

# Agenda

www.oxford.gov.uk



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

This meeting will be held on:

Date: **Monday 5 September 2022**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

**For further information** please contact:

Richard Doney, Scrutiny Officer

☎ 01865 252955

✉ DemocraticServices@oxford.gov.uk

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

- may register in advance to speak to the committee in accordance with the [committee's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Information about speaking and recording is set out in the agenda and on the [website](#)

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

*View or subscribe to updates for agendas, reports and minutes at  
[mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk).*

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

## **Committee Membership**

Councillor James Fry (Chair)

Councillor Chris Jarvis

Councillor Tom Landell Mills

Councillor Dr Amar Latif

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

	<b>Pages</b>
<b>1 Apologies</b>	
<b>2 Declarations of Interest</b>	
<b>3 Finance and Performance Panel Work Plan</b>	7 - 8
<p>The Finance and Performance Panel is asked to note its work plan and agree any amendments.</p>	
<b>4 Notes of Previous Meeting</b>	9 - 12
<p><b>Recommendation:</b> that the notes of the meeting of 07 July 2022 are approved as a true and accurate record.</p>	
<b>5 Integrated Performance Report Q1</b>	
<p><i>Report to follow.</i> The Integrated Performance Report Q1 will be considered by Cabinet on 14 September 2022. Nigel Kennedy, Head of Financial Services and Anna Winship, Management Accountancy Manager will attend to present the report and answer questions.</p> <p>The Panel is asked to consider the report and agree any recommendations it wishes to make to Cabinet.</p>	
<b>6 Treasury Management Annual Report 2021/22</b>	
<p><i>Report to follow.</i> The Treasury Management Annual Report 2021/22 will be considered by Cabinet on 14 September 2022. Nigel Kennedy, Head of Financial Services will attend to present the report and answer questions.</p> <p>The Panel is asked to consider the report and agree any recommendations it wishes to make to Cabinet.</p>	
<b>7 Council Tax Reduction Scheme 2022/23</b>	
<p><i>Report to follow.</i> The Council Tax Reduction Scheme 2022/23 will be considered by</p>	

Cabinet on 14 September 2022. Nigel Kennedy, Head of Financial Services and Laura Bessell, Benefit Manager will attend to present the report and answer questions.

The Panel is asked to consider the report and agree any recommendations it wishes to make to Cabinet.

## **8 Scrutiny Performance Monitoring**

13 - 18

The Finance and Performance Panel has agreed to have Scrutiny Performance Monitoring as a standing item on its agendas.

The Panel is recommended to note the performance monitoring update, identify any questions it wishes to receive written responses to, or agree to invite relevant officers to a future meeting.

The Panel is also recommended to receive any written responses to questions raised at previous meetings.

## **9 Dates of Future Meetings**

The Finance and Performance Panel is scheduled to meet on the following dates:

- 07 December 2022
- 23 January 2023
- 28 March 2023

All meetings start at 6.00pm.

## **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.

This page is intentionally left blank

# Finance and Performance Panel Work Plan

September 2022 to November 2022

Published on 24/08/22

www.oxford.gov.uk



This work plan is provisional and subject to change, usually relating to changes on the Forward Plan. Changes made outside meetings are agreed in consultation with the Panel Chair.

The work plan covers items due for consideration over a three-month period.

## Finance and Performance Panel

### 05 September 2022

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Council Tax Reduction Scheme for 2023/24	Yes	To seek approval to consult on the Council Tax Reduction Scheme for 2023/24.	Cabinet Member for Inclusive Communities and Culture	Phil McGaskill, Revenues Manager
Integrated Performance Report for Q1	Yes	A report to Members on Finance, Risk & Performance as at 30 June 2022.	Deputy Leader (Statutory) - Finance and Asset Management	Anna Winship, Management Accountancy Manager
Treasury Management Annual Report 2021/22	Yes	To set out the Council's Treasury Management activity and performance for the financial year 2021/22.	Deputy Leader (Statutory) - Finance and Asset Management	Bill Lewis, Financial Accounting Manager
Scrutiny Performance	No	To note the performance monitoring update, identify any questions the Panel wishes to receive written responses to, or agree to invite relevant	N/A	N/A

Monitoring		officers to a future meeting.		
------------	--	-------------------------------	--	--



## **Minutes of a meeting of the Finance and Performance Panel (Panel of the Scrutiny Committee) on Thursday 7 July 2022**



### **Committee members present:**

Councillor Fry (Chair)

Councillor Jarvis

Councillor Latif

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

Nigel Kennedy, Head of Financial Services

Alice Courtney, Committee and Member Services Manager (Interim Acting)

#### **1. Apologies**

None.

#### **2. Declarations of Interest**

None.

#### **3. Finance and Performance Panel Work Plan**

*Cllr Latif joined the meeting.*

The Panel noted the Work Plan and requested that the Scrutiny Officer seek an alternative date for the Panel meeting in September 2022, due to availability of the Chair.

#### **4. Medium Term Financial Strategy 2023-24 to 2026-27**

Nigel Kennedy, Head of Financial Services presented the report, which set out the budget setting strategy for the forthcoming Medium Term Financial Plan 2023-24 to 2026-27. In response to questions, the Head of Financial Services confirmed that:

- A report setting out the lessons learnt from the QL system failure was being prepared and would be presented to the Audit and Governance Committee in due course. The Council was approximately 6 weeks behind schedule on getting the QL system back up and running as intended, but it was anticipated it would be 'business as usual' in the first week of August 2022.
- He would provide a list of all non-statutory services and their budgetary costs, together with information about external funding where relevant. He added that he expected the £5.5m budget deficit to widen as a result of increased costs (e.g. increased energy costs).

- There was limited scope to draw on reserves to plug the budget deficit. He added that no further COVID-19 related support was expected from central Government.
- He would produce a report for the Finance and Performance Panel related to the cost-benefit of the Council's transformation programme. This would include a list of savings which had already been achieved and the savings anticipated from current and future work to ensure that savings were not being counted more than once.
- No additional dividend was expected from OCHL, therefore no assumptions were included around that. The last OCHL dividend was expected in 2025/26 and any dividend beyond then was uncertain – however the position would be clearer in September when OCHL produced the next iteration of its Business Plan.
- Any income from OxWED LLP or South Oxford Science Village LLP was not included in the current strategy; it was too early to make any assumptions as those ventures were still being developed.
- The rise in corporate costs was as a result of an increase in Minimum Revenue Provision (MRP) due to increased lending; however the position was an improvement on the original assumptions as MRP seemed to focus more on commercial loans rather than all loans.
- No assumptions were included in the strategy around increases to utilities costs, therefore the budget deficit was expected to increase.
- He would explore the presentation of the information in the tables – particularly whether it could be highlighted which categories certain aspects (e.g. utilities and salaries) came under and the nature of risk associated with them.
- There had been no news from the Government related to fairer funding.
- The Council was fairly on track to achieve the stated efficiencies. The Panel requested the Head of Corporate Property be invited to the next meeting to present a report on income from Council assets.
- He would request a case study on the savings achieved by implementing renewable energy sources at Blackbird Leys and Hinksey Leisure Centres to get a sense of the Council savings that could be achieved by using solar panels; the Council had recently invested in a solar farm.
- The current provision for bad debt was £6.8m for commercial lets.
- Town Hall lettings income was getting back to normality but was still not at pre-pandemic levels; it was forecast that pre-pandemic levels would be achieved next year.
- A report on park and rides was due to be considered by Cabinet in July 2022.
- He would produce a report on park and ride/car parking income to be presented at a future Panel meeting.
- The formula for increasing social housing rents was CPI +1%, which would be modelled as part of the budget setting process, although it was unlikely that the agreed rent increase would be as high as this and the Government was thought to be considering a cap.
- The price for the purchase of HRA properties was fixed at the time of signing the contract with OCHL.

The Chair thanked the Head of Financial Services for attending to present the report.

The Panel noted the contents of the report.

## **ACTION:**

- **Head of Financial Services** to provide a list of all non-statutory services and their budgetary costs during the Budget process, together with information about external funding where relevant.
- **Head of Financial Services** to incorporate within future monitoring reports the cost-benefit of the Council's transformation programme, to include a list of savings already achieved and savings anticipated from current and future work.
- **Scrutiny Officer** to invite the Head of Corporate Property to the next Panel meeting to present a report on income from Council assets.
- **Head of Financial Services** to liaise with the Head of Corporate Strategy to present information during the Budget process on the savings achieved by implementing renewable energy sources at Leisure sites and the potential savings that could be achieved by using solar panels or other invest to save initiatives in the area.
- **Head of Financial Services** to produce a report on park and ride/car parking income to be presented at a future Panel meeting.

## **5. Scrutiny Performance Monitoring**

The Panel considered the report, which had been produced to support it in selecting the Key Performance Indicators (KPIs) it wished to monitor over the 2022/23 municipal year.

The Panel:

- **Noted** the end of year performance report for KPIs selected by the Finance and Performance Panel in the 2021/22 municipal year.
- **Agreed** to have Scrutiny Performance Monitoring as a standing item on the Finance and Performance Panel agenda, where written questions or invitations to relevant officers to attend the next meeting could be agreed, and previous written responses considered.
- **Agreed** to confirm the list of KPIs it wished to continue to monitor in 2022/23 via email.

## **ACTION:**

- Scrutiny Officer to circulate Appendix A of the report to the Panel for agreement on which KPIs should be taken out for 2022/23 Scrutiny monitoring.

## **6. Dates of Future Meetings**

The dates of future meetings were note.

The Panel requested that the Scrutiny Officer seek an alternative date for the Panel meeting in September 2022, due to availability of the Chair.

Cllr Jarvis advised that he was unavailable for the Panel meeting scheduled for 07 December 2022.

**The meeting started at 6.00 pm and ended at 7.35 pm**

**Chair .....**

**Date: Monday 5 September 2022**

*When decisions take effect:*

*Cabinet: after the call-in and review period has expired*

*Planning Committees: after the call-in and review period has expired and the formal  
decision notice is issued*

*All other committees: immediately.*

*Details are in the Council's Constitution.*

Finance & Performance Scrutiny Panel – KPI Performance report Q1/June 2022/23

Measure	Name	Owner	2022/23 target	June Target	June Actual	Comments
BI038	Percentage of staff turnover for the whole organisation	Helen Bishop			10.93%	
CH001	Days lost to sickness	Gail Malkin	6.50%		0.05	
CS003	Customers calls answered on the council's main telephone service lines without hanging up	Mark Chandler	93%	93%	87.40%	An improvement in June to 89.7% answered calls but we were again impacted by Council Tax reminder letters with 4000 being sent mid-June affecting call demand. We also saw an increase in calls due to the £150 energy rebate queries from customers
13 BI001a	The Percentage of Council spend with local business (excluding ODS and OCHL)	Annette Osborne	45%	45%	0.39	This figure is deviated by large payments out of the Servitor account 20000005. If removed, the target is achieved. The year end target is 45% with the current average for the first 3 months at 33.41%, however much of the spend with ODSL is local therefore indirect local and SME spend which would bring this percentage up considerably.
BI001b	The Percentage of ODS spend with local business	Nicky Atkin	60%	60%	51.25%	We have recently awarded 2 relatively large property contracts to local firms, so are expecting improvement on this target to wash through during the next few months
BI001c	The Percentage of OCHL spend with local business	Annette Osborne	10	10	3.82	This month OCHL had paid 14 suppliers in total (including OCC) and we had only invoices paid to 3 local suppliers only. Much of OCHL spend is with large contractors who may use local suppliers on the delivery of the contract, but invoices are paid to head office.
BV008	Percentage of invoices paid on time for OCC	Anna Winship	95	95	91.88	
CS002	Time to process changes in circumstances	Laura Bessell	15	15	34	SOP higher than usual due to clearance of older work following system migration.
CS005	Time to process new benefits claims	Laura Bessell	15	15	36	SOP higher than usual due to clearance of older claims following system migration.

Measure	Name	Owner	2022/23 target	June Target	June Actual	Comments
CS025	Percentage of Business Rates Collected	Phil McGaskill	96%	28%	27.76%	
FN008	Investment return above base rate	Bill Lewis	0.00%	0.00%	0.00003	
FN034	Trading Income	Scott Warner	£200,000	£50,000	£13,913	Cumulative Q1 total is £29,216. Q1 invoices are sent in July.
FN036	Fraud Losses Prevented	Scott Warner	£2,000,000	£500,000	£390,585	Cumulative Q1 total is £941,736, well ahead of profiled target
FN052	Percentage of Council spend with SME's	Annette Osborne	35%	35%	0.31	This figure is deviated by large payments out of the Servitor account 20000005. If removed, the target is achieved. Under investigation. The average for the first 3 months of this financial year is 34.97% - almost on target.
FSC019a	Total income collection as % of plan (Council Tax)	Nigel Kennedy	96.50%	29.50%	29.11%	
FSC019b	Total income collection as % of plan (Business Rates)	Nigel Kennedy	95%	27.50%	27.76%	
FSC020	Discretionary funding won by the Council	Anna Winship, Nigel Kennedy	Tracking indicator	n/a	0	No Successful bids awarded so far in year
LG006	Percentage of missed Data Subject Action Request deadlines	Grace Wigham	5%	5%	4.50%	In June we had 22 DSARs and only 1 was responded to outside of the deadline, this was due to the absence within the team, and the large amount of redaction required.
REC002	Number of Oxford Living Wage employers and employees	Carolyn Ploszynski	90	n/a	60	

Measure	Name	Owner	2022/23 target	June Target	June Actual	Comments
PSC022 15	Provide a quarterly update on the five year housing delivery supply	Rachel Williams	567	142	115	<p>N.B. This KPI has replaced PSC007.</p> <p>At this moment we are expecting 460 completions over 22/23 from known site allocations that are building out and existing commitments. This takes into account non site allocations but in the trajectory. This would give a quarterly figure of 108 dwellings per quarter. The target is higher because this is using the housing requirement in the Ox Local plan 2036 and this takes account of the windfall developments (less than 10 units). We have made an assumption given passed delivery of 136 windfalls per annum so this added to the trajectory figure gives a target of 142</p> <p>Sites include Oxford North has a permission, Wolvercote Paper Mill, Littlemore mental health (18), Murco Garage 38 units, Lucy Faithfull 36 units, Simon House 30 units, Cowley above Tesco 55, Geoffry Arthur 34, Barton Phase 65</p> <p><b>Mitigating Actions</b> To continue to ensure we are regularly going on site to check when development commencements because it is the windfall developments that help us to achieve our targets.</p>
CPC017	Oxford residents' satisfaction with City Council services	Mish Tullar	Tracking indicator	n/a	No data available	Baseline needs to be established through a full Residents Panel Survey, which was planned in 2021/22 but delayed to 22/23. We will work with Ipsos Mori to update the membership of the Oxford Residents Panel - a measure required every 2 years due to natural churn, but delayed due to COVID. Following the recruitment of replacement Panel members a baseline survey will be set for 2022.
CSC012	Physically active adults	Ian Brooke	76%	76%	76%	

Measure	Name	Owner	2022/23 target	June Target	June Actual	Comments
RS005	Number of cases in the private rented sector, where homelessness prevented following intervention by the Tenancy Relations Officer	Ian Wright			10	
HSC023 9	Number of rough sleepers without an offer of accommodation	Nerys Parry	30	30	34	N.B. This KPI has replaced HSC011. At the end of June, a total of 40 persons were rough sleeping in the city, 34 of those did not have an offer of accommodation. There has been a lack of voids in supported accommodation during the quarter, and although there are persons who are ready to move on from such accommodation, they are unable to do so as there is a lack of affordable move-on options. Bringing online Housing First units over the coming quarter, will help ease pressure on the system by creating more capacity. There are also a number of people who are rough sleeping in the city who do not have recourse to public funds. Options for this group are limited, but we are working with providers to access projects set up to cater for this group, as well as assisting with regularising immigration status. The government acknowledges that there is little local authorities can do to assist persons with NRPF other than help them to access support to regularise their status. Nationally, there has been a rise in rough sleeping post-pandemic as pandemic measures and funding has been removed.



Measure	Name	Owner	2022/23 target	June Target	June Actual	Comments
HSC014	Percentage of council owned stock that has an EPC below C	Nerys Parry	38%	TBC	NA - reporting end of financial year	The end of year target is for 38% of our domestic housing stock to have an EPC rating of C or below. We are working with colleagues across the Council and ODS to deliver works to homes, with 24.37% of HRA properties having an EPC below C. This means that we have already achieved the target set for 2022/23. This target was set as a 3-4 target profile when originally set, and we are ahead of the profiled target for this year.
HP011 17	Households in temporary accommodation	Nerys Parry	95	110	99	We have continued to see pressure on our temporary accommodation (t/a) this quarter, which may be due to post-pandemic patterns of homelessness and the cost of living crisis. Despite this, we have seen the number of households in temporary accommodation reduce to 99 at the end of Q1, compared to 110 at the end of Q4.
BIC018	% of BAME staff	Helen Bishop	15.50%	TBC	14.59%	This is a target for 31 <sup>st</sup> March 2023, and so far the % of BAME staff for 22/23 is showing a slight increase from 31 <sup>st</sup> March 2022 position.  The targeted work of the workforce equalities action plan has made a difference to the BAME profile of the Council's workforce. An EDI Officer recruitment campaign is currently underway, which when successfully recruited to, will ensure the work with the Equalities Action Plan will gain momentum again.
BIC022	Number of online forms completed and submitted as a proportion of total enquiries related to that service for top 10 services	Helen Bishop	Tracking indicator	TBC	No data available	N.B. This KPI wording has been amended for 2022/23 and is currently under review: with the upcoming forms package implementation we will be able to start measuring in the coming months.

This page is intentionally left blank