

# Agenda

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

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streamed to the Council's YouTube channel  
when the meeting starts,**

**<https://www.youtube.com/oxfordcitycouncil>**

This meeting will be held on:

Date: **Tuesday 29 September 2020**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

**For further information** please contact:

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Please contact the Committee Services Officer to register to speak; to discuss recording the meeting; or with any other queries.

## Committee Membership

Councillors: Membership 4: Quorum 2: substitutes are not permitted.

Councillor James Fry (Chair)

Councillor Chewe Munkonge

Councillor Craig Simmons

Councillor Roz Smith

Apologies and notification of substitutes received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting. Substitutes for the Chair and Vice-chair do not take on these roles.

# Agenda

		Pages
<b>1</b>	<b>Apologies</b>  Substitutes are not allowed.	
<b>2</b>	<b>Declarations of interest</b>	
<b>3</b>	<b>Finance and Performance Panel Work Plan</b>  For the Panel to note and agree its work plan, which can be adjusted to reflect the wishes of the Panel.	9 - 12
<b>4</b>	<b>Notes of previous meeting</b>  For the Panel to approve the record of the meeting held on 29 July 2020.	13 - 18
<b>5</b>	<b>Social Value in Procurement (update)</b>  An update report on the progress made by the Council on embedding Social Value in procurement, focusing on the progress made on the Panel's recommendations to Cabinet from its February 2020 meeting. Annette Osborne, Procurement Manager, will be available to present the report and answer any questions. The Panel is recommended to consider the report and note it, having made any additional recommendations to Cabinet as required.	19 - 22
<b>6</b>	<b>Integrated Performance Report Q1</b>  For the Panel to receive an update on the Council's Finance, Risk and Performance as at 30 June 2020. Anna Winship, Management Accountancy Manager, will be available to present the report and answer questions, and Nigel Kennedy, Head of Financial Services, will also be available to answer any further questions. The Panel is recommended to consider the report and note it, having made any recommendations to Cabinet arising from it.  At the previous meeting of the Finance Panel it was agreed that Nigel	23 - 42

Kennedy would provide an update on the Council's financial position in light of Covid. Nigel Kennedy will provide a verbal update based on the figures presented in this report.

NB This item was considered by Cabinet in August, meaning there is no opportunity for pre-decision scrutiny.

## **7 Performance Monitoring Q1**

43 - 46

For the Panel to consider those Performance Monitoring measures previously agreed by Scrutiny. Liz Godin, Business Support Services Manager, will be present to answer any questions, though Panel members are reminded that many of the measures are outside her service area, pre-warning of any questions raised is likely to lead to more complete responses. The Panel is recommended to consider the Performance Monitoring measures and note them, having made any recommendations to Cabinet.

NB Some measures agreed by Scrutiny have been removed due to Covid-19 rendering them redundant.

## **8 Date of next meeting**

The next meeting is scheduled as follows:

- 03 December 2020

All meetings begin at 6.00pm.

## **Information for those attending**

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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.

## Finance and Performance Panel Work Plan 2020/21

### Finance and Performance Panel

#### 29 September 2020 - reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Social Value in Procurement	No	An update report on the progress made on implementing the inclusion of social value weightings within procurement contracts, including managing the challenges that this brings	Deputy Leader (Statutory) - Finance and Asset Management	Annette Osborne, Procurement Manager
Quarterly Integrated Performance 2020/21 - Q1	Yes (considered August 2020)	A report to update Members on Finance, Risk and Performance as at 30 June 2020.	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager
Performance Monitoring 2020/21 Q1	No	A report detailing performance against relevant KPIs		Liz Godin, Business Support Services Manager

#### 03 December 2020 - Provisional reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Treasury Management Mid – Year Report	Yes	A report to report on the performance of the Treasury Management function for the 6 months to 30 September 2020	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager

## Finance and Performance Panel Work Plan 2020/21

Quarterly Integrated Performance 2020/21– Q2	Yes	A report to update Members on Finance, Risk and Performance as at 30 September 2020.	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager
Performance Monitoring 2020/21 Q2	No	A report detailing performance against relevant KPIs and an update on progress made against the Council's 2020/21 business plan.	Deputy Leader (Statutory) - Finance and Asset Management	Liz Godin, Business Support Service Manager
Budget Review Recommendations Update 2019/20	No	An update on the progress made against recommendations from the Budget Review Group report 2019/20	Deputy Leader (Statutory) - Finance and Asset Management	Nigel Kennedy, Head of Financial Services

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## 27 January 2021 - Provisional Reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Treasury Management Strategy 2021/22	Yes	A report to present the Council's Treasury Management Strategy for 2021/22.	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager
Capital Strategy 2021-22	Yes	A report to present the Capital Strategy for 2021/22 approval.	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager



## Finance and Performance Panel Work Plan 2020/21

Council Borrowing Options	No	To present the different sources of borrowing for the Council and their benefits and drawbacks	Deputy Leader (Statutory) - Finance and Asset Management	Bill Lewis, Financial Accounting Manager

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**Minutes of a meeting of the  
Finance and Performance Panel (Panel of the  
Scrutiny Committee)  
on Wednesday 2 September 2020**

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**Committee members present:**

Councillor Fry (Chair)

Councillor Munkonge

Councillor Simmons

Councillor Roz Smith

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

Nigel Kennedy, Head of Financial Services

Bill Lewis, Financial Accounting Manager

Annette Osborne

Mish Tullar, Corporate Policy, Partnership and Communications Manager

Tom Hudson, Scrutiny Officer

**Also in attendance:**

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

**17. Apologies**

None

**18. Declarations of interest**

None

**19. Finance and Performance Panel Work Plan**

The Panel considered the proposed workplan. It was informed that unless timing permitted for the item be considered by the Companies Scrutiny Panel, the plans for the Boswells site would be considered at the Finance and Performance Panel.

It was requested and **AGREED** that a financial update be provided to the Panel.

**20. Notes of previous meeting**

The notes of the meeting held on 07 July 2019 were **AGREED**.

In considering the previous minutes, further information regarding the ODS depot rationalisation was requested. The outline business case was ready, but the Council was currently working through some of the more technical planning issues. At the time of having a full business case there would be a Cabinet paper, which would be available for Scrutiny to consider. Questions were also asked about the process by which the consultants chosen were appointed; it was confirmed that there had not been a procurement process but instead the Council had, as permitted, employed its Professional Services Framework to run a mini-competition between three companies.

## **21. Revised Oxford City Council Business Plan 2020-21**

Leader of the Council, Councillor Susan Brown introduced the report on the revised Oxford City Council Business Plan. With the immense disruption of Covid it had been necessary to revisit the Council's plans for the current year, particularly due to the increased need to support economic recovery and promote safe, green travel. It was reassuring, however, how much of the Council's plans and priorities remained. Particular highlights and priorities within the updated Business Plan included the launch of a new Procurement Strategy, which was being considered by the Panel that evening. The importance of the Council's staff reflecting the demographics of the city they sought to serve was also underlined. Black Lives Matter had really resonated with residents in the city and given fresh impetus to a priority for the Council where progress had been made, but where work remained still to do. The area within the Business Plan most changed was in relation to economic recovery, but it was pleasing to see that much of the Council's original ambitions would help to support recovery. One caveat to the Business Plan was in regards to how much central government's new Planning guidance might alter the Council's ability to deliver its housing ambitions. Finally, an amendment was also put forward to the text on page 32 of the report pack. The amended version was to read 'continue to reduce the carbon footprint of Oxford City Council's operation so that each year there is a reduction in line with achieving zero carbon by 2050 or earlier.'

Mish Tullar, Head of Communications, Partnerships & Policy, underlined that the Business Plan was Year 1 of the Council Strategy, which had been adopted in February 2020. Regarding KPIs, it was explained that under usual circumstances there would normally have been 16 or so corporate-level KPIs for the entire Corporate Strategy. That had not happened due to Covid and was being deferred until March 2021. At the same time, service level KPIs would also be considered. The Council's auditor would work with the Council to collaborate on developing the most beneficial KPIs.

In response to the presented report, the Panel raised a number of questions and suggestions. Potential concern was raised over the Council's support for the County Council's bus gate plans on small businesses and overall economic recovery, and it was asked what research had been done to underpin the Council's position. The exact proposals had not been made available by the County Council, making it difficult to assess their detail. However, the idea behind bus gates was to support businesses, and national and local policy indicated that reduced congestion and greater ease of access for customers was supportive of local business overall. The County Council would be expected to produce a case looking at those issues, but it was fair to say that

business in those streets which had reduced traffic significantly through pedestrianisation were amongst the most thriving. Further, consultation on the proposals had included many businesses and the results would be expected to be incorporated into forthcoming proposals by the County Council.

At times it was suggested that the Business Plan could benefit from more clarification or being more explicit, rather than implicit. This was particularly the case for the Council's aim to build back better after Covid, the meaning of its operations in relation to defining its carbon reduction ambitions and what SMART targets would be introduced around the Council's ambition to reduce the number of pollution hotspots in the city. It was noted that the large number of recommendations made by the Climate Emergency Review Group would need to be considered as part of the Council's response to its carbon reduction ambitions, but that no mention had been made in the Business Plan.

Further discussion was held over the Council's ambitions for greening the City and the tensions of wanting to protect existing green streets, whilst at the same time not preventing the Council from taking down trees that were becoming a nuisance to residents.

It was suggested in discussion that Low Traffic Neighbourhoods would be, for those areas that implemented them, potentially more meaningful in terms of traffic and noise reduction, and biodiversity than some of the items listed in the Business Plan, including those on which the Council had to partner with others. Consequently, whilst Low Traffic Neighbourhoods were primarily a County Council responsibility, it was suggested that the Council's commitment to seeing them established before the March 2021 deadline should be included.

Having noted the impact of Covid on demand for office and retail space it was suggested that the Council and City would potentially benefit from tackling the issue head on by developing a strategy for those units which would otherwise be left empty. It was agreed that the greater Planning flexibility which had come into place due to the pandemic meant that there were increased options, and that the issue merited further consideration as a consequence, which would be significantly covered by the Council's City Centre Vision and Action Plan.

It was **AGREED** to request the following changes be made:

1. Add 'to include consideration of the Climate Emergency Review Group recommendations' in outcome 11 as a year 1 action.
2. Make explicit reference to the Council's ambition to build back better as a year 1 action
3. Add a bullet point in priority 1, probably in outcome 5, to include reference to working with the County Council to encourage the establishment of Low Traffic Neighbourhoods

4. Include reference to a strategy for retail and offices which risk being left unoccupied in priority 1 outcome 4
5. Seek to weave in reference to appropriate protection of trees when discussing greening neighbourhoods in priority 4 outcome 8
6. Add clarification over what is and is not included in the reference to 'its own operations' in priority 4 outcome 1

## **22. Treasury Management Performance**

The Financial Accounting Manager introduced the Treasury Management Annual Report 2019/20. He reported that the Council had fully complied with its Treasury Management Strategy and prudential indicators.

The overall performance for investment and debt reported at the year ending 31 March 2020 was better than had been budgeted for. This was due to slippage in the capital programme resulting in lower debt and higher investments than planned. The reduction in the base rate from 0.25% to 0.1% announced on 19 March 2020 had not impacted the Council's returns on its long term and money market investments within the reporting period.

The values of the Council's property funds had seen a reduction at the year-end however this did not represent a loss position for the Council although there was now material uncertainty placed on the value of commercial property and property funds.

Investment rates had fallen since the end of March 2020 meaning the treasury performance would not be as strong in the current financial year however the deferment of capital schemes resulting from the Covid-19 pandemic would provide some mitigation.

A crucial factor for the Council in the current year would be the impacts of the pandemic and the current economic conditions on the Council's wholly owned companies, particularly the Housing Group (Oxford City Housing Limited and its subsidiaries).

The Head of Financial Services highlighted that the Council had achieved an average return of 1.27% in 2019/20 whereas it was currently only able to secure investment returns of 0.35%. The Council's cash balances had been impacted by the Council's response to Covid-19 and a reduction in income in the order of £10m.

The Panel asked a number of questions and in discussion noted the following:

- The need for careful prioritisation within the capital programme in the current economic climate.
- The Council was able to achieve good returns by investing in other local authorities prior to the end of March 2020 but this was no longer the case.
- The Council was planning to refinance a £20m tranche of its external debt which was due to be repaid in March 2021. The Council was currently able to achieve a significantly improved interest rate on this debt but was not planning to borrow in advance of need at the current time.
- A planned 1% increase to interest rates offered by the Public Works Loan Board was expected to be waived, subject to consultation.
- The Treasury Management Strategy and the prudential indicators within it had been set in parallel with the budget setting process, prior to the end of the previous financial year, hence table 2 compared the actual capital financing requirement with estimated opening balance.

- Tables 1 and 2 were incorrectly titled and provided data for the 2019-20 financial year only.
- Cash had performed better than fixed term investments for the majority of the reporting period, which was unusual. Treasury officers monitored this position closely in order to maximise returns for the Council.
- The Operational Boundary Limit (para. 20) was set at a level that provided the Council with freedom to borrow in advance of need to fund the items in the capital programme, should it wish to do so. It was a matter of professional judgement as to what level of borrowing would be affordable for the Council both immediately and in future.
- Members could expect to see a full assessment of the Council's treasury position in the context of the pandemic and the base rate reduction in the half year treasury performance report in December 2020.

The Panel noted the report and thanked officers for their work.

### **23. Procurement Strategy 2020 - 2021**

The Procurement Manager introduced the Procurement Strategy 2020-22 which would be recommended to Cabinet for approval, having been through multiple iterations. The Strategy supported the Council's aim of fostering an inclusive economy. The Council would seek a commitment from suppliers that extended to sub-contractors where appropriate, to pay their employees at least the Oxford Living Wage for work undertaken within Oxford or otherwise the Living Wage Foundation rate.

The Panel explored the extent to which the Council's wholly owned companies had bought in to the Procurement Strategy. The Head of Financial Services explained that the Strategy had been shared with both the Housing Group and Oxford Direct Services (ODS) companies, which had not proposed any substantive amendments. While both groups of companies were working on their own separate procurement strategies they were expected to align with the broad principles of the Council's strategy, specifically around delivering social value. It was noted that certain aspects of the Strategy may not fit well with ODS due to its commercial direction.

The Panel questioned whether the intention was to employ a single procurement manager across the Council and its companies. The Procurement Manager was employed by ODS and had also been working in part for the Council under a joint arrangement however ODS had signalled its intention to end that arrangement, so consideration would need to be given to what happened next.

The Panel asked how the Council would assess a company that was delivering social value outside of the City. The Procurement Manager said that the Council had to be transparent and fair to all potential suppliers in order to minimise the risk of challenge and could not be biased against good employers based elsewhere. The Council could target local social value in how it asked questions, where this was justifiable, and could in some cases apply some weighting based on mileage distance e.g. how far a prospective waste supplier would be travelling to a waste transfer station.

In discussion the Panel also noted:

- Alternatives to the conventional delivery of goods and services such as digital solutions would generally be explored pre-procurement when the Council engaged with industry to inform specifications.

- The Panel would see the percentage of ODS spend within the city in future performance reports. This data would be split out from the Council's own figure, as previously requested by Scrutiny.
- That given that Oxford had been a Fairtrade City for many years it seemed odd that the Town Hall caterers were only now developing Fairtrade procurement in their supply chain. The Procurement Manager offered to look into this point.

The Panel resolved to note and support the Procurement Strategy 2020-22 and thanked officers for their work in producing a high quality Strategy document.

## **24. Date of next meeting**

The Panel **NOTED** the date of the next meeting, 29 September 2020.

**The meeting started at 6.00pm and ended at 7.30 pm**

**Chair .....**  
**September 2020**

**Date: Tuesday 29**



**To:** Cabinet  
**Date:** 29 September 2020  
**Report of:** Finance Panel (Panel of the Scrutiny Committee)  
**Title of Report:** Social Value in Procurement

Summary and recommendations	
<b>Purpose of report:</b>	To present Finance Panel the updates on the recommendations concerning Social Value in Procurement
<b>Key decision:</b>	Yes
<b>Scrutiny Lead Member:</b>	Councillor James Fry, Chair of the Finance Panel
<b>Cabinet Member:</b>	Councillor Ed Turner, Cabinet Member for Finance and Asset Management
<b>Corporate Priority:</b>	An Efficient and Effective Council
<b>Policy Framework:</b>	Corporate and Budgetary Framework
<b>Recommendation: That Cabinet states whether it agrees or disagrees with the recommendations in the body of this report.</b>	

Appendices
None

## Introduction and overview

1. At its meeting on 25<sup>th</sup> February 2020, the Finance Panel considered a report on Social Value in Procurement.
2. The Panel made two recommendations;

***Recommendation 1: That the Council benchmarks its spending with SMEs against other similar councils nationally.***

***Recommendation 2: That the Council underwrites an event for social value similar to that run by Fraud Prevention, which brings neighbouring Councils, support service providers and experts together to improve overall standards.***

## **Update to Recommendation 1**

3. A number of factors have meant that procurement have been operating one team member short, and with only procurement management support on a part time basis.
4. Covid-19 added further pressure on the team with the need to respond to emerging unforeseen requirements.
5. The attention of the manager has been the day to day activities and the Procurement Strategy which encompasses a focus on Social Value and the use of SMEs.
6. A new team member has been appointed and it is hoped that they will commence in October.
7. A key focus of the new team member will be to understand the importance of SMEs in the supply chain and they will be tasked to Benchmark the Council against other similar Councils as recommended below.

### **City Councils**

Cambridge City  
Canterbury City  
Carlisle City  
Chelmsford  
Exeter  
Gloucester  
Lancaster  
Lichfield  
Lincoln  
Manchester  
Norwich  
Preston  
St Albans  
Winchester

8. Many of the reports from City Councils are old and outdated, or not available which means that contact will need to be made by email or phone. It is estimated this will take until at least the end of this calendar year before we have meaningful figures.
9. The Unitary (City) Authorities are listed below, however benchmarking Oxford against a Unitary Council is unlikely to provide a “fair” like for like result and will therefore be discounted at this stage.

### **Unitary (City) Authorities**

Brighton and Hove City Council,  
Bristol City Council,  
Derby City Council,  
Hull City Council  
Leicester City Council  
Nottingham City Council  
Peterborough City Council  
Plymouth City Council

Portsmouth City Council,  
Southampton City Council  
Stoke-on-Trent City Council and  
City of York

10. It may however be worth considering a number of London Boroughs to benchmark against such as:

Bromley  
Croydon  
Greenwich  
Harrow  
Kingston upon Thames  
Richmond upon Thames

11. Central Government does publish its percentage spend with SMEs however having provided this data in a previous role I can confirm that the focus for the figure relates to contract spend over £5M.
12. This recommendation forms one of the actions within appendix 4 of the proposed Procurement Strategy

### **Update to Recommendation 2**

13. There is a high focus within the proposed Procurement Strategy on Social Value including as part of the actions within appendix 4 as follows:

“Organise an event bringing together neighbouring Council, support service providers and experts together to improve overall standards and learn from one another.

A suggestion may be to utilise the Bucks and Oxon procurement hub to start the process”

To be started by November 2020

14. I have reviewed the CLES (Centre for Local Economic Strategies) report “Own the Future” and will review this further which includes a section on progressive procurement of goods and services. I will contact both Preston and Manchester City Council who have tried and tested methods that appear to be working (Preston was named the “Most Improved City in the UK”), (Manchester consistently use 20% social value weighting in their tendering process).
15. I have signed up to B4 Business to engage with local SMEs to understand further their views on social value

### **Future milestones**

16. Sign up for the first B4 Business webinar
17. Get Social Value on the Bucks and Oxon procurement hub agenda
18. Commence benchmarking



**To:** Cabinet

**Date:** 12 August 2020

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

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

Summary and recommendations	
<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>	Efficient and Effective Council.
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendation(s): That the Cabinet resolves to:</b>	
1.	Note the projected financial outturn as well as the current position on risk and performance as at 30 June 2020.
2.	Recommend to the Council an increase in the capital budget relating to the replacement housing management system of £423k funding as outlined in paragraph 16

Appendices	
Appendix A	General Fund - June 2020 Forecast Outturn
Appendix B	Housing Revenue Account - June 2020 Forecast Outturn
Appendix C	Capital Programme – 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
Total	217,515,392	21,890,838	16,819,336	19,249,820	57,959,994	67,706,470	32

## 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 chain 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:

Current Risk	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21
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.

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<b>Background Papers:</b> None

Please note in the table below the version number of your report that was finally cleared at each stage

<b>Report Stage</b>	<b>Version Number</b>
<b>First Draft:</b> <i>Commissioned and cleared by Director</i>	V1
<b>Second Draft:</b> <i>Cleared by Legal and Finance</i>	
<b>Organisational Draft:</b> <i>Cleared by the Chief Executive</i>	
<b>Final Draft:</b> <i>Cleared by the Board Member</i>	
<b>Final Report:</b> <i>Cleared by Labour Group</i>	

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	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	Purnmina 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	Bullingdon 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
Communities and Customers Directorate Total					4,331,752	1,260,318	(139,052)	5,453,018	832,888	(898,667)	(1,231,443)	332,776	4,554,351
35													
	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
Development Directorate Total					46,068,097	2,185,832	(42,874,770)	5,379,158	553,940	380,001	50,000	330,000	5,759,158
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 Wylde	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
Director of Housing (General Fund Projects)					39,014,966	7,863,059	(1,570,703)	45,307,322	3,281,620	(9,085,709)	(9,712,252)	626,543	36,221,613
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
Transition Director Total					8,149,276	3,537,824	2,306,804	13,993,904	638,776	(2,780,799)	(1,102,365)	(1,678,433)	11,213,105
General Fund Total excluding Optimism Bias					97,564,091	14,847,033	(43,277,722)	70,133,401	5,307,225	(12,385,174)	(11,996,060)	(389,114)	57,748,227
General Fund Optimism Bias										(8,494,486)	(8,494,486)		
General Fund Total including Optimism Bias										(20,879,660)	(20,490,546)	(389,114)	49,253,741
	<u>Housing Revenue Account Capital Programme</u>												
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
	Housing Revenue Account				45,003,000	5,900,149	(9,000)	50,895,149	3,226,795	(12,373,013)	(12,373,013)	-	38,522,136
	Housing Revenue Account Optimism Bias									(6,606,962)	(6,606,962)		
	Housing Revenue Account with Optimism Bias									(18,979,975)	(18,979,975)	-	31,915,174
	Grand Total (excluding optimism bias)				142,567,091	20,747,182	(42,285,722)	121,028,550	8,534,020	(24,758,187)	(24,369,073)	(389,114)	96,270,363
										(15,101,448)	(15,101,448)		
	Grand Total (including optimism bias)				142,567,091	20,747,182	(42,285,722)	121,028,550	8,534,020	(39,859,635)	(39,470,521)	(389,114)	81,168,915

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# Appendix D

Income Source	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 %
<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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Performance Summary  
Scrutiny Committee  
June 2020

Measure		Owner	Latest Data		Comments
Ref	Description		Target	Result	
BIT019i	BIT019i: % all contact carried out online	Helen Bishop	41.0%	49.6%	Target met.
WR001	WR001: Number of people moved into work by the Welfare Reform Programme	Paul Wilding	15 Number	8 Number	By this point we should have reached 15 customers moved in to work but unfortunately we have only helped 8 customers so far. This can be attributed to the really tough economic climate due to the Covid Pandemic and the difficulty this poses with finding work. The worry is that as the months go by that more individuals will lose their job and have to claim Welfare Benefits. Hopefully though as society begins to return to some sense of normal, there will be more jobs in certain industries for customers to apply for so I would like to think that we can make some progress with our in to work target and see some successes for our customers.
BV009	BV009: Percentage of Council Tax collected	Tanya Bandekar	24.50%	29.88%	Collection of this year's Council Tax remains good with over £28m being collected by 30/06. The collection percentage of 29.88% is very close to last year's equivalent of 30.62%.
BI001a	BI001: The % of Council spend with local business (excluding ODS and OHCL)	Annette Osborne	35.00%	68.61%	We have exceeded the target for this month.
BI001b	BI001b: The % of ODS spend with local business	Annette Osborne	45.00%	43.85%	Work, including construction during Covid has been either stopped or reduced where local suppliers are usually used which may account for the slight reduction. Further investigation around the methodology for identifying local business needs to be undertaken i.e. we may have a national supplier that utilises local supply / people.

Performance Summary  
Scrutiny Committee  
June 2020

Measure		Owner	Latest Data		Comments
Ref	Description		Target	Result	
BI001c	BI001c: The % of OCHL spend with local business	Annette Osborne	45.00%	51.08%	We have exceeded the target for this month.
CH001	CH001: Days lost to sickness	Paul Adams	1.62 days	1.44 days	The year-end absence per FTE out-turn across all service areas is currently below the Council target absence rate for 2020/21 of 6.5 days per FTE, with 2 service areas having projected higher out-turn absence rates. Since lockdown, there has been a decrease in short-term absences. In a number of instances the out-turn rates are impacted by long-standing and complex absence cases, which the relevant HR Business Partner will continue to work with the relevant line manager to ensure that appropriate management interventions are applied with the aim of securing an early return to work; ill health retirement (where appropriate); or termination of employment.
CS054	CS054: Time taken to determine DHP applications	Paul Wilding	10 Working Days	6 Working Days	The team continues to assess DHP well within its 10 days target, DHP applications seem to have slowed down over the last month but the general trend still is that of more DHP's are being in payment each month – this is mostly due to the difficulty in closing cases due to the pandemic.
CS004	CS004: Enquiries resolved by customer service centre without hand off	Helen Bishop	92.00%	95.57%	Strong first time resolution results again in June helping us to reduce repeat calls and resolve issues without the need to hand off to other service areas.
FN045	Overpaid Housing Benefit collected (cumulative)	Tanya Bandekar	£166,666.00	£427,103	The June result of almost £148k was the best of the year to date. With a total of over £427k having been recovered in 20/21 to date, we are on target to hit the £1m target for the year.
CS025	CS025: Percentage of Business Rates Collected	Tanya Bandekar	27.50%	28.29%	In what are very difficult times, we had collected over £15m by the end of June. Our collection rate of 28.3% is better than might have been expected (last year's equivalent 31.3%).

Performance Summary  
Scrutiny Committee  
June 2020

Measure		Owner	Latest Data		Comments
Ref	Description		Target	Result	
ED002	ED002: Implementation of measures to reduce the city council's carbon footprint by 5% each year below what it would otherwise have been	Paul Robinson	0 Tonnes	185 Tonnes	Completion of Gloucester Green underground car park LED lighting installation (Est 4tCO2 annual reduction) - much improved light quality. Energy&Natural Resources team energy bureau works - 1175 invoices processed to date this FY with value of £433,475. Closed queries from billing errors identified and resolved = 92 queries with a value of £118,793.90 in avoided council energy spend. A range of potential Salix funded projects in development in leisure buildings/other sites pending updates on building decisions and COVID access.
LP119	LP119: The number of people taking part in our youth ambition programme	Ian Brooke	0 Number	Not updated	This measure was not being monitored for quarter 1 due to activities stopping due to the government guidance, but it will resume for the next quarter.
CS003	CS003: Customer calls answered on the council's main telephone service lines without hanging up	Helen Bishop	95.00%	94.16%	We have had additional resource to answer calls as our face to face service was closed throughout June due to co-vid lockdown and protecting the safety of staff. However we have used this resource on outbound calling campaigns calling residents identified on "shielded" lists and over 70 electoral lists, we have also continued to answer calls on the vulnerable resident line which was implemented in March to capture concerns from vulnerable residents and pass these on to the hubs.



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