usage of both contracts by all parties. An open tender procurement process has been concluded as an appropriate way forward as outlined in paragraph 8 (b) (ii) above with the following Contracts and lots:

For the OCC Contract:

- Lot 1 – Business Support (Up to 3 Suppliers)
- Lot 2 – Housing/Property/Regulatory Services (up to 3 suppliers)

For the ODS Contract

- Lot 1 – Industrial and Operational
- Lot 2 – Technical, Trades and Operational Specialists

11. Whilst the overarching objectives are similar, the design and the delivery of the requirements will be different. ODS will own and manage their contract on behalf of all parties and OCC will own and manage their contract on behalf of all parties.

12. As each contract will name the other parties to allow for complete flexibility it means OCC, ODS and OCHL will be able to utilise all contracts if required.

13. The key service objectives that have been identified from the project so far are:

- Capacity to fulfil the requirements
- Flexibility
- Options to assist the sourcing of specialist/hard to fill roles
- Access to a range of specialists/expertise
- Competitive margins
- Value for money across the whole group (i.e. OCC/ODS/OCHL)
- Quick access to certain specialisms
- Transparent pricing

14. This approach will provide the following benefits:

- Ownership – OCC and ODS would be in charge of their own contracts, giving them the ability to manage them as they see fit for their main requirements.
- Flexibility – Direct approach to a range of critical Suppliers with the ability to use the most appropriate contract. This has the potential to limit the number of contract exemptions and reduce the time taken to access and appoint specialist resources.

### **Timetable**

15. The timetable for the Council's procurement is as shown below with a go live date for the new contract managed by OCC of 1<sup>st</sup> December which allows time for the on boarding of suppliers especially if these are multiple. ODS is seeking to go live on 1<sup>st</sup> September 2020 and published their tender documents on 26<sup>th</sup> June.



Description	Date
Prepare Tender Documents*	22 <sup>nd</sup> May – 6 <sup>th</sup> July
Publish Tender	10 <sup>th</sup> July 2020
Tender Return	10 <sup>th</sup> August 2020
Evaluate by	24 <sup>th</sup> August 2020
Provisional Award (after internal approval)	31 <sup>st</sup> August 2020
Award after standstill	10 <sup>th</sup> September 2020
Contract Commencement	1 <sup>st</sup> October 2020
Mobilisation period	1 <sup>st</sup> October 2020 – 30 <sup>th</sup> November 2020
Contract Go Live	1 <sup>st</sup> December 2020

15 Within this timetable the Council has sought to extend the current contract with the existing supplier from its expiry on the 31<sup>st</sup> August 2020 to 31<sup>st</sup> August 2021. This includes break clauses after a minimum 3 month extension period, such that the contract can be terminated at the end of a calendar month with 30 days' notice. This gives the Council great flexibility to ensure the procurement process is completed effectively and any transition period to new contracts is smooth.

### Financial implications

16 Sufficient budget is provided within the Council and its entities to support the employment of an agreed establishment of staff. Temporary staff taken on depending on the reason for employment are either funded by vacancies in the establishment or by virement in other parts of a service budget. The Council procurement process will seek to minimise the potential for an increase in costs for procurement of temporary staff by testing the whole market and realise any benefits that might arise. There is the possibility of additional administration costs arising from managing multiple suppliers.

### Legal issues

17 There are no known legal implications. Both contracts will have a set of Terms and Conditions agreed with Legal Services. The tender process will be fully compliant with The Public Contracts Regulations 2015.

**Level of risk**

18 The risks are contained in Appendix 1 to the report.

<b>Report author</b>	Matt Stevenson
Job title	Contracts and Procurement Specialist
Service area or department	Financial Services
Telephone	01865 252535
e-mail	<a href="mailto:mstevenson@oxford.gov.uk">mstevenson@oxford.gov.uk</a>

# Appendix 1

## Appendix 1: 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
Contract Extension	Existing supplier does not agree to contract extension	Threat	Existing supplier does not agree to contract extension	No contract in place for Temporary Staffing	11/06/2020	Business Improvement	4	2	4	1	4	1		Maintain communication with current supplier	02-07-2020	complete	100%	Matt Stevenson
Tender documents  51	OCC Specification	Threat	Delay in finalising OCC specification and subsequently tender documents	Tender process is delayed and contract start date moves back	11/06/2020	Business Improvement	2	3	2	3	2	2		Sponsor to monitor progress and check milestones	15-07-2020	part	80	Helen Bishop
Cost	Multiple contract model	Threat	A model with a selection of suppliers could prove to be more expensive than the current option.	Increased costs to OCC	11/06/20	Business Improvement	2	2	2	2	2	2		A robust procurement process will be carried out to ensure best value is achieved. Negotiation	31/08/20		0	Helen Bishop

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**To:** Cabinet

**Date:** 12 Aug 2020

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

**Title of Report:** Integrated Performance Report for Quarter 1 2020/21

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update the Cabinet on Finance, Risk and Corporate Performance matters as at 30 <sup>th</sup> June 2020.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Councillor Ed Turner
<b>Corporate Priority:</b>	All
<b>Policy Framework:</b>	Council Strategy 2020-24
<b>Recommendations:</b> That the Cabinet resolves to:	
1.	<b>Note</b> the projected financial outturn as well as the current position on risk and performance as at 30 June 2020; and
2.	<b>Recommend</b> to the Council an increase in the capital budget relating to the replacement housing management system of £423k funding as outlined in paragraph 16

<b>Appendices</b>	
Appendix A	General Fund - June 2020 Forecast Outturn
Appendix B	Housing Revenue Account - June 2020 Forecast Outturn
Appendix C	Capital Programme – June 2020
Appendix D	Income Streams – June 2020

## Introduction and background

1. This report updates the Cabinet on the financial, corporate performance and corporate risk positions of the Council as at 30<sup>th</sup> June 2020. Cabinet was updated in June on the impact of COVID on the Council's financial position – this report sets out an update. A brief summary is as follows:

### Financial Position

- **General Fund** – the outturn position is forecast to be an adverse variance of £8.991 million against the latest net budget of £23.573 million (37.6%), and £10.951 million against the service area expenditure of £29.969 million (36.1%);
  - **Housing Revenue Account** – The budgeted surplus agreed by the Council in February 2020 was £0.992 million. The outturn position is forecasting an adverse variance of £2.272 million against this;
  - **Capital Programme** – The budget, as approved at Council in February 2020, was set at £142.567 million with carry forward of unspent balances in 2019-20 this was subsequently revised to £163.314 million. During the first quarter each scheme in the Capital Programme has been reviewed and a revised forecast for many of the schemes has been provided. The outturn forecast position is now £96.270 million with slippage of £24.369 million over that previously reported. A standard correction of optimism bias has also been applied to the programme of £15.101 million resulting in a total revised programme of £81.169 million
2. **Performance** – Given the COVID-19 pandemic the approval of the Council's revised Business Plan for the next four year period has been delayed and will not be presented to the Cabinet until September 2020. As such performance indicators against the revised priorities have yet to be agreed. The Council is continuing to monitor service targets through the financial year, and will monitor work streams within the Business Plan rather than specific performance indicators;
  3. **Corporate Risk Management** – There are three red corporate risks at the end of quarter one. These relate to actions taken to ensure housing delivery and supply for the city of Oxford and to enable sufficient house building and investment; local, national or international factors adversely affecting the economic growth of the city and balancing and delivering the financial plan. There are eight amber risks and one green risk. More details of the risks can be found in paragraphs 17 to 18;

### Financial Position

#### General Fund Revenue

4. The overall Net Budget Requirement agreed by the Council in February 2020 was £23.573 million. Since setting the budget, service area expenditure has decreased by a net total of £0.721 million, this is due to a combination of virements within service areas, release from reserves and the pausing of new budget bids for 20/21 as part of the measures to mitigate the losses resulting from the response to the COVID-19 pandemic. The Net Budget Requirement remains unchanged.
5. Virements between service areas, were authorised under delegated powers by the Council's Head of Financial Services totalling £0.339 million, the most notable of

which relates to the redistribution of transformation funding to fund the Transformation Team.

6. The release from reserves totals a net movement of £0.295 million, made up of the release from Transformation Funds for ongoing projects and release of external grant funding into the service areas for ongoing expenditure.
7. As at 30<sup>th</sup> June 2020 the General Fund Service Area expenditure is projecting an adverse variance of £10.951 million against the latest budget of £29.569 million, this is in part mitigated by additional funding received from central government specifically to help out Local Authorities with the financial pressures they are facing following the COVID-19 pandemic. The result is an overall adverse variance of £8.991 million marginally less than the £9.423 million reported to the Cabinet in April 2020 due largely to additional grant funding for the homelessness service. At the Cabinet meeting in April approval was given to fund these overspends from reserves with the adjustments being made at year end depending on outturn. The key variances which are all as a consequence of the response to COVID-19 pandemic either due to additional expenditure or loss of income, by service area are:

- **Business Improvement** – a net adverse variance of £0.280 million which relates to additional cost for telephony services due to most staff working from home and a higher usage of telephones for call and use of data heavy applications such as Teams and Zoom. There is also a notable cost for data usage and storage over and above the contract price with the data centre provider. There are also costs associated with the purchase of new phones and laptops to enable staff to work at home more effectively. These additional costs are mitigated to some extent by a favourable variance in the training budget which is unlikely to be fully spent this year.
- **Community Services** – an adverse variance of £2.204 million. This is made up of reduced income projections from community centre rents and Town Hall events mitigated by savings on utilities, waste collection, and other costs associated with holding such events, the net loss from this source is almost £0.850 million.

The service area has also seen additional costs relating to leisure services and the setting up and running of the locality hubs. All leisure centres have been closed since the beginning of lockdown and throughout the first quarter of this financial year. The management fee payable to the Council has been waived and residual costs have been paid for the maintenance of the centres during this period. Total additional cost is estimated at around £700k for the 2020/21 financial year. Work is ongoing with Fusion to work towards reopening of some facilities and the costs associated with this.

Setting up and running of the locality hubs has included the cost of food parcels, transportation and additional staffing costs to support vulnerable people during COVID-19 pandemic.

- **Regeneration & Economy** –(Commercial property income) 73% of the Q1 income invoiced in March has been paid to date and 55% of the Q2 income invoiced in June has been paid, the lower collection rate reflecting

the impact of the COVID-19 pandemic. Much of the rent collection has been from very large tenants and collections have tracked ahead of many retail and 'entertainment' based landlords. The Council expects coming quarters to be ever more difficult as a V shaped recovery looks less likely. The Council has throughout this period been liaising with its commercial tenants across its property portfolio listening to their views and establishing the levels of hardship experienced and potential impact on their future trading and whether the various sources of government support have assisted and been utilised. It remains to be seen how trading will pick up as the lockdown eases but indications are that footfall in the city is worryingly low and many of the Council's tenants are reporting having to consider redundancies as the tail off of the furlough scheme approaches. The Council will continue to liaise with tenants and consider requests for help on an individual basis, while also having regard to the long term vitality and viability of the city centre. The current forecast position is allowing for losses in the short and medium term and is being reviewed on an ongoing basis in view of the substantial uncertainty of outcome.

- **Housing Services** – adverse variance of £0.940 million, £0.532 million relates to the cost of providing accommodation and food to rough sleepers for the 3 months to June 2020, and £0.408 million relates to health and safety and compliance works that are required across the property portfolio where specific reserves would previously have been used but will no longer be available.
  - **Regulatory Services and Community Safety** – adverse variance of £0.306 million due to loss of income across street trading licences, building control fees and private sector landlord penalties. These have all declined in the first quarter of the year but expect to start to pick up as lockdown eases.
  - **Oxford Direct Services Client** – adverse variance of £4.005 million, £2.800 million relates to projected loss of car parking income for the year, where the actual loss to date is approximately £1.500 million. The use of car parks is expected to increase over the coming months but may take some time to return to previous levels; £1.155 million relates to the reduction of expected dividend payment to be received from Oxford Direct Services (ODS) due to them unable to carry out much of their repairs work during lockdown, other income streams within ODS have also been impacted such as Motor transport and commercial waste. The company will continue to review its business plan and look to contain the losses and commence recovery.
8. Within the Corporate accounts there is a forecast variance of £0.093 million, this relates to loss of interest receivable on some of the investments that the Council was planning to undertake this year which we are now no possible due to the COVID-19 pandemic. Bank base rates at an all-time low of 0.1% continues to deliver minimal returns to the Council
9. To mitigate some of these losses the Council has received Government funding which includes Emergency (COVID) Fund of £1.622 million; Rough sleepers fund £0.032 million, furlough grant approx. £0.100 million and funding from Oxfordshire



County Council of £0.300 million to assist with expenditure on services for the homeless. On the 16<sup>th</sup> July the Government announced the Councils allocation of £500 million of Emergency COVID funding to local authorities as £267,788. The allocation has been based on individual authorities population and areas of deprivation.

10. At the same time the Government issued a further funding for lost income from sales fees and charges and changes to allocate tax deficits that would normally be charged to 2021-22 to be spread over 3 years. The scheme details also included :

- Councils will absorb losses up to 5% of their budgeted sales, fees and charges income for 2020-21, with the government compensating them for 75p in every pound of relevant loss thereafter;
- The scheme compensates for income that local authorities generate independently which is defined as a sale, fees and charges – for example, car parking charges or receipts from cultural asset charges;
- The scheme will cover transactional income from customer and client receipts (excluding rents and investment income) which is generated from the delivery of services which was budgeted for in 20/21;
- commercial revenues, including rental amounts are not considered relevant losses and will not be compensated for under this scheme ;
- The Section 151 officer will be responsible for self-certifying the accuracy and reasonableness of their claim against the principles and guidance provided and the Government will sample check claims;
- The Government will release more detailed guidance in due course to support local authorities in the claims that they will be able to make under the scheme

11. Although the ‘devil will be in the detail’ an initial assessment of the amount of additional support which the authority may receive is in the region of £3 million. Whilst this is welcome news this still falls short of the estimated £24 million increased cost that the Council is forecasting for the next 4 year period.

12. Appendix D provides additional information on the Council’s key income streams that have been most affected by COVID-19, and the table below shows a summary of this position.

13. Service based income is only at 42% of its expected levels as at the end of quarter 1. Each of these areas have been discussed in paragraphs 4-8 above. Income is boosted by £2.8 million of cash received in respect of commercial rent income representing approximately 52% of the June quarter. Council tax and Business Rates are currently at a level of 91% collection which is surprisingly high for this time of the year. Collection of council house rental continues to be problematic and mitigating action is being taken to bring this into check.

Summary	Budgeted income 2020-21	Actual Cash collected April 2020-21	Actual Cash collected May 2020-21	Actual Cash collected June 2020-21	Total Cash collected 2020-21	Profiled income	Percentage of profile collected
	£	£	£	£	£	£	%
Service Based Income	24,367,731	467,510	528,183	2,918,862	3,914,555	9,223,845	42
Collection Fund	148,675,990	18,080,784	12,127,183	13,111,190	43,319,157	47,364,708	91
Housing	44,471,671	3,342,544	4,163,970	3,219,768	10,726,282	11,117,918	96
<b>Total</b>	<b>217,515,392</b>	<b>21,890,838</b>	<b>16,819,336</b>	<b>19,249,820</b>	<b>57,959,994</b>	<b>67,706,470</b>	<b>32</b>

## **Housing Revenue Account (“the HRA”)**

14. The HRA budgeted surplus agreed by the Council in February 2020 was £0.992 million. The outturn position is forecasting an adverse variance of £2.272 million against this, £1.7 million relates to additional costs and loss of income directly relating to the COVID-19 pandemic, the additional £0.500 million relates to feasibility work required for the development work to be carried out within the HRA. Explanation for some of these variations include:

- Dwelling Rent - £0.500 million adverse variance due an increase in void properties and not being able to turn these around as quickly during the lockdown;
- Management & Services - £0.945 million adverse variance due to support the Welfare Reform Team to assist tenants through the difficulties that lockdown has brought about and additional costs such as Personal Protective Equipment (PPE) and additional services being provided to support vulnerable tenants;
- Miscellaneous Expenditure (not stock related) - £0.456 million relating to additional expenditure on feasibility studies for housing development work to be carried out in the HRA;
- Bad Debt provision – £0.500 million adverse variance due to rent arrears that are emerging due to the COVID-19 pandemic;

## **Capital**

15. The budget, as approved by the Council at its meeting in February 2020, was set at £142.567 million. Since that date the budget has been increased by £20.747 million to take account of unspent balances rolled forward from 2019-20, giving a budget of £163.314 million as reported to the Cabinet in June 2020 as part of the April update. Further adjustments since then have been made which reduce the budget by £42.285 million to £121.028 million. The main adjustments made relate to the removal of the budget for additional spend on commercial property of £42 million whilst the scheme is reviewed in line with the proposed central government consultation which is likely to remove the use of PWLB for borrowing for the purchase of commercial property, and slippage of £1 million for the Osney Mead Innovation Quarter into 2020/21.

16. Further net slippage of £24.369 million since last reported results in a forecast outturn of £96.270 million. The main items which are being re-timetabled or where there are over/underspends are:

### **General Fund**

- Museum of Oxford – this scheme is forecasting an overspend due to delays resulting from the COVID-19 pandemic and the additional cost of fire doors;
- East Oxford Community Centre – this scheme has been paused due to the COVID-19 pandemic and the forecast spend in the current year is sufficient to take the project to RIBA Stage 4 for all elements of the project, this is expected to be achieved by Sept 2020.

- Major Capital Works at the Covered Market – all planned works have been delayed due to the COVID-19 pandemic but they are expected to start again as the lockdown eases;
- Housing Company loans and Barton Park schemes – further work has been done to reschedule the work to be undertaken and completed by the Oxford Housing Company Ltd, which has led to a reforecast of the current loan requirements. Work is ongoing to revise the Housing Company Ltd business plan which will be presented to the Cabinet in September ;
- Housing Management System – there have been a number of delays to this project caused by late delivery of key software from the supplier and the recent COVID-19 pandemic crisis, the go live is now planned for September 2020. There is also a forecast overspend associated with this delay, due to additional costs of the project team and Aareon Consultancy, the original budget was £1.6 million and is now forecast to be c £2.0 million, this overspend of £423k will be covered by a virement from the Grey Fleet budget which is no longer required for the 50% element of General Fund spend with the remaining 50% funded by HRA. There are annual savings of c£165k on the completion of this project due to 4 core applications no longer being required, it is also expected see improved efficiencies across the service areas and greater transparency of customer data. This value is above the threshold of £250k which can be approved by the Head of Financial Services under the Councils Constitution. Consequently the Cabinet is asked to approve the virement and recommend to the Council the increase in budget of £423k;
- Seacourt Park and Ride – there have been a number of delays to the project during the year due to adverse weather and supply change delays due to the COVID-19 pandemic which has led to a forecast overspend of this project of £220k. This overspend will be covered by a virement from the Grey Fleet budget, which is no longer required, and can be approved using the delegated power given to the Head of Finance. Despite this overspend the business case for the scheme still indicates an Internal Rate of Return for the scheme of 5.96%.
- Affordable Housing Supply – this scheme has been reallocated from the HRA to the general fund due to it being funded from Section 106 receipts which are General Fund in nature;
- Grey Fleet – £1.8 million The latest review of the business case for this scheme indicates that this is not viable at this time, therefore this budget will be removed from the programme;
- Oxford and Abingdon Flood Alleviation Scheme - £0.250 million re-timetabled, the contribution is delayed until Kennington Bridge is replaced, therefore the spend is unlikely to be prior to 2021/22 financial year;
- Car Park resurfacing – of the £492k included in the capital programme around £350k is required for urgent works to a number of car parks including Godstow Road and Blackbird Leys Leisure Centre. Undertaking these works will result in £150k of this budget being placed on pause;

## **Optimism Bias**

Project Managers are often thought to be overly optimistic about the delivery of projects and this has resulted in significant programme slippage over the last few years. Recognising this fact officers were asked to revisit the total available budget inclusive of the carry forward from 2019-20 to determine a more realistic budget for 2021-22. Project Managers were asked to risk rate each of their projects on the basis of potential for delay and allocate a % slippage ranging from 10% to 50%. Taking account of this assessment would reduce the forecast outturn of £96.27 million to £81.169 million, allowing for optimism bias of £15.101 million.

### **Housing Revenue Account**

- The HRA planned maintenance programme has been paused during lockdown because the Building Services Team has been unable to access properties. This work is now starting to be scheduled in, but a large amount of slippage has been built into the capital programme since it won't be possible to catch up fully during this financial year. It is intended to carry out 21 months of work over 24 months, and therefore be back on schedule at the end of 2021/22
- Barton Regeneration – this scheme is behind schedule but is working to get back on site as soon as possible;
- East Oxford Development – delays linked to East Oxford Community Centre above;
- Acquisition of additional units – acquisition of nine units has been agreed with the developer, further spend has been delayed;
- Blackbird Leys Regeneration – delays to the project due to the COVID-19 pandemic restrictions, but project is progressing.

### **Corporate Risk**

17. There are three red risks on the current Corporate Risk Register, which are as follows:

- **Housing** – the Council has key priorities around housing which include ensuring housing delivery and supply for the city of Oxford and enabling sufficient house building and investment. Insufficient housing in Oxford leads to an increase in homelessness which has an impact on residents. There are also health and quality of life issues. The Council is implementing delivery methods for temporary accommodation and accommodation for homelessness prevention which include a rent guarantee scheme, a growth deal to facilitate additional affordable housing and a tranche of property purchases to be delivered via real lettings. In addition the Council's housing companies are in the process of constructing new affordable homes and the Cabinet has approved plans which will result in the Council's Housing Revenue Account ("HRA") purchasing the social housing using borrowing headroom, . This has become more challenging in the short term due to the Covid-19 pandemic which has paused many housing delivery projects by around 6-9 months

- **Economic Growth** – this relates to local, national or international factors adversely affecting the economic growth of the City. The economic impact of the Covid-19 pandemic will affect the livelihoods and jobs of thousands of people in Oxford. Social distancing and partial re-openings affect consumption on the high street and the viability of some retail, hospitality and catering businesses. The wider economy is not immune with redundancies being announced by larger employers in other sectors as well as damaging impacts to education, transport, and property, creative and cultural sectors. Economic output could reduce by 15 - 20% or more and business numbers by a similar proportion. This potentially equates to £1Bn of output in Oxford. Delivery of a city and county wide Economic Recovery & Resilience Plan with actions across a range of services and functions is being developed. This will be a phased restart through to long term recovery and renewal over a minimum 3 year period.
- **Balancing & Delivery of the Financial Plan** – this risk has become red due to the adverse financial impacts arising from the Covid-19 pandemic and the economic aftermath. The pandemic and the resulting actions necessary to deal with it has led to far reaching economic impacts. Experts believe that the economy will take years to recover. There is therefore considerable financial uncertainty around the current estimates especially around income streams which is compounded by additional expenditure needed to support the community through the crisis. The short term impact can be mitigated through the use of balances, however these are one-off and a full reset of budgets is needed which will be reported to the Cabinet in December 2020.

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

<b>Current Risk</b>	<b>Q2 2019/20</b>	<b>Q3 2019/20</b>	<b>Q4 2019/20</b>	<b>Q1 2020/21</b>
Red	3	1	1	3
Amber	8	9	10	8
Green	1	2	1	1
<b>Total Risks</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### **Financial implications**

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

### **Legal issues**

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

### **Level of risk**

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

## Equalities impact

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

<b>Report authors</b>	Nigel Kennedy Helen Bishop
Job title	Head of Financial Services Head of Business Improvement
Service area or department	Financial Services/Business Improvement
Telephone	01865 252708
e-mail	<a href="mailto:nkennedy@oxford.gov.uk">nkennedy@oxford.gov.uk</a> / <a href="mailto:hbishop@oxford.gov.uk">hbishop@oxford.gov.uk</a>

**Background Papers:** None

General Fund Outturn Report 20/21 @ 30 June 2020	Approved Budget (per Budget book)	Previous Months Budget	Current Month Virements & Ear Marked Reserve Transfers	Latest Budget	Actual YTD	Budget YTD	Variance YTD	Projected Outturn against Latest Budget	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
S03 - Business Improvement	9,111	9,613	(30)	9,583	2,328	2,365	(37)	9,989	406	248	(158)
S22 - Community Services	5,005	4,956	(26)	4,930	2,054	2,033	21	7,134	2,204	2,308	104
Communities & Customers	14,116	14,569	(56)	14,513	4,382	4,398	(16)	17,123	2,610	2,556	(54)
S10 - Regeneration & Economy	(9,412)	(9,419)	(260)	(9,679)	(4,397)	(4,643)	246	(6,679)	3,000	3,000	
S16 - Planning Services	450	450	1	451	77	138	(61)	451			
Development	(8,962)	(8,969)	(259)	(9,228)	(4,320)	(4,505)	185	(6,228)	3,000	3,000	
S01 - Assistant Chief Executive	876	923	(64)	859	230	212	18	859			
Assistant Chief Executive	876	923	(64)	859	230	212	18	859			
S13 - Housing Services	5,378	5,402	(17)	5,385	1,159	1,416	(257)	6,325	940	532	(408)
S15 - Regulatory Services & Community Safety	1,286	1,299	17	1,316	401	278	123	1,622	306	440	134
Housing	6,664	6,701		6,701	1,560	1,694	(134)	7,947	1,246	972	(274)
S20 - Environmental Sustainability	1,299	1,236	(435)	801	(2)	55	(57)	811	10		(10)
S26 - Oxford Direct Services Client	10,117	10,117	(166)	9,951	5,681	3,786	1,895	13,956	4,005	4,005	
ODS Development Director	11,416	11,353	(601)	10,752	5,679	3,841	1,838	14,767	4,015	4,005	(10)
Sustainable City											
S32 - Financial Services	3,300	3,329	(50)	3,279	1,025	688	337	3,359	80	230	150
S34 - Law and Governance	2,880	2,825	(132)	2,693	658	670	(12)	2,693			
Corporate Services	6,180	6,154	(182)	5,972	1,683	1,358	325	6,052	80	230	150
Directorate Total Excl SLA's & Capital Charges	30,290	30,731	(1,162)	29,569	9,214	6,998	2,216	40,520	10,951	10,763	(188)
SLA's & Capital Charges	(8,616)	(8,616)		(8,616)	(11)	(2,461)	2,450	(8,616)			
Corporate Accounts	1,291	1,291		1,291	(2,895)	2,478	(5,373)	1,384	93	93	
Contingencies	221	221	1,015	1,236		835	(835)	1,236			
Total Corporate Accounts & Contingencies	1,512	1,512	1,015	2,527	(2,895)	3,313	(6,208)	2,620	93	93	
Net Expenditure Budget	23,186	23,627	(147)	23,480	6,308	7,850	(1,542)	34,524	11,044	10,856	(188)
S48D - Transfers To/From Earmarked Reserves	387	(54)	150	96	(299)	92	(391)	96			
Net Budget Required	23,573	23,573		23,573	6,009	7,942	(1,933)	34,617	11,044	10,856	(188)
Funding											
S47B - Council Tax Funding	14,679	14,679		14,679				14,679			
S47C - Parish Precept	(271)	(271)		(271)	(141)		(141)	(271)			
Other Government Funding								2,054	2,054	1,754	(300)
S47D - NDR Funding	9,165	9,165		9,165	(3,093)		(3,093)	9,165			
Total Funding Available	23,573	23,573		23,573	(3,234)		(3,234)	25,627	2,054	1,754	(300)
(Surplus) / Deficit for the year					9,243	7,942	1,301	8,991	8,991	9,102	112

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# Appendix B

HRA Report 20/21 @ Jun 2020	Approved Budget (per Budget book)	Latest Budget @ 30th Jun 2020	Projected Outturn against Latest Budget @ 30th Jun 2020	Projected Outturn Variance	Projected Outturn Variance Mvt from Previous Month
	£000's	£'000's	£'000's	£000's	£'000's
Dwelling Rent	(41,631)	(41,631)	(41,131)	500	
Service Charges	(1,814)	(1,814)	(1,814)		
Garage Income	(218)	(218)	(218)	()	
Miscellaneous Income	(793)	(809)	(809)	(16)	
Right to Buy (RAF)		(52)	(52)	(52)	
<b>Net Income</b>	<b>(44,456)</b>	<b>(44,524)</b>	<b>(44,024)</b>	<b>432</b>	
Management & Services (Stock Related)	9,618	9,791	10,563	945	
Other Revenue Spend (Stock Related)	1,807	1,734	1,734	(73)	
Misc Expenditure (Not Stock Related)	721	677	1,177	456	500
Bad Debt Provision	741	741	1,241	500	
Responsive & Cyclical Repairs	13,270	13,283	13,283	13	
Interest Paid	8,503	8,503	8,503		
Depreciation	8,892	8,892	8,892	()	
<b>Total Expenditure</b>	<b>43,553</b>	<b>43,621</b>	<b>45,393</b>	<b>1,840</b>	<b>500</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(903)</b>	<b>(903)</b>	<b>1,369</b>	<b>2,272</b>	<b>500</b>
Investment Income	(89)	(89)	(89)	()	
Other HRA Reserve Adjustment					
Transfer (to)/from MR/OR	()				
<b>Total Appropriations</b>	<b>(89)</b>	<b>(89)</b>	<b>(89)</b>		
<b>Total HRA (Surplus)/Deficit</b>	<b>(992)</b>	<b>(992)</b>	<b>1,280</b>	<b>2,272</b>	<b>500</b>

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# Appendix C

Capital Budget and Spend as at 30th June 2020										2020/21 Forecast			
Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2020/21 Original Budget	Carry Forwards	Adjustments Since Original Budget	Latest Budget	Spend to 30/06/2020	Forecast Variance	Forecast Variance due to Slippage	Forecast Over/Under Spend	2020/21 Forecast Outturn
					£	£	£	£	£	£	£	£	£
C3044	ICT Software and Licences	Gordon Mitchell	Rocco Labellarte	8. Rolling Programme	220,000	-	-	220,000	241,766	21,766	-	21,766	241,766
C3058	CRM Lagan Replacement	Gordon Mitchell	Purnima Gore	2. Feasibility	200,000	(14,192)	-	185,808	8,200	-	-	-	185,808
C3067	Paris Payment System, Replacement / PCI DSS	Gordon Mitchell	Niall Barker	5. Delivery	36,970	29,514	(17,924)	48,560	4,800	-	-	-	48,560
C3068	Windows 2008 Server Replacement	Gordon Mitchell	Kevin Wigham	4. Pipeline	209,200	26,928	(121,128)	115,000	13,020	-	-	-	115,000
C3070	Business Process Automation Full Rollout	Gordon Mitchell	Purnima Gore	1. Idea	-	25,489	-	25,489	2,628	-	-	-	25,489
C3072	Council Internet Accessibility Compliance	Gordon Mitchell	Purnima Gore?/ Rocco L?	5. Delivery	-	6,505	-	6,505	1,200	-	-	-	6,505
C3075	Netcall	Gordon Mitchell	Rocco Labellarte	1. Idea	60,450	-	-	60,450	4,800	(40,450)	-	(40,450)	20,000
C3077	Info@Work Enterprise Upgrade Rollout	Gordon Mitchell	Rocco Labellarte	5. Delivery	-	-	-	-	4,800	-	-	-	0
A4820	Upgrade Existing Tennis Courts	Nadeem Murtuja	Hagan Lewisman	8. Rolling Programme	35,000	-	-	35,000	-	-	-	-	35,000
A4833	Horspath Sports Park	Nadeem Murtuja	Hagan Lewisman	5. Delivery	46,600	(32,549)	-	14,051	-	32,549	-	32,549	46,600
A4841	Manzil Way Gardens	Nadeem Murtuja	Chris Bell	5. Delivery	-	-	-	-	-	-	-	-	0
A4847	Rose Hill Community Centre - Parking	Nadeem Murtuja	Dave Morrell	2. Feasibility	-	10,000	-	10,000	-	(10,000)	(10,000)	-	0
A4848	Barton Fit Trail	Nadeem Murtuja	Hagan Lewisman	6. Completed	7,085	-	-	7,085	-	(7,085)	(7,085)	-	0
B0075	Stage 2 Museum of Oxford Development	Nadeem Murtuja	David Hunt	5. Delivery	665,000	1,220,016	-	1,885,016	433,373	241,606	-	241,606	2,126,622
B0083	East Oxford Community Centre	Nadeem Murtuja	Hagan Lewisman	2. Feasibility	1,500,000	77,358	-	1,577,358	229,494	(1,214,358)	(1,214,358)	-	363,000
B0095	Barton Community Centre	Nadeem Murtuja	Julia Castle	6. Completed	-	-	-	-	27,885	-	-	-	0
B0096	Bullington Community Centre	Nadeem Murtuja	Hagan Lewisman	4. Pipeline	1,273,777	(12,626)	-	1,261,151	300	58,849	-	58,849	1,320,000
C3071	Idox / Uniform Improvement Project	Nadeem Murtuja	Niall Barker	5. Delivery	-	1,544	0	1,544	1,620	18,456	-	18,456	20,000
T2305	Parks Paths	Nadeem Murtuja	Laura Harlock	4. Pipeline	77,670	(77,670)	-	-	(140,998)	-	-	-	0
<b>Communities and Customers Directorate Total</b>					<b>4,331,752</b>	<b>1,260,318</b>	<b>(139,052)</b>	<b>5,453,018</b>	<b>832,888</b>	<b>(898,667)</b>	<b>(1,231,443)</b>	<b>332,776</b>	<b>4,554,351</b>
A4853	Cycling Infrastructure Matched Funding	Tom Bridgman	Ian Nicholson	9. Other Capital Spend	30,000	30,000	-	60,000	-	-	-	-	60,000
B0081	Car Parking Oxpens	Tom Bridgman	Steven Clews	5. Delivery	243,000	-	-	243,000	-	-	-	-	243,000
B0086	Seacourt Park & Ride Extension	Tom Bridgman	Douglas Kerrigan	5. Delivery	1,426,933	1,882,485	-	3,309,418	532,983	220,000	-	220,000	3,529,418
B0110	Covered Market Vacant Unit Works	Tom Bridgman	Julia Castle	5. Delivery	116,000	(8,041)	0	107,959	7,310	-	-	-	107,959
B0111	Town Hall Dry Risers	Tom Bridgman	Keith Reynolds/ Nick Brown	3. Design & Technical	-	18,520	171,480	190,000	500	-	-	-	190,000
B0116	Osney Mead Innovation Quarter	Tom Bridgman	Trudy Godfrey	1. Idea	1,086,250	-	(1,026,250)	60,000	-	-	-	-	60,000
B0117	Commercial Property	0	0	0	42,000,000	-	(42,000,000)	-	-	-	-	-	0
B0074	R & D Feasibility Fund	Tom Bridgman	Steve Clews	2. Feasibility	1,115,914	(9,734)	-	1,106,180	-	(570,000)	-	(570,000)	536,180
B0112-5	Feasibility Funding (various schemes)	Tom Bridgman	Gavin Cumberland	2. Feasibility	-	272,601	-	272,601	13,147	460,000	50,000	410,000	732,601
B0092	Cave Street Development (Standingford House)	Tom Bridgman	0	1. Idea	-	-	-	-	-	125,000	-	125,000	125,000
B0098	1-3 George Street	0	0	0	-	-	-	-	-	145,000	-	145,000	145,000
F7020	Work of Art Littlemore	Tom Bridgman	vacant	6. Completed	-	-	-	-	-	-	-	-	0
F7024	St Clements Environmental Improvements	Tom Bridgman	Lorraine Freeman	1. Idea	50,000	-	(20,000)	30,000	-	-	-	-	30,000
<b>Development Directorate Total</b>					<b>46,068,097</b>	<b>2,185,832</b>	<b>(42,874,770)</b>	<b>5,379,158</b>	<b>553,940</b>	<b>380,001</b>	<b>50,000</b>	<b>330,000</b>	<b>5,759,158</b>
B0108	Floyds Row Refurbishment	Paul Leo	Polly McKinlay/ Dave	5. Delivery	47,300	281,574	-	328,874	249,510	171,126	-	171,126	500,000
C3057	Housing System Replacement	Paul Leo	Dave Shaw	5. Delivery	-	76,575	-	76,575	89,205	423,425	-	423,425	500,000
B0100	Gloucester Green Car Park (H&S)	Paul Leo	Keith Reynolds/ Nick Brown	5. Delivery	76,350	223,537	-	299,887	25,378	(74,979)	(74,979)	-	224,908
B0101	Major capital works at Covered Market	Paul Leo	Katharine Gould/ Nick	5. Delivery	918,000	144,790	(462,790)	600,000	119,109	(150,000)	(150,000)	-	450,000
B0102	Replace or refurbish Lifts	Paul Leo	Nick Brown	8. Rolling Programme	-	119,484	-	119,484	-	(47,794)	(47,794)	-	71,690
B0104	Old Gas Works Bridges	Paul Leo	James Axford	2. Feasibility	-	7,008	-	7,008	-	31,992	-	31,992	39,000
B0106	Covered Market Roof Works (Capitalised)	Paul Leo	Nick Brown	8. Rolling Programme	325,000	41,498	(0)	366,498	103,490	85,000	85,000	-	451,498
F7007	Woodfarm / Headington Community Centre	Paul Leo	Katharine Gould/ Nick	3. Design & Technical	20,000	-	(17,728)	2,272	1,728	9,728	9,728	-	12,000
F7011	Headington Environmental Improvements	Paul Leo	James Axford	5. Delivery	-	58,054	(29,629)	28,425	925	-	-	-	28,425
M5019	Purchase of Homeless Properties	Paul Leo	Dave Scholes	9. Other Capital Spend	-	-	-	-	573	-	-	-	0
M5025	Barton Park - Purchase by Council	Paul Leo	Alan Wyld	7. Closed	9,869,000	531,256	(531,256)	9,869,000	800,897	(4,024,732)	(4,024,732)	-	5,844,268
M5026	Housing Company Loans (excl Barton Park)	Paul Leo	David Watt	9. Other Capital Spend	16,595,316	5,790,664	-	22,385,980	1,730,564	(4,484,743)	(4,484,743)	-	17,901,237
M5032	Barton Park - loan to OCHL	Paul Leo	David Watt	9. Other Capital Spend	9,869,000	491,254	(491,254)	9,869,000	3,000	(4,024,732)	(4,024,732)	-	5,844,268
M5033	Blackbird Leys Regeneration (GF Element)	0	0	0	-	-	108,000	108,000	-	-	-	-	108,000
N7056	Affordable Housing Supply									3,000,000	3,000,000		3,000,000

Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2020/21 Original Budget	Carry Forwards	Adjustments Since Original Budget	Latest Budget	Spend to 30/06/2020	Forecast Variance	Forecast Variance due to Slippage	Forecast Over/Under Spend	2020/21 Forecast Outturn
					£	£	£	£	£	£	£	£	£
A4845	CCTV Suite Upgrade	Nadeem Murtuja	Richard Adams	2. Feasibility	80,000	(9,990)	(40,010)	30,000	-	-	-	-	30,000
E3511	Renovation Grants	Nadeem Murtuja	Becky Walker	5. Delivery	15,000	24,978	(23,659)	16,319	2,384	-	-	-	16,319
E3521	Disabled Facilities Grants	Nadeem Murtuja	Becky Walker	9. Other Capital Spend	1,200,000	82,378	(82,378)	1,200,000	154,856	-	-	-	1,200,000
<b>Director of Housing (General Fund Projects)</b>					<b>39,014,966</b>	<b>7,863,059</b>	<b>(1,570,703)</b>	<b>45,307,322</b>	<b>3,281,620</b>	<b>(9,085,709)</b>	<b>(9,712,252)</b>	<b>626,543</b>	<b>36,221,613</b>
E3557	Oxford and Abingdon Flood Alleviation Scheme	Tim Sadler	Tina Mould	3. Design & Technical	-	250,000	-	250,000	(2,306)	(250,000)	(250,000)	-	0
E3558	Go Ultra Low Oxford - On Street	Tim Sadler	Tina Mould	5. Delivery	530,021	52,410	(52,410)	530,021	-	47,865	47,865	-	577,886
E3560	Go Ultra Low Oxford - Taxis	Tim Sadler	Sarah Hassenpflug	3. Design & Technical	106,968	210,092	-	317,060	1,800	0	0	-	317,060
E3562	OxPops (Electric Vehicle Charging)	Tim Sadler	Rose Dickinson	6. Completed	-	48,504	(43,504)	5,000	12,698	-	-	-	5,000
E3563	Clean Bus Technology Grants	Tim Sadler	Mai Jarvis	9. Other Capital Spend	-	499,061	582,734	1,081,795	178,290	-	-	-	1,081,795
M5028	Property Rationalisation (Depot Project)	Tim Sadler	Oliver Hearn and Suzanne	2. Feasibility	(2,153)	2,153	(0)	0	-	-	-	-	0
R0005	MT Vehicles/Plant Replacement Programme.	Tim Sadler	Owain Pearce	8. Rolling Programme	3,265,350	2,366,551	1,038,314	6,670,215	453,263	-	-	-	6,670,215
R0010	Electric Vehicles	Tim Sadler	Owain Pearce	8. Rolling Programme	507,650	-	-	507,650	-	-	-	-	507,650
R0011	Grey Fleet	Tim Sadler	Owain Pearce and Suzanne	8. Rolling Programme	1,800,000	-	-	1,800,000	-	(1,800,000)	-	(1,800,000)	0
T2273	Car Parks Resurfacing	Tim Sadler	Jason Munro/ Suzanne	8. Rolling Programme	324,287	168,231	-	492,518	-	(168,231)	(168,231)	-	324,287
T2287	Recycling Transfer Station	Tim Sadler	Oliver Hearn and Jane	1. Idea	-	18,000	-	18,000	(4,970)	-	-	-	18,000
T2299	Controlled Parking Zones	Tim Sadler	Shaun Hatton	5. Delivery	-	-	200,000	200,000	-	-	-	-	200,000
T2301	Depot Rationalisation	Tim Sadler	Steven Clews, Oliver Hearn	2. Feasibility	2,153	(19,822)	581,669	564,000	-	-	-	-	564,000
T2306	Mobile Working and Handhelds	Tim Sadler	Suzanne.White@odsgroup.c	5. Delivery	15,000	125,778	-	140,778	-	0	0	-	140,778
T2307	Transformation Funding	Tim Sadler	Suzanne.White@odsgroup.c	5. Delivery	400,000	(183,133)	-	216,867	-	121,567	-	121,567	338,434
T2308	Additional Technology Requirements	Tim Sadler	Suzanne White	8. Rolling Programme	1,200,000	-	-	1,200,000	-	(732,000)	(732,000)	-	468,000
<b>Transition Director Total</b>					<b>8,149,276</b>	<b>3,537,824</b>	<b>2,306,804</b>	<b>13,993,904</b>	<b>638,776</b>	<b>(2,780,799)</b>	<b>(1,102,365)</b>	<b>(1,678,433)</b>	<b>11,213,105</b>
<b>General Fund Total excluding Optimism Bias</b>					<b>97,564,091</b>	<b>14,847,033</b>	<b>(43,277,722)</b>	<b>70,133,401</b>	<b>5,307,225</b>	<b>(12,385,174)</b>	<b>(11,996,060)</b>	<b>(389,114)</b>	<b>57,748,227</b>
<b>General Fund Optimism Bias</b>										<b>(8,494,486)</b>	<b>(8,494,486)</b>		
<b>General Fund Total including Optimism Bias</b>										<b>(20,879,660)</b>	<b>(20,490,546)</b>	<b>(389,114)</b>	<b>49,253,741</b>
<b>Housing Revenue Account Capital Programme</b>													
N6384	Tower Blocks	Paul Leo	Darowen Jones	5. Delivery	-	1,480,641	-	1,480,641	139,838	(200,241)	(200,241)	-	1,280,400
N6385	Adaptations for disabled	Paul Leo	Nick Brown	9. Other Capital Spend	687,000	-	-	687,000	87,566	(112,632)	(112,632)	-	574,368
N6386	Structural	Paul Leo	Bill Chamberlain/ Nick	8. Rolling Programme	636,000	206,754	-	842,754	56,918	(210,688)	(210,688)	-	632,066
N6387	Controlled Entry	Paul Leo	Bill Chamberlain/ Nick	8. Rolling Programme	345,000	-	-	345,000	-	(232,500)	(232,500)	-	112,500
N6388	Major Voids	Paul Leo	Steve Carter/ Nick Brown	8. Rolling Programme	453,000	-	-	453,000	11,804	-	-	-	453,000
N6389	Damp-proof works (K&B)	Paul Leo	Chris Scott/ Nick Brown	8. Rolling Programme	117,000	-	-	117,000	2,925	(36,750)	(36,750)	-	80,250
N6390	Kitchens & Bathrooms	Paul Leo	Nick Brown	8. Rolling Programme	2,538,000	-	(2,538,000)	-	-	-	-	-	0
N7057	Kitchens	0	0	0	-	-	1,492,000	1,492,000	120,539	(221,080)	(221,080)	-	1,270,920
N7058	Bathrooms	0	0	0	-	-	1,046,000	1,046,000	32,798	(169,316)	(169,316)	-	876,684
N6391	Heating	Paul Leo	Nick Brown	8. Rolling Programme	2,487,000	-	(2,487,000)	-	-	-	-	-	0
N6392	Roofing	Paul Leo	Gary Long/ Nick Brown	8. Rolling Programme	194,000	98,000	110,000	402,000	6,540	388,000	388,000	-	790,000
N6395	Electrics	Paul Leo	Nick Brown	8. Rolling Programme	629,000	-	-	629,000	58,993	(71,016)	(71,016)	-	557,984
N6434	Doors and Windows	Paul Leo	Gary Long/ Nick Brown	8. Rolling Programme	312,000	-	-	312,000	3,436	(31,200)	(31,200)	-	280,800
N7020	Extensions & Major Adaptions	Paul Leo	Nick Brown	8. Rolling Programme	265,000	354,610	250,000	869,610	257,346	-	-	-	869,610
N7026	Communal Areas	Paul Leo	Jonathan Stone/ Nick Brown	8. Rolling Programme	194,000	204,724	-	398,724	12,251	-	-	-	398,724
N7031	Homes at Barton	0	0	0	-	-	-	-	-	-	-	-	0
N7032	Great Estates Programme	Paul Leo	Sue Briscoe/ Nick Brown	4. Pipeline	1,764,000	(518,052)	-	1,245,948	72,867	77,052	77,052	-	1,323,000
N7033	Energy Efficiency Initiatives	Paul Leo	Nick Brown	8. Rolling Programme	568,000	100,000	-	668,000	13,039	(267,200)	(267,200)	-	400,800
N7038	Insulation Works	0	0	0	-	-	-	-	(0)	-	-	-	0
N7041	Electric Heating Conversion to Gas	Paul Leo	n/a	7. Closed	-	-	-	-	-	-	-	-	0
N7042	Barton Regeneration	Paul Leo	Sue Briscoe	4. Pipeline	1,286,000	(193,339)	-	1,092,661	40,262	(600,000)	(600,000)	-	492,661
N7044	Lift Replacement Programme	Paul Leo	Nick Brown	8. Rolling Programme	-	210,000	-	210,000	2,260	(52,500)	(52,500)	-	157,500
N7046	Development at Mortimer Drive	Paul Leo	n/a	7. Closed	-	-	-	-	6,500	-	-	-	0
N7047	Social Rented Housing Acquisitions	Paul Leo	Dave Scholes	5. Delivery	10,298,000	3,062,706	-	13,360,706	2,166,416	-	-	-	13,360,706
N7048	Fire doors	Paul Leo	Chris Scott/ Nick Brown	8. Rolling Programme	424,000	-	-	424,000	(14,015)	-	-	-	424,000
N7049	Compulsory purchase of property	Paul Leo	Dave Scholes	5. Delivery	-	108,601	-	108,601	-	(108,601)	(108,601)	-	0
N7050	East Oxford development	Paul Leo	Alan Wylde	3. Design & Technical	3,533,000	-	-	3,533,000	-	(3,533,000)	(3,533,000)	-	0

Cost Centre	Capital Scheme	Director Responsible	Progress Update Provider	Project Status	2020/21 Original Budget	Carry Forwards	Adjustments Since Original Budget	Latest Budget	Spend to 30/06/2020	Forecast Variance	Forecast Variance due to Slippage	Forecast Over/Under Spend	2020/21 Forecast Outturn
					£	£	£	£	£	£	£	£	£
N7051	Acquisition of Additional Units	Paul Leo	Dave Scholes	4. Pipeline	2,700,000	500,000	-	3,200,000	15,000	(2,742,900)	(2,742,900)	-	457,100
N7052	HRA Stock Condition Survey	Paul Leo	Nick Brown	2. Feasibility	-	169,201	-	169,201	4,395	(169,201)	(169,201)	-	(0)
N7054	Properties Purchased From OCHL	0	0	0	11,600,000	-	-	11,600,000	-	-	-	-	11,600,000
N7055	Use Of Recycled Capital Grants	0	0	0	368,000	-	-	368,000	-	-	-	-	368,000
N7056	Affordable Housing Supply	0	0	0	3,000,000	-	-	3,000,000	-	(3,000,000)	(3,000,000)	-	0
N7059	Boilers Only	0	0	0	-	-	1,390,000	1,390,000	104,539	(229,560)	(229,560)	-	1,160,440
N7060	Heating Systems	0	0	0	-	-	1,097,000	1,097,000	24,579	(580,376)	(580,376)	-	516,624
N7040	Blackbird Leys Regeneration	Tom Bridgman	Roo Humpherson	2. Feasibility	605,000	116,304	(368,000)	353,304	-	(269,304)	(269,304)	-	84,000
<b>Housing Revenue Account</b>					<b>45,003,000</b>	<b>5,900,149</b>	<b>(8,000)</b>	<b>50,895,149</b>	<b>3,226,795</b>	<b>(12,373,013)</b>	<b>(12,373,013)</b>	<b>-</b>	<b>38,522,136</b>
<b>Housing Revenue Account Optimism Bias</b>										<b>(6,606,962)</b>	<b>(6,606,962)</b>		
<b>Housing Revenue Account with Optimism Bias</b>										<b>(18,979,975)</b>	<b>(18,979,975)</b>	<b>-</b>	<b>31,915,174</b>
<b>Grand Total (excluding optimism bias)</b>					<b>142,567,091</b>	<b>20,747,182</b>	<b>(42,285,722)</b>	<b>121,028,550</b>	<b>8,534,020</b>	<b>(24,758,187)</b>	<b>(24,369,073)</b>	<b>(389,114)</b>	<b>96,270,363</b>
<b>Grand Total (including optimism bias)</b>					<b>142,567,091</b>	<b>20,747,182</b>	<b>(42,285,722)</b>	<b>121,028,550</b>	<b>8,534,020</b>	<b>(39,859,635)</b>	<b>(39,470,521)</b>	<b>(389,114)</b>	<b>81,168,915</b>

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# Appendix D

Income Source	Budgeted	Actual Cash	Actual Cash	Actual Cash	Total Cash	Profiled income	Percentage of
	income 2020-21	collected April 2020-21	collected May 2020-21	collected June 2020-21	collected 2020-21		profile collected
	£	£	£	£	£	£	%
<b>Services</b>							
Off-street car parking	6,648,048	9,728	7,665	52,284	69,678	1,689,118	4%
Planning	1,763,705	66,163	131,625	132,154	329,942	440,926	75%
Building control	468,000	16,673	32,737	33,599	83,009	117,000	71%
Home Improvement Agency	140,000	34,130	30	40	34,200	35,000	98%
Leisure service payments from leisure providers	476,500	0		0	0	119,125	0%
Community Centre Income	409,523	29,503	7,332	104	36,940	106,281	35%
Investigations trading income	321,000	0	0	14,511	14,511	80,250	18%
Garden Waste	629,000	17,535	30,282	105,164	152,980	226,440	68%
Land Charges	213,050	15,083	4,349	12,247	31,679	53,263	59%
Licensing - General	-1,225,750	74,669	79,935	57,384	211,988	373,563	57%
Licensing - Taxi	360,000	15,688	14,811	21,518	52,017	90,000	58%
Property rental	10,188,000	81,834	81,959	2,356,530	2,520,322	4,922,842	51%
Investment interest	1,799,905	73,677	137,752	105,932	317,361	449,976	71%
Town Hall Civic Management	1,008,000	35,825	-6,687	24,148	53,285	227,874	23%
Markets	1,117,000	-2,998	6,394	3,105	6,501	279,250	2%
Museums	51,750	0	0	143	143	12,938	1%
<b>Sub total</b>	<b>24,367,731</b>	<b>467,510</b>	<b>528,183</b>	<b>2,918,862</b>	<b>3,914,555</b>	<b>9,223,845</b>	<b>42%</b>
Business Rates	53,916,466	7,038,576	3,582,110	4,547,874	15,168,560	16,094,065	94%
Council Tax	94,759,524	11,042,208	8,545,073	8,563,316	28,150,597	31,270,643	90%
<b>Collection Fund sub total</b>	<b>148,675,990</b>	<b>18,080,784</b>	<b>12,127,183</b>	<b>13,111,190</b>	<b>43,319,157</b>	<b>47,364,708</b>	<b>91%</b>
<b>Housing</b>							
Rents	41,630,554					10,407,638.50	
Service Charges	1,814,322					453,580.50	
other	1,026,795					256,698.75	
	<b>44,471,671</b>	<b>3,342,544</b>	<b>4,163,970</b>	<b>3,219,768</b>	<b>10,726,282</b>	<b>11,117,918</b>	<b>30</b>
<b>Grand Total</b>	<b>217,515,392</b>	<b>21,890,838</b>	<b>16,819,336</b>	<b>19,249,820</b>	<b>57,959,994</b>	<b>67,706,470</b>	<b>31</b>

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## **Minutes of a meeting of the Cabinet on Wednesday 15 July 2020**

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### **Committee members present:**

Councillor Brown (Chair)	Councillor Turner (Deputy Leader)
Councillor Hayes (Deputy Leader)	Councillor Chapman
Councillor Clarkson	Councillor Hollingsworth
Councillor Rowley	Councillor Linda Smith
Councillor Upton	

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

Gordon Mitchell, Chief Executive  
Tom Bridgman, Executive Director (Development)  
Caroline Green, Assistant Chief Executive  
Anita Bradley, Monitoring Officer  
Carolyn Ploszynski, Planning Policy and Place Manager  
Andrew Humpherson, Regeneration Manager  
Mish Tullar, Corporate Policy, Partnership and Communications Manager  
Tom Hudson, Scrutiny Officer  
Bill Lewis, Financial Accounting Manager  
John Mitchell, Committee and Member Services Officer

### **Also present:**

Councillor Andrew Gant  
Councillor James Fry

### **Apologies:**

Councillor Tidball sent apologies.

### **23. Declarations of Interest**

None.

### **24. Addresses and Questions by Members of the Public**

None.

## **25. Councillor Addresses on any item for decision on the Board's agenda**

None.

## **26. Councillor Addresses on Neighbourhood Issues**

None.

## **27. Items raised by Board Members**

None.

## **28. Scrutiny Committee Reports**

Councillor Gant, Chair of Scrutiny Committee, said the Committee had met on 06 July to consider items 8 and 9 of the agenda (Local Growth Funded Workspace Projects and Local Development Scheme respectively) The discussion in relation to item 8 had resulted in one recommendation which had been partially accepted as described in the report before Cabinet. The discussion on item 9 had not resulted in any recommendations.

Councillor Fry, Chair of the Finance & Performance Panel, said it had met on 07 July to consider item 11 of the agenda (Integrated Performance Report for Q4). The Panel noted that there was a positive variance in relation to service charges and had recommended that the opportunity should be taken to review those charges to HRA council housing tenants to ensure that the charges reflect actual costs.

The Panel had also considered a draft report on monitoring social value which had resulted in two recommendations. One that the Council should benchmark its spending with SMEs against that of similar authorities. The second that the Council should underwrite an event on valuing social value in procurement to involve neighbouring authorities support services and their providers to learn from one another and improve overall standards.

In relation to the recommendation about service charges, Cllr Ed Turner, Cabinet member for Finance & Asset Management, said that the Council was broadly supportive and gave a detailed response, a copy of which is attached to these minutes.

Councillor Turner, said that Cabinet was very supportive of the recommendation in relation to social value and SMEs and, indeed, had already undertaken some of the recommended activity informally and would like to progress this further. The Council was also supportive of the recommendation for an event, whether virtual or otherwise.

## **29. Local Growth Funded Workspace Projects**

The Executive Director (Development) had submitted a report to seek approval to enter into a £1.93m Funding Agreement with Oxfordshire Local Enterprise Partnership for Local Growth Funding to support the refurbishment of 1-3 George Street and redevelopment of Standingford House on Cave Street to provide affordable and innovative workspace to facilitate the inclusive economy.

Councillor Susan Brown, Leader of the Council, introduced the report which proposed a timely initiative to support local businesses, particularly small local businesses. The

project would provide a welcome addition to the mix of business and office space in the city centre, the need for which had been emphasised during the recent development of the Local Plan. It would also provide an opportunity for necessary improvements to the Council properties listed the report which would, among other things, contribute to the Council's carbon reduction targets.

Andrew Humpherson, Regeneration Manager, emphasised that the proposed work was necessary to get the properties concerned into a state fit to be let and so contribute to income for the Council. The immediate focus was on the building shells and getting them up to standard. In relation to their future use, internal designs would be heavily influenced by close co-operation with operators, a dialogue which was already underway. He confirmed that early conversations with the planning department were underway in relation to 1-3 George Street, those with Cave Street would have to wait until later in the process.

It was noted that the funding for this project was required to have been committed by the end of July and not the end of June as described in the report.

Cabinet resolved to:

1. **Delegate** authority to the Executive Director Development, in consultation with the Council's Section 151 Officer and the Head of Law and Governance to agree and enter into grant funding arrangements and contractual terms with OxLEP for £1.93m in Local Growth Funds for the delivery of city-centre based workspaces at 1-3 George Street and Standingford House, Cave Street.

### **30. Local Development Scheme (LDS) 2020-2023**

Councillor Hayes joined the meeting during this item.

The Head of Planning Services had submitted a report to present the updated programme for the preparation of documents that will form the Council's statutory Development Plan for approval.

Councillor Alex Hollingsworth, Cabinet Member for Planning & Housing Delivery, introduced the report which fulfilled a statutory requirement, setting out priorities for consultation on planning policy documents over the following three years. Among other things the report described initial steps towards development of the next Local Plan within the overall context of the 2050 plan for Oxfordshire and the development of the Technical Advice Notes which will flesh out elements of the new Local Plan.

Cabinet resolved to:

1. **Approve** the Oxford Local Development Scheme 2020-25

### **31. Oxfordshire Growth Board Terms of Reference and Memorandum of Understanding**

The Assistant Chief Executive had submitted a report to propose revised Terms of Reference and Memorandum of Understanding for the Oxfordshire Growth Board, which required approval by each of the Oxfordshire Council Cabinets / Executives. These were presented for consideration following a recent public review of the Growth Board's role and functions, which had helped to inform the revisions made.

Councillor Susan Brown, Leader of the Council, introduced the report which was being taken to all of the Oxfordshire's District Councils and the County Council, proposing

relatively minor changes to the Terms of Reference (TOR) and Memorandum of Understanding in relation to the Oxfordshire Growth Board. There had been discussion over the last year about more fundamental issues in relation to the Growth Board, such as how to ensure that the shared interest in dealing with the challenge of climate change was properly addressed.

Caroline Green, Assistant Chief Executive reiterated that this report represented just the first phase of a review of the Growth Board. The revised TOR now included a paragraph on the purpose of the Growth Board which fed into recognition of the need for there to be an improvement of communication with Members, stakeholders and the public.

Cabinet resolved to:

1. **Approve** the Terms of Reference and Memorandum of Understanding at Appendices 1 and 2 respectively; and
2. **Delegate** authority to the Chief Executive, in consultation with the Leader and the Growth Board, to make minor amendments to these documents as required to support the operational efficiency of the Growth Board's work.

### **32. Integrated Performance Report for Quarter 4 2019/20**

The Head of Financial Services and Head of Business Improvement had submitted a report to update Members on Finance, Risk and Performance as at the end of the 2019/20 financial year.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report most of which covered a period before the effects of Covid-19 had been felt. Nevertheless the effects had, inevitably, been felt towards the end of the financial year, notably in relation to the end of year spends for both capital and revenue. The money which it had been possible to save by the end of the financial year was being put towards the Council's response to Covid-19. Carry forward requests into the present financial year were, necessarily, relatively few. The adverse variance on the general fund was largely contributed to by the reduced expectation in relation to the Oxford Direct Services dividend. A favourable variance in relation to commercial property income was welcome but unlikely to be sustained in the foreseeable future. In relation to the capital programme, a considerable amount of work had been done during the year to reschedule projects in relation to which there had been over optimism about their progress. Covid-19 had had a detrimental effect on the programme later in the year. Cllr Turner was in regular discussion with officers about the programme given the importance of its precision in a straitened financial environment.

Bill Lewis, Financial Accounting Manager, emphasised that while the report showed an overall positive variance, this was unlikely to be repeated in the near future as the Council managed a challenging financial environment.

Cabinet resolved to:

1. **Note** the financial outturn and performance of the Council for the year 2019/20 and also the position on risks outstanding as at 31st March 2020;
2. **Agree** the carry forward requests in respect of the General Fund of £77,182 as shown in paragraph 7 and on Appendix D;

3. **Agree** the transfer to the Capital Financing and NNDR Retention reserve of £2.693 million detailed in paragraph 2 a;
4. **Agree** the carry forward requests in respect of the HRA of £722,000 as shown in paragraph 18; and
5. **Agree** the transfer to the HRA Contributions to HRA Projects Reserve of £4.809 million detailed in paragraph 2 (c).

### **33. Decisions taken under Parts 9.3(b) and (c) of the Constitution**

Councillor Linda Smith joined the meeting during this item.

The Head of Law and Governance had submitted a report on behalf of the Head of Paid Service (Chief Executive) asking Cabinet to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency and emergency powers delegated in Parts 9.3(b) and (c) of the Constitution.

Anita Bradley, Head of Law & Governance introduced the report which listed three decisions taken by the Chief Executive exercising urgency and emergency powers as a consequence of Covid-19.

In response to a question about recouping the costs of addressing the needs of the homeless, the Chief Executive first noted that additional costs would soon be incurred as the Council sought to extend the arrangements initially put in place, in line with revised Government policy. While the Government had provided some funding to Councils to assist with the additional costs associated with Covid-19, none of it had been earmarked specifically for this or indeed any other purpose. Strictly speaking it would not be until later in the year that it would be possible to judge whether the Council's estimate of additional costs exceeded the money which had been provided by Government.

In relation to expenditure on ICT, the Chief Executive confirmed that this was in addition to the programme of improvement which had already been in place and was to ensure that the Council was in a position to work effectively in the new environment necessitated by Covid-19.

Councillor Susan Brown, Leader of the Council, noted appreciation for the work of the ICT team in having enabled to Council Members and officers to work remotely in such a short time. In relation to the decision about the Discretionary Grant Scheme, she noted that this was an important mechanism which enabled the Council to support local businesses and help them survive and hopefully thrive in a challenging environment. The need for criteria for distribution had given the Council the opportunity to include ones to reflect its values, such as the social value of businesses.

There was appreciation of the speed with which the grants had been allocated and distributed. In relation to housing benefit and universal credit there was praise for the efficiency of those teams in dealing with an increase in the number of applications.

Cabinet resolved to:

1. **Note** the decisions taken as set out in the report.

### **34. Minutes**

Cabinet resolved to APPROVE the minutes of the meeting held on 24 June 2020 as a true and accurate record.

### **35. Dates of Future Meetings**

Meetings are scheduled for the following dates:

- 12 August
- 09 September
- 14 October
- 11 November
- 09 December

All meetings start at 6pm unless otherwise stated.

**The meeting started at 6.00 pm and ended at 6.45 pm**

**Chair ..... Date: Wednesday 12 August 2020**

**To:** Cabinet  
**Date:** 12 August 2020  
**Report of:** Head of Paid Service (Chief Executive)  
**Title of Report:** Decisions taken under Parts 9.3(b) of the Constitution

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	Cabinet is asked to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution.
<b>Recommendation(s): Cabinet is recommended to:</b>	
1. <b>Note the decision taken as set out in the report.</b>	

<b>Appendices</b>	
None	

## Introduction and background

1. This report updates Cabinet on decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Council's Constitution.
2. Where urgency powers are used the Constitution requires the Head of Paid Service to report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

### **9.3 Role of Head of Paid Service**

...

*(b) The Head of Paid Service is authorised to take any urgent action necessary to protect the Council's interests and assets where time is of the essence and it is impracticable to secure authority to act where such authority would otherwise be required.*

*The Head of Paid Service, in so acting, will be guided by budget and the policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.*

### Decisions taken using urgency powers

3. The following decisions have been taken using urgency powers for which Cabinet and Council would otherwise have been required to give the necessary authority to act. Cabinet is responsible for recommending the budget to Council (including extra spending outside the budget) and for granting approval for projects of £500k or over and Council is responsible for setting the budget. Cabinet is asked to note the decision.
4. The decision on the accommodation of rough sleepers at Canterbury House will also be reported to the next meeting of Council, on 4 October 2020.
5. This report does not include the decisions taken using urgency or emergency powers that were reported to the annual meeting of Council on 20 May 2020 or the meeting of Cabinet on 15 July 2020 since those decisions have already been reported to the body which would otherwise have been required to give the authority to act.

<b>ITEM 1</b>	<b>ACCOMMODATION OF ROUGH SLEEPERS AT CANTERBURY HOUSE</b>
<b>Decision:</b>	
The decision was taken to:	
1. Approve that a letter of intent be sent to A2Dominion for the use of Canterbury House for 50 weeks from 3 August 2020 by way of a management agreement between St Mungo's and A2D, with the Council undertaking to enter into an agreement with St Mungo's for this work and complete a full agreement by 17 July 2020.	
2. Approve the allocation of a budget £660,486 for this use to be funded from housing benefit income, government grant (if approved) with the remainder from reserves if necessary.	
<b>Date decision made:</b>	10 July 2020
<b>Decision taker</b>	Head of Paid Service (Chief Executive)  Decision taken in consultation with the Cabinet Member for Affordable Housing, the Head of Financial Services and the Head of Law and Governance.
<b>Was the decision taken under emergency or urgency rules?</b>	Urgency – Constitution Part 9.3(b)  As this was an urgent key decision that had not been listed on the Forward Plan the Chair of the Scrutiny Committee agreed to the taking of an urgent key decision and to waive the right of Members to call in this decision (Constitution 15.17 & 17.9).
<b>Is this a Key Decision?</b>	Yes (value >£500k)
<b>Reasons for decision</b>	The Council has been seeking interim accommodation for homeless people who have been housed as part of the response to the COVID-19 pandemic. The current arrangements are short term at significant



	nightly cost. Student accommodation has been identified which could be made available, but an urgent decision is required to secure its use.
<b>Alternative options considered:</b>	<p>An extensive search for properties to accommodate rough sleepers was undertaken in the city to secure up to 120 rooms. Ideally it would be on no more than two sites to allow for effective management. The YHA Oxford is available for 9 months up to the end of March providing 41 rooms.</p> <p>Two individual houses were offered by Colleges and some rooms in Commonwealth House were tentatively offered, but the accommodation did not have en-suite facilities, would not offer enough rooms to avoid the use of hotels, and would be difficult to manage with staff having to work between a number of small sites.</p>
<b>Wards significantly affected</b>	Cowley Marsh
<b>Declared conflict of interest:</b>	None

<b>ITEM 2</b>	<b>LEISURE FEES AND CHARGES</b>
<b>Decision:</b>	To approve a preliminary change to leisure fees and charges to charge £8 for a single visit (pay as you play).
<b>Date decision made:</b>	31 July 2020
<b>Decision taker</b>	<p>Head of Paid Service (Chief Executive)</p> <p>Decision taken in consultation with the Cabinet Member for Leisure and Parks, the Head of Financial Services and the Head of Law and Governance</p>
<b>Was the decision taken under emergency or urgency rules?</b>	<p>Urgency – Constitution Part 9.3(b)</p> <p>The setting of fees and charges for executive functions is a decision for Cabinet under Part 4.5 of the Council's Constitution.</p> <p>Fusion have acted quickly to reopen Ferry and given a date with very short notice (3rd Aug) which required the use of urgency rules.</p>
<b>Is this a Key Decision?</b>	Not key
<b>Reasons for decision</b>	<p>Fusion do not believe the centres are financially viable without making changes to the Fees &amp; Charges.</p> <p>Fusion are working of a more detailed membership review that they will propose in the</p>

	coming weeks.
<b>Alternative options considered:</b>	Do not reopen Ferry and Hinksey – the pandemic has heightened the importance of physical activity and by opening we will be getting more people active  Do not adjust the F&CS – this is not commercially viable
<b>Wards significantly affected</b>	None
<b>Declared conflict of interest:</b>	None

### Financial issues

6. The financial issues arising from the decisions are set out in the published decision notices and any documents attached to those notices. There are no other financial issues arising from this report.

### Legal issues

7. The urgency and emergency powers of the Head of Paid Service (Chief Executive) are set out in Part 9.3 of the Constitution. Key decisions taken under urgency or emergency powers are subject to the urgent key decision procedures (Part 15.17).

<b>Report author</b>	Andrew Brown
Job title	Committee and Member Services Manager
Service area or department	Law and Governance
Telephone	01865 252230
e-mail	<a href="mailto:abrown2@oxford.gov.uk">abrown2@oxford.gov.uk</a>

**Background Papers: None**