

Agenda

Finance and Performance Panel (Panel of the Scrutiny Committee)

This meeting will be held on:

Date: **Tuesday 26 March 2024**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

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Committee Membership

Councillor James Fry (Chair)

Councillor Tiago Corais

Councillor Dr Hosnieh Djafari-Marbini

Councillor Chris Jarvis

Councillor Dr Amar Latif

Councillor Dr Christopher Smowton

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

Agenda

	Pages
1 Apologies	
2 Declarations of Interest	
3 Chair's Announcements	
4 Notes of the previous meeting	9 - 14
<p>The Panel is asked to agree the notes of the meeting held on 22 January 2024 as a true and accurate record.</p>	
5 Finance and Performance Panel Work Plan	15 - 16
<p>The Panel is asked to consider the Work Plan and agree any amendments.</p>	
6 Report back on recommendations	17 - 22
<p>At its meeting on 13 March 2024, Cabinet considered the following reports from the Finance and Performance Panel and made responses to the recommendations:</p> <ul style="list-style-type: none">• Corporate Key Performance Indicator (KPI) Review <p>The Panel is asked to note Cabinet's responses to its recommendations.</p>	
7 Integrated Performance Report Q3 2023/24	23 - 46
<p>Cabinet, at its meeting on 13 March 2024, considered a report from the Head of Financial Services on the Integrated Performance Report for Q3 2023/24. Cllr Ed Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management and Nigel Kennedy, Head of Financial Services, have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.</p>	
8 Scrutiny Performance Monitoring	47 - 52

The Panel agreed to have Scrutiny Performance Monitoring as a standing item on its agendas for 2023/24.

The Panel is asked to:

1. **Note and comment on** the performance report for KPIs selected by the Finance and Performance Panel in the 2023/24 municipal year as at December 2023.
2. **Agree** any written questions to submit for response after the meeting; **and/or agree** to invite relevant officers to a future meeting.

9 Dates of future meetings

The Panel is asked to note the dates and times of future meetings of the Finance and Performance Panel:

- 06 June 2024, 6pm
- 04 September 2024, 6pm
- 04 December 2024, 6pm
- 15 January 2025, 6pm
- 07 April 2025, 6pm

Meetings will take place remotely via Zoom.

10 Matters Exempt or part exempt from publication and exclusion of the public

If the Panel wishes to exclude the press and the public from the meeting during consideration of any aspects of the preceding or following agenda items it will be necessary for the Panel to pass a resolution in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 specifying the grounds on which their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Part 1 of Schedule 12A of the Act if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(The Access to Information Procedure Rules – Section 15 of the Council’s Constitution – sets out the conditions under which the public can be excluded from meetings of the Council).

10a Strategic Review of Services Across Community Services - Draft Terms of Reference

At its meeting on 22 January 2024, the Panel requested that the

53 - 54

terms of reference for the Strategic Review of Services Provided Across Community Services be submitted to a future meeting of the Panel for consideration once available. The Executive Director (Communities and People) has submitted the draft terms of reference and has been invited to present the item and answer questions.

The Panel is asked to consider the draft terms of reference and agree any recommendations.

10b Strategic Review of Services Provided by Oxford Direct Services (ODS) - Draft Terms of Reference

55 - 58

At its meeting on 22 January 2024, the Panel requested that the terms of reference for the Strategic Review of Services Provided by Oxford Direct Services (ODS) be submitted to a future meeting of the Panel for consideration once available. The Head of Financial Services has submitted the draft terms of reference and has been invited to present the item and answer questions.

The Panel is asked to consider the draft terms of reference and agree any recommendations.

10c Exempt Treasury Management Matters [discussion item]

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.

Members Code – Other Registrable Interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing** of one of your Other Registrable Interests*** then you must declare an

interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Members Code – Non Registrable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under Other Registrable Interests, then you must declare the interest.

You must not take part in any discussion or vote on the matter and must not remain in the room, if you answer in the affirmative to this test:

“Where a matter affects the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest You may speak on the matter only if members of the public are also allowed to speak at the meeting.”

Otherwise, you may stay in the room, take part in the discussion and vote.

*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.

** Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person’s quality of life, either positively or negatively, is likely to affect their wellbeing.

*** Other Registrable Interests: a) any unpaid directorships b) any Body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any Body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

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Minutes of a meeting of the Finance and Performance Panel (Panel of the Scrutiny Committee) on Monday 22 January 2024



Committee members present:

Councillor Fry (Chair)

Councillor Corais

Councillor Djafari-Marbini

Councillor Jarvis

Councillor Latif

Councillor Smowton

Officers present for all or part of the meeting:

Mish Tullar, Head of Corporate Strategy

Nigel Kennedy, Head of Financial Services

Ian Brooke, Head of Community Services

Laura Bessell, Benefits Manager

Jason Jones, Finance Business Partner (HRA)

Sally Hicks, Business Intelligence Unit Lead

Alice Courtney, Scrutiny Officer

Also present:

Councillor Susan Brown, Leader of the Council

Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management

Apologies:

No apologies were received

32. Declarations of Interest

None.

33. Chair's Announcements

None.

34. Notes of the previous meeting

The Panel agreed the notes of the meeting held on 06 December 2023 as a true and accurate record.

In response to a question related to minute item 23, Integrated Performance Report Q2 2023/24, the Head of Financial Services clarified that the statement in relation to Godstow Road and Florence Park car parks: 'The car parking charges were anticipated to be operational from the New Year' was a reference to the calendar year rather than

the financial year. The Panel requested that the Head of Financial Services check whether charging at Godstow Road and Florence Park car parks had now been introduced and report back to the Panel.

35. Finance and Performance Panel Work Plan

The Panel considered the Work Plan and noted that it had one meeting left during the 2023/24 municipal year.

The Panel agreed the Work Plan as set out in the agenda pack.

36. Report back on recommendations

Cllr Corais joined the meeting.

The Panel noted the following Cabinet responses to its recommendations:

- Integrated Performance Report Q2 2023/24
- Treasury Management Mid-Year Report

37. Council Tax Reduction Scheme 2024/25

Cllr Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management introduced the report, which sought Cabinet approval for changes to the Council's Council Tax Reduction Scheme for 2024/25 following public consultation. The only proposed change compared to the current Council Tax Reduction Scheme was an increase in the income bands used in the scheme.

In response to questions, the Panel was advised that:

- It was usual for the income bands not to increase by the same amount across all bands; the current banding system had been in place for six years, since the banding system was first introduced.
- Consultation responses were not mapped in terms of geographical spread across the City, as this risked identifying respondents; the consultation included a question which asked whether respondents were currently in receipt of Council Tax Reduction.
- If the Council moved away from a banding system, this would incur additional costs as administration of Council Tax Reduction would become more intensive; having a banding system in place helped drive efficiencies for the Council.

The Panel noted the contents of the report; no recommendations were agreed.

Laura Bessell, Benefits Manager left the meeting and did not return.

38. Housing Revenue Account (HRA) Rent Setting Report 2024/25

Cllr Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management introduced the report, which presented the outcome of the Council's annual rent review and associated rent setting proposal for 2024/25 in respect of Council dwellings within the Housing Revenue Account (HRA), including the setting of associated services and facilities charges. The Panel was advised that the Council had very limited discretion in setting rents for social housing, as there was a Central Government-imposed cap. The proposal set out in the report reflected the Council's

longstanding policy of increasing social rents by the maximum amount permitted, as this income was required to support the HRA.

In response to questions, the Panel was advised that:

- The Council was not able to clawback any income from investing in energy efficiency measures which would save tenants money on their utility bills by way of any additional service charges; as such there would be no financial return to the Council on investments made on energy efficiency measures in HRA stock.
- The proposed charge for a garage had increased by 7%, rather than the 7.7% increase to social housing rents, as this amount had been factored into assumptions before the Government announced the 7.7% cap; the difference in income attracted by a 7% increase versus a 7.7% increase for garage charges was not significant, at around £7,300 per annum.

The Panel noted the contents of the report; no recommendations were agreed.

Cllr Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management and Jason Jones, Finance Business Partner (HRA) left the meeting and did not return.

39. Corporate Key Performance Indicator (KPI) Review [presentation]

Cllr Latif joined the meeting.

Cllr Brown, Leader of the Council introduced the item; the development of corporate key performance indicators (KPIs) was in the very early stages and the Panels views on the initial proposals were welcomed.

Mish Tullar, Head of Corporate Strategy and Sally Hicks, Business Intelligence Unit Lead delivered a presentation which provided an overview of the development of the Council's updated Corporate Strategy and associated KPIs. A copy of the presentation slides is included in the minutes pack.

The Panel raised a number of points, including:

- Good, Affordable Homes priority:
 - Combining the number of rough sleepers without an offer of accommodation with the number of people in Temporary Accommodation into one KPI would give a better understanding of the local picture.
 - It would be helpful for the total number of affordable homes completed in Oxford in the year by Oxford City Council to be split into total number of affordable homes and total number of social homes; it would also be useful to expand the KPIs to include specific figures for direct delivery of those homes by Oxford City Council and total delivery across the city, as the Council had substantial levers to influence the delivery of homes.
- Strong, Fair Economy priority:
 - The number of Oxford Living Wage employers KPI would benefit from being a percentage figure (e.g. percentage of total employers) or having a specific denominator, rather than being an abstract figure which did not provide context.
 - Consideration should be given to how useful/measurable the KPI related to the Council's percentage spend with SMEs was, as historically this KPI had proved difficult to measure and performance was always accompanied by a lengthy explanatory note; it was also not clear how

larger companies which had a local Oxford branch were factored into this KPI.

- The number of Community Employment Plans KPI would benefit from additional drilldown into the number of jobs created, rather than just the number of Plans committed to.
- Thriving Communities priority:
 - KPIs under this priority should be developed in conjunction with the Oxfordshire Inclusive Economy Partnership and the Integrated Care System to ensure joined-up thinking.
 - Further consideration should be given to whether the KPI related to the number of children able to swim a length when they leave primary school was the most appropriate measure to monitor tackling inequalities.
 - It may be more useful to monitor the number of children in Oxford living in poverty after housing costs as an indicator of deprivation; the Council should reach out to Oxford and District Action on Child Poverty to explore measures of deprivation which already exist and could feed into the KPIs, noting that addressing the causes of poverty was largely outside the Council's control.
- Zero Carbon Oxford priority:
 - The KPI related to Oxford greenhouse gas emissions measured by the Government tracking towards net zero by 2040 was influenced by a number of different things, not all of which were within the Council's control; it would be useful if these were separated out into the Council's own emissions, emissions within the city that the Council had a degree of influence over and emissions within the city which were outside of the Council's control.
 - Given that air quality was something the Council could influence, there should be a corporate level KPI related to air quality.
- Well-run Council priority:
 - The KPI related to the percentage of ethnic minority staff in the workforce would be better expressed in terms of pay gap; it was suggested that this KPI should also be broader in relation to a wider range of equality, diversity and inclusion issues.
 - Careful consideration should be given to the 'efficiencies against the Plan' KPI, to ensure the Council was measuring something meaningful.

The Panel agreed to recommend to Cabinet that:

1. The Council splits the KPI related to 'number of affordable homes completed in Oxford in the year by Oxford City Council' into number of social homes completed and number of affordable homes completed; and expands the measure to include number of homes completed by the Council (direct delivery) versus the number of homes completed overall across the city (total delivery).
2. The Council contextualises the KPI related to 'number of Oxford Living Wage employers' by presenting that figure as a percentage or including a specific denominator.
3. The Council expands the KPI related to 'number of Community Employment Plans which third parties commit to' to also include the number of jobs created as a result of those Community Employment Plans.
4. The Council engages with Oxford and District Action on Child Poverty to explore appropriate measures of deprivation which already exist and could feed into the

KPIs under the 'Thriving Communities' priority, noting that addressing the causes of poverty is largely outside the Council's control.

5. The Council splits the KPI related to 'Oxford greenhouse gas emissions measured by Government tracking towards net zero by 2040' into the Council's own emissions, emissions within the city that the Council has a degree of influence over and emissions within the city that are outside the Council's control.
6. The Council includes a corporate KPI related to air quality.
7. The Council reframes the KPI related to 'percentage of ethnic minority staff in total workforce' to focus on pay gap; and broadens out the KPI to focus on a wider range of equality, diversity and inclusion issues.

Cllr Brown, Leader of the Council, Mish Tullar, Head of Corporate Strategy and Sally Hicks, Business Intelligence Unit Lead left the meeting and did not return.

40. Dates of future meetings

The Panel noted the dates and times of future meetings.

41. Matters Exempt or part exempt from publication and exclusion of the public

The Panel agreed, in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 to exclude the press and the public from the remaining item of business on the grounds that their presence would involve the likely disclosure of exempt information as described in Paragraph 3 of Part 1 of Schedule 12A of the Act.

a) Budget 2024/25 - Draft Report of the Budget Review Group

The Panel held a discussion relating to the draft Budget Review Group report and recommendations in private. It was noted that the report would be published in due course once it was finalised.

The Panel considered updates on the following items as part of its discussion, which will be incorporated into the Budget Review Group report:

- Museum Income – modelling and assumptions
- Strategic Review of Services Provided Across Community Services – outline scope
- Leisure Management Contract
- Strategic Review of Services Provided by ODS – outline scope
- Park & Ride tariffs – modelling and assumptions

The Head of Financial Services advised the Panel that the terms of reference for the strategic reviews of services provided across Community Services and services provided by ODS could be presented to the Panel for consideration once available.

The Panel:

1. **Requested** that the terms of reference for the Strategic Review of Services Provided Across Community Services and Strategic Review of Services Provided by ODS be submitted to a future meeting of the Panel for consideration once available.
2. **Agreed** a total of nine recommendations for inclusion within the Budget Review Group report.

3. **Agreed** to circulate any proposed amendments to the narrative of the Budget Review Group report via email to the Scrutiny Officer by the end of 24 January 2024.
4. **Approved** the draft 2024/25 Budget Review Group report for submission to the Scrutiny Committee on 06 February 2024 for approval and submission to Cabinet, subject to any amendments to the narrative of the report proposed by Panel members.
5. **Delegated authority** to the Scrutiny Officer, in consultation with the Finance and Performance Panel Chair, to implement any proposed amendments to the narrative of the report and make any necessary minor editorial amendments prior to submission to the Scrutiny Committee.

Ian Brooke, Head of Community Services left the meeting and did not return.

42. Exempt Treasury Management Matters [discussion item]

The Panel received a brief update relating to Treasury Management matters in private.

The meeting started at 6.00 pm and ended at 9.02 pm

Chair

Date: Tuesday 26 March 2024

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 and Performance Panel Work Plan

NB This work plan is provisional and is subject to change. Changes made outside meetings are agreed between the Scrutiny Officer and the Chair.

Cabinet items beyond two months in advance are not included on the work plan owing to the greater potential they will move or alternative items of higher priority arise in the meantime.

26 March 2024 – confirmed reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Scrutiny Performance Monitoring	No	To consider the report and agree any recommendations.	N/A	N/A
Integrated Performance Report Q3 2023/24	Yes	To receive an update on finance, risk and corporate performance matters as at 31 December 2023.	Deputy Leader (Statutory) – Finance and Asset Management	Nigel Kennedy, Head of Financial Services
Strategic Review of Services Provided by ODS – terms of reference	No	To consider the report and agree any recommendations.	Deputy Leader (Statutory) – Finance and Asset Management	Nigel Kennedy, Head of Financial Services
Strategic Review of Services Across Community Services – terms of reference	No	To consider the report and agree any recommendations.	Deputy Leader (Statutory) – Finance and Asset Management	Peter Matthew, Executive Director (Communities and People)
Exempt Treasury Management Matters [discussion	No	To receive a verbal update on exempt matters relating to Treasury Management.	Deputy Leader (Statutory) – Finance and Asset	Nigel Kennedy, Head of Financial Services

item]			Management	
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To: Cabinet
Date: 13 March 2024
Report of: Finance and Performance Panel
Title of Report: Corporate Key Performance Indicator Review

Summary and recommendations	
Purpose of report:	To present Panel of the Scrutiny Committee recommendations for Cabinet consideration and decision
Key decision:	No
Scrutiny Lead Member:	Councillor James Fry, Panel Chair
Cabinet Member:	Councillor Susan Brown, Leader of the Council
Corporate Priority:	All
Policy Framework:	Draft Corporate Strategy 2024-28
Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report.	

Appendices	
Appendix A	Draft Cabinet response to recommendations of the Scrutiny Committee

Introduction and overview

1. The Finance and Performance Panel met on 22 January 2024 to receive a presentation related to the Corporate Key Performance Indicator (KPI) Review. It was recommended that the Panel receive a presentation followed by an opportunity for discussion; and agree any recommendations.
2. The Panel would like to thank Cllr Susan Brown (Leader of the Council), Mish Tullar (Head of Corporate Strategy) and Sally Hicks (Business Intelligence Unit Lead) for attending the meeting to present and answer questions.

Summary and recommendations

3. Cllr Brown, Leader of the Council introduced the item; the development of corporate KPIs was in the very early stages and was being done alongside development of the draft Corporate Strategy 2024-28.

4. The Panel raised a number of points and made various suggestions for consideration as part of the development of corporate KPIs. During discussion around the 'number of affordable homes completed in the year by Oxford City Council' KPI, the Panel noted that the term 'affordable homes' was not necessarily widely understood by residents and communities. There was also a distinction between affordable and social homes, which the Panel agreed should be drawn out within the measure. In addition, the Panel noted that the Council had significant levers to influence the number of homes delivered within Oxford over and above those delivered directly by the Council. As such, the Panel was of the view that the KPI should be expanded to include a figure for direct delivery and a figure for total delivery across Oxford as a whole.

Recommendation 1: That the Council splits the KPI related to 'number of affordable homes completed in Oxford in the year by Oxford City Council' into number of social homes completed and number of affordable homes completed; and expands the measure to include number of homes completed by the Council (direct delivery) versus the number of homes completed overall across the city (total delivery).

5. In relation to the 'number of Oxford Living Wage employers' KPI, the Panel agreed that reporting an abstract number was not helpful as it did not provide any context. The Panel suggested that this KPI should be presented as a percentage of total employers across Oxford, or given a specific denominator so that the measure was meaningful.

Recommendation 2: That the Council contextualises the KPI related to 'number of Oxford Living Wage employers' by presenting that figure as a percentage or including a specific denominator.

6. When discussing the KPI related to 'number of Community Employment Plans which third parties commit to', that Panel agreed that it was important to drill down into that figure in order to show how many jobs had been created locally as a result of those Plans, as this would add context.

Recommendation 3: That the Council expands the KPI related to 'number of Community Employment Plans which third parties commit to' to also include the number of jobs created as a result of those Community Employment Plans.

7. The Panel considered the KPI related to 'number of children leaving primary school who are able to swim a length' and had a discussion around whether this measure was the best proxy for drawing out and tackling inequalities. It was noted that other measures may be more appropriate in terms of indicators of deprivation; and that the Council should engage with Oxford and District Action on Child Poverty to explore existing measures which could feed into the KPIs under the 'Thriving Communities' priority. It was noted that addressing the causes of poverty was largely outside of the Council's control.

Recommendation 4: That the Council engages with Oxford and District Action on Child Poverty to explore appropriate measures of deprivation which already exist and could feed into the KPIs under the 'Thriving Communities' priority, noting that addressing the causes of poverty is largely outside the Council's control.

8. In relation to KPIs under the ‘Zero Carbon Oxford’ priority, the Panel noted that the KPI related to ‘Oxford greenhouse gas emissions measured by the Government tracking towards net zero by 2040’ was influenced by a number of different things, not all of which were in the Council’s control. The Panel felt that this should be recognised by splitting this KPI into emissions which were in the Council’s direct control, those which the Council had some influence over and those which were not within the Council’s control.

Recommendation 5: That the Council splits the KPI related to ‘Oxford greenhouse gas emissions measured by Government tracking towards net zero by 2040’ into the Council’s own emissions, emissions within the city that the Council has a degree of influence over and emissions within the city that are outside the Council’s control.

9. The Panel noted the proposal not to have a corporate level KPI related to air quality. However, given the Council had a statutory responsibility in relation to air quality, the Panel was of the view that it would be appropriate for a KPI related to air quality to sit at the corporate level.

Recommendation 6: That the Council includes a corporate KPI related to air quality.

10. In relation to the KPI related to ‘percentage of ethnic minority staff in total workforce’, the Panel agreed that this measure would be much more meaningful if it focused on the pay gap, rather than the percentage of staff. The Panel further discussed that it would be helpful if this KPI was broadened out to consider the range of equality, diversity and inclusion issues (e.g. gender, disability, sexual orientation).

Recommendation 7: That the Council reframes the KPI related to ‘percentage of ethnic minority staff in total workforce’ to focus on pay gap; and broadens out the KPI to focus on a wider range of equality, diversity and inclusion issues.

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Appendix A
Draft Cabinet response to recommendations of
the Finance and Performance Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Finance and Performance Panel on 22 January 2024 concerning the Corporate Key Performance Indicator Review. The Cabinet is asked to amend and agree a formal response as appropriate.

21

Recommendation	Agree?	Comment
1) That the Council splits the KPI related to 'number of affordable homes completed in Oxford in the year by Oxford City Council' into number of social homes completed and number of affordable homes completed; and expands the measure to include number of homes completed by the Council (direct delivery) versus the number of homes completed overall across the city (total delivery).		The 'number of affordable homes completed in Oxford in the year' - which includes all social rented and shared ownership housing - is felt to be the best overarching figure for a Corporate Level KPI. However, the other subsets of this measure referenced will also be included at Service Level.
2) That the Council contextualises the KPI related to 'number of Oxford Living Wage employers' by presenting that figure as a percentage or including a specific denominator.		As discussed, we ask for this information and hope to be able to provide it in future.
3) That the Council expands the KPI related to 'number of Community Employment Plans which third parties commit to' to also include the number of jobs created as a result of those Community Employment Plans.		This is a relatively new initiative, with the key initial focus being to create as many Community Employment Plans as possible. Over time, the economic development team plans to source and publish information on the number of jobs created.
4) That the Council engages with Oxford and District Action on Child Poverty to explore appropriate measures of deprivation which already exist and could feed into the KPIs under the 'Thriving Communities' priority, noting that addressing the causes of poverty is largely outside the Council's control.		The KPIs for the Thriving Community priority are still under development and the recommendations of the Scrutiny Panel comments are noted.
5) That the Council splits the KPI related to 'Oxford		The KPIs proposed already include both: i) City Council

<p>greenhouse gas emissions measured by Government tracking towards net zero by 2040' into the Council's own emissions, emissions within the city that the Council has a degree of influence over and emissions within the city that are outside the Council's control.</p>		<p>GHG emissions tonnes pa – tracking towards zero by 2030 and ii) Oxford GHG emissions measured by Government tracking towards zero by 2040.</p>
<p>6) That the Council includes a corporate KPI related to air quality.</p>		<p>Air quality will continue to be measured and the data published at service level, however this won't be one of the three Corporate KPIs for Zero Carbon Oxford. Rather it is proposed that in addition to the two carbon measures – Council and City - there will be a metric around residents' satisfaction with parks and green spaces.</p>
<p>7) That the Council reframes the KPI related to 'percentage of ethnic minority staff in total workforce' to focus on pay gap; and broadens out the KPI to focus on a wider range of equality, diversity and inclusion issues.</p>		<p>Each year the Council publishes a significant number of measures around its inclusive employment practices, including the representation of different groups within the workforce and pay gaps. With just one of these measures to be selected as a Corporate KPI for Well Run Council, it is felt the percentage of ethnic minority staff in the total workforce is the right one.</p>

To: Cabinet
Date: 13 March 2024
Report of: Head of Financial Services
Title of Report: Integrated Performance Report for Quarter 3 2023/24

Summary and recommendations	
Purpose of report:	To update the Cabinet on finance, risk and corporate performance matters as at 31 December 2023
Key decision:	No
Executive Board Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	All
Policy Framework:	Corporate Strategy 2020-24

Recommendations:	That Cabinet resolves to:
1.	Note the projected financial outturn as well as the current position on risk and performance as at 31 December 2023.

Appendices	
Appendix A	General Fund - December 2023 Forecast Outturn
Appendix B	Housing Revenue Account - December 2023 Forecast Outturn
Appendix C	Capital Programme – December 2023
Appendix D	Corporate KPIs - December 2023

Introduction and background

1. This report updates the Cabinet on the financial, corporate performance and corporate risk positions of the Council as at 31 December 2023.

Financial Position Overview

2. **General Fund** – the outturn position is forecasting an adverse variance of £1 million against the net budget agreed by the Council in February 2023 of £24.793 million.

3. **Housing Revenue Account (HRA)** – At the end of Quarter 3 the HRA is forecasting a surplus of £0.623m which is an adverse variance of £0.609m to the budgeted surplus of £1.232m, mostly due to a forecast overspend against Responsive & Cyclical Repairs of £1.653m. The majority of this overspend consists of unplanned capital expenditure on repairs and maintenance which has been charged to revenue. Plans are already in progress to mitigate this overspend by capitalisation of part of this expenditure.
4. **Capital Programme** – The budget, as approved at the Council meeting in February 2023, was set at £235.623 million with carry forward of unspent balances in 2022-23 of £19.540 million, some additional budget changes including new allocations, leads to a revised latest budget of £129.956 million. The outturn forecast position is currently £110.964 million with a total slippage of £21.435 million in Quarter 3.
5. **Performance** – There are 19 Corporate Indicators for the current financial year, 7 of which are rated Green (on target); 5 are rated Amber (within a tolerance of target) and 3 are rated Red (outside of target). There are also 4 indicators that have no data available. More details can be found in paragraph 22.
6. **Corporate Risk Management** – There are five red corporate risks at the end of Quarter three. These relate to financial stability, workforce sustainability, climate change emergency, climate change adaptation and increased demand on services. More detail on mitigations of the risks can be found in paragraphs 19 to 21.

Financial Position Detailed Analysis

General Fund Revenue

7. The overall Net Budget Requirement agreed by the Council in February 2023 was £24.793 million after a £1.3 million transfer from general reserves. Since setting the budget, we released pay inflation (£1.6m in Q2) in line with the agreed pay award and utilities contingency (0.937m in Q3). The forecast outturn against this budget indicates £1 million overspend for reasons given below.
8. As of 31st Dec 2023, the General Fund Service Areas are forecasting an adverse variance of £2.2 million against the latest budget of £32.875 million. These variances are summarised below:
 - Housing Services – pressure of £0.900 million forecasted, emergency temporary accommodation costs are increasing rapidly due to the national rise in the cost of living. The pressure is shown net of any potential housing benefit. The proposed in-year mitigation is to acquire, via a lease, properties suitable for this purpose. The cost of the lease should be able to be funded from the associated Housing Benefit, but there may be a requirement for additional staff to manage the properties.

The rise in Temporary Accommodation usage is part of a national trend, with temporary accommodation levels in England now at the highest level since records began.
 - Community Services – overall pressure of £0.022m, which is broken down into:

- £0.026m pressure in salary for wellbeing officer – Sports and physical activity
- £0.062m savings in fusion contract – Leisure contract
- £0.102m savings in salaries (vacancies) – Community centres
- £0.054m savings in salaries (vacancies) – Youth Ambition
- £0.270m majority of the pressure relates to SAC business rates (due to delay in letting)
- £0.016m savings majority relates to museum and lights – Culture
- £0.040m savings in salaries (vacancies) – Localities
- Utilities – corporate contingency of £513k was released in for year-to-date to offset pressure.
- Corporate Property – total pressure of a total of £0.840m due to:
 - £0.640m reduced income due to delays in the letting of St Aldates Chambers and Cadogan house.
 - £0.200m Property services is underachieving income due to capital recharges projected to be less than budget.
- ODS Client - a favourable variance of £0.222m due to a slight increase in car parking income but mainly due to a rebate on Business rates in respect of Oxpens car park. Backdated dividends of £4 million have been paid by ODS in January which will be picked up in future reports
- Business Improvement – total pressure of £0.375m; most of this relates to staffing overspends in the contact centre arising from unrealised savings due to the delay on implementation of new systems; unbudgeted maternity cover; and low staff turnover leading to higher than budgeted staffing costs as staff progress through the trainee grading scales and ICT telephony contract.
- Financial Services - £0.062m overall pressure, due to previously agreed procurement savings being unable to be identified across the organisation.
- Planning Services - £0.319 overall pressure due to:
 - £0.284m pressure mainly due to planning income underachieving – Development
 - £0.045m savings in salaries (vacancies) - planning support services
 - £0.050m savings in salaries (vacancies) – Spatial Development
 - £0.130m pressure which is mainly due to shortfall in building control and regulatory income.
- Corporate - This overspend position is offset by a revised forecast variance within the corporate accounts for interest on borrowing and receivable from investments. This is showing a favourable variance of £1.1 million which is due to higher than anticipated cash for investment, borrowing being lower than anticipated caused by slippages in the capital programme and more use of internal balances anticipated in lieu of external borrowing.

Efficiencies

9. There are £1.993 million of new efficiencies and transformation savings introduced or continuing into the 2023/24 budget. Some of these savings are already at risk of not being met. The table below shows a summary of the savings and highlights those known to be at risk which have been reflected in the forecast outturn where appropriate. All savings are being closely monitored by the Finance team and Heads of Service and are being reported to the Organisational Change Board on a monthly basis.
10. As highlighted above there are pressures on the Customer Services salary budgets together with shortfalls in income forecasts for the letting of St Aldate's Chambers. However, St Aldate's Chambers has now been successfully let, so this is a one-off pressure.

Service Area	Description	23/24 Budgeted Saving £000s	On Track	Comments
Business Improvement	Housing System rationalisation saving (ICT element)	(65)	Y	
Business Improvement	Vacancy factor	(50)	N	Pressures on existing salary budget
Business Improvement	Savings from Customer experience change programme	(44)	N	Pressures on existing salary budget
Business Improvement	ICT Savings from change programme	(46)	Y	
Business Improvement	Savings from Customer experience change programme	(7)	N	Reliant on delivery by another dept; unlikely to realise any benefit in current year.
Community Services	Projected loss in room hire income - Covid related (60% reduction in 21-22, 40% reduction in 22-23) - base budget £233k in 22/23	(98)	Y	
Community Services	Projected loss in Town Hall income - Covid related - base budget in 22/23 is £808k - some cost savings already included in 21/22	(250)	Y	
Community Services	Invest in leisure during a changing market to devise a new model and consider new arrangements	(200)	Y	
Community Services	Future Working Programme (SAC) - Projected TH Hall Income Loss	34	N	Delays to letting out of SAC
Community Services	Future Working Programme (SAC) - Projected Expenditure Savings	(235)	N	Delays to letting out of SAC
Community Services	Vacancy factor	(54)	Y	
Corporate Property	Income pressures resulting from Covid19 on commercial income based on assumptions previously submitted which includes Westgate - current budget is £12m	190	Y	
Corporate Property	Reversal of previous budget to create 1 FTE to deliver Investment Property Strategy - require dedicated resource to oversee purchase process	(60)	Y	
Corporate Property	Future Working Programme (SAC) - Rent Income	(440)	N	Delays to letting out of SAC
Corporate Property	Future Working Programme (SAC) - Projected Corporate Property R&M savings	(42)	Y	Assumed R&M is minimal as building is unoccupied.
Corporate Property	1-3 George St - OxLEP part funded Capital Project (Returns on £1.9m Capital Programme)	(105)	N	Further delays, project slipping, handover is likely to be Q4 at earliest
Corporate Property	Cave Street Regeneration Project (assumed Income streams)	114	Y	
Corporate Property	Vacancy factor	(9)	Y	
Corporate Property	Vacancy factor	(5)	Y	
Environmental Sustainability	Environmental Sustainability - post saving	(66)	Y	
Environmental Sustainability	Vacancy factor	(5)	Y	
Environmental Sustainability	£23k funding from Planning fee income to contribute towards G5 officer role to support Environmental Quality team with assessing various environmental impacts of developments. Remaining £12k costs will be covered by existing resources. Link to pressure on line 2	(23)	Y	
Environmental Sustainability	£25k funding from Selective Licencing income to pay for additional 0.5FTE of Energy Efficiency Officer to provide increased support on securing funding driving energy efficiency uptake in the Private Rented Sector.	(25)	Y	
Financial Services	Housing Benefit & Council Tax Support Admin grants base review with a current budget of £443k - Council Tax Admin being rolled into RSG in 23/24 (£197k)	65	Y	
Financial Services	Vacancy factor	(21)	Y	
Financial Services	Savings from contract change programme - unallocated	(50)	N	Difficulty identifying procurement savings across the organisation
Financial Services	Savings of 0.2FTE from flexi retirement	(10)	Y	
Financial Services	Revenues & Benefits management changes	(60)	Y	
Financial Services	Increased income - currently circa £200k per annum	(20)	Y	

Housing Services	Housing needs system and structure change	(50)	Y	Funded from reserves - will be achieved
Housing Services	Vacancy factor	(37)	Y	
Housing Services	Savings from Customer experience change programme	(33)	Y	Savings have been factored into the new structure.
Law and Governance	vacancy factor	(30)	Y	Savings on target to be met.
Law and Governance	Unallocated budget not required	(3)	N	Pressures on existing budget for Committee and Member Services
Law and Governance	Manageable savings within general contracted services	(7)	Y	Savings on target to be met.
Law and Governance	Member training budget - free training is available from LGA	(2)	Y	Savings on target to be met.
Law and Governance	Members books and publication budget - currently unused	(1)	Y	Savings on target to be met.
Law and Governance	It is proposed to add an additional grade 10 full time permanent property lawyer to the establishment to be funded by way of a recharge to Oxford City Housing Limited	69	Y	Savings on target to be met.
Law and Governance	Additional SLA income from OCHL	(69)	Y	Savings on target to be met.
Oxford Direct Services	Channel shift to cashless payments for car parks £30k base budget	(10)	Y	
Oxford Direct Services	ODS Clienting	60	Y	
Oxford Direct Services	Removal of all recycling banks - option 1	(27)	Y	
Oxford Direct Services	Reducing streetscene in city centre	(30)	Y	
Planning	Paperite Digitalisation of Planning -on the back of investment in new planning system, savings can be achieved in 2024/25	(73)	Y	Savings met
Planning	Vacancy factor	(16)	Y	Savings met
Planning	Savings from Customer experience change programme	(15)	Y	Savings met
Regeneration & Economy	Vacancy factor	(8)	Y	
Regulatory Services & Comm	Reduce hours of Community Safety Support Officer	(13)	Y	
Regulatory Services & Comm	Vacancy factor	(17)	Y	
Regulatory Services & Comm	Cover base budget costs of 0.5FTE Tenancy Relations Officer post with licence fees	(24)	Y	
Regulatory Services & Comm	Funding from HRA to cover additional CCTV costs	(10)	Y	
Regulatory Services & Comm	Reduction of Team Manager post	(60)	Y	
TOTAL Efficiencies and Transformation		(1,993)		

Housing Revenue Account (“the HRA”)

- The HRA budgeted surplus agreed by the Council in February 2023 was £1.232 million. The current forecast outturn is expected to be an adverse variance of £0.609 million, giving a total surplus of £0.623 million.
- The adverse variance is predominantly due to unplanned capital expenditure currently charged to Responsive & Cyclical Repairs. Plans are already in progress to transfer the unbudgeted expenditure that is eligible for capitalisation by the end of the financial year, mitigating the current forecasted overspend.

Capital

- The budget, as approved by the Council at its meeting in February 2023, was set at £235.623 million. Since this point, some of the required carry forwards of underspends from 2022/23 have been included as well as in-year Budget Slippage. Budgets have also been reprofiled accordingly, giving a revised budget at end of December 2023 of £129.956 million.
- Spend against the budget at the end of December 2023 is £42 million in total which is 32% of the budget. The latest forecast outturn as of December 2023 is £110.963 million.

General Fund Capital

- A summary of the General Fund schemes by project type is shown below and this provides an insight into the value of development projects that the Council is

undergoing. It also highlights that a significant percentage of the capital programme relates to Housing Company Loans of which the spend is reliant on the progress of the Housing company development programme. From the start of 2023/24 a revised approach to aligning the OX Place Business Plan with the quarterly Capital Monitoring has been in place and this should realise improved projections in terms of both loans to the company and HRA purchases.

Project Classification	Projects	Latest Budget	Spend to Date	% Spent	Q3 Forecast	Variance from Q2
Project - Development	32	21,129,897	3,627,628	17%	20,845,405	(6,197,751)
Project - ICT	26	2,502,073	921,396	37%	2,541,043	(168,150)
Project - Compliance	4	1,807,456	476,727	26%	2,036,426	(170,000)
Project - Other	12	2,392,587	486,687	20%	2,384,395	487,528
Rolling Programme	9	5,298,363	2,383,087	45%	5,328,879	(1,461,425)
Housing Company Loans	2	13,043,000	3,298,620	25%	13,043,000	-
Other Capital Spend	14	13,746,827	5,464,094	40%	13,377,182	(247,286)
General Fund Total	99	59,920,203	16,658,240	28%	59,556,331	(7,757,084)

Only 32% of the General Fund Capital budget has been spent at Q3 with further slippages and underspends since last quarter of £7.7 million. Some schemes will pick up in the last quarter. Key Forecast Outturn Budget Variances as of 31st December 23 are:

- Disabled Facilities Grants (E3521) – Forecast Outturn is £0.123m underspend against latest budget, HIA with referrals being progressed.
- Cowley Marsh Extension (T2309) & Depot Rationalisation (T2301) - £167k overspend forecasted due to delays -wet weather and tree felling not originally budgeted, also additional land to support potential development at Horspath is essential.
- Gloucester Green Car Park (H&S) (B0100) - £229k overspend forecasted. Seeking additional budget approval through Budget Setting process
- Covered Market masterplan and enabling works (B0154) – £414k slippage due to further delays to works due to additional procurement required.

HRA

16. A summary of the HRA schemes by project type is shown in the table below, and this shows that a significant element of the capital programme is a rolling programme, for example kitchen and bathroom replacements, heating, and electrics etc. The other large element is the Other Capital Spend classification, and these schemes relate to acquisitions and developments.

Project Classification	Projects	Latest Budget	Spend to Date	% Spent	Q3 Forecast	Variance from Q2
Project - Development	4	1,602,947	404,658	25%	1,825,050	222,103
Project - Compliance	1	176,802	29,781	17%	176,802	-
Project - Other	2	675,000	563,379	83%	2,278,000	1,848,000
Rolling Programme	23	18,594,621	8,664,686	47%	17,593,911	(1,661,904)
Other Capital Spend	11	48,978,262	15,730,894	32%	29,524,811	(19,068,222)
HRA Total	41	70,027,631	25,393,397	36%	51,398,574	(18,660,023)

17. Details of the HRA main schemes being slipped are as follow:

- **Tower Blocks** – discussions are still ongoing with the contractor in regards to completing the outstanding works, £500k expenditure is likely to slip into next year.
- **Controlled Entry** – a work programme is currently being compiled and will be delivered during 2024/25 £300k slippage.
- **Major Voids** – High level of voids requiring capital works resulting in an overspend of £500k. The high level of voids is due to a high number of existing tenants moving into recently completed new build accommodation.
- **Damp Proof Works** – Although some urgent works have been undertaken, a planned approach is currently being developed to ensure that resources are used in an efficient and effective manner. This means that there will be some slippage of £300k this year.
- **Kitchens & Bathrooms** – This line has been disaggregated into two separate lines which is forecasting slippage of approximately £100k based on extrapolation of current spend to date.
- **Heating** - This line has been disaggregated into two separate lines which is forecasting slippage of approximately £100k based on extrapolation of current spend to date.
- **Doors & Windows** – profiled to overspend by £300k
- **Communal Areas** – a programme of works is currently being developed in preparation for next financial year and a slippage of £650k is forecast
- **Fire Doors** – contracts have been awarded and work has commenced on the additional blocks and the forecast has been realigned by bringing back £500k into 2023/24.
- **Great Estates Programme** – scheme has been paused to help redress the forecast overspend elsewhere within the HRA Repairs & Maintenance Programme. Forecasting an underspend of £350k.
- **Fencing** – the demand for replacement fencing has reduced due to the older fences damaged by the previous storms being replaced or repaired over the last 2-3 years - forecast underspend of £800k.
- **Oxford North** – the spend profile has been updated and subsequently £811k has been brought forward.
- **LAHF Acquisitions** – All 7 properties have now been purchased but refurbishment costs of £400k likely to be incurred during 2024/25
- **LAHF 2 Acquisitions** – Expected completion of 1-2 properties this financial year at a value of £533k, with commitment to purchase remainder in early part of 2024/25
- **Acquisition of Additional Units** – the proposed acquisition of additional units has been delivered through the LAHF 1 & LAHF 2 programmes resulting in slippage of £2,466k.
- **East Oxford development** – Delays in engaging the main contractor have resulted in the slippage of £904k forecast expenditure.

- **Properties Purchased from OCHL** – significant delays to individual schemes within the programme mean that a number of schemes will complete during Quarter 1 of 2024/25 with an estimated slippage of £16,240k.
- **Northfield Hostel** – scheme is behind programme and there is also a need to re-tender for the main build contract meaning a slippage of £691k.
- **Lanham Way** – scheme forecast has been reprofiled in line with latest projections and £500k has been brought forward.
- **SHAP Acquisitions** – on target to spend circa £1.070m in 2023/24.
- **Juniper** – this scheme has now been aborted and therefore no capital spend is forecast. **Next Steps Accommodation Programme** – this scheme is complete.

Corporate Risk

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

- **Financial Stability** – this is the risk of the Council being unable to deliver its plans and corporate priorities due to lack of finance. The causes that would give rise to this risk occurring are multiple including inflation, demand, and lack of prioritisation. A number of potential mitigations have been identified including better prioritisation, reduction in expenditure, income and efficiencies from companies, and expenditure restraint including around the capital programme.
- **Workforce sustainability** – this is the risk of loss of workforce due to various factors including inability to compete with costs, too much pressure being placed on staff and shortage of staff with the required skills in different areas resulting in low morale, an impact on wellbeing, high turnover, poorer outcomes and impact on service delivery. Potential mitigations include the Council doing less, pay and reward being reviewed to be market equivalent and improving recruitment processes. This should be mitigated by the pay award which was recently agreed with trade unions.
- **Climate Change Emergency** – this is the risk of being unable to meet climate change targets, both local and national due to conflicting policies, pace of delivery and a skills and technology gap leading to an impact on reputation, commercial property letting, increased extreme weather and an adverse impact on the workforce and residents.
- **Climate Change Adaptation** – whereby the Council and its communities are exposed to the future impacts of climate change due to inability to deal with climate change adaptation because of lack of funding or awareness of different options leading to an increased exposure to future weather events, damage to reputation and infrastructure and an adverse financial impact.

The Council does not have control over the global climate position but it can make changes and improvements within its sphere of influence. The Council has made action on climate change one of its corporate priorities and has stepped up its programme of action, partnering and influencing to seek to mitigate social health and environmental impacts on the city.

- **Increased demand on services** – Various external factors such as rising levels of homelessness and the cost of living crisis is putting an increased demand on services provided by the Council, exacerbated by reducing preventative services resulting in reduced staff morale, pressure on staff and services, reductions in customer satisfaction and longer term upward pressure on budgets.

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

Current Risk	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q3 2023/24
Red	8	8	8	9
Amber	42	42	42	40
Green	19	19	19	18
Total risks	69	69	69	67
New risks in quarter	0	0	0	4
Closed	1	0	0	6

20. The number of red service area risks has increased to 9. This is due to 2 previously amber risks moving to red and one previous red risk moving to amber. The latter is the planning service risk relating to partnership challenges and the effect they can have on securing agreements in order to deliver work plan commitments.

Details of the Red risks are as follows beginning with the newly added red risk:

- **Housing Services** – this relates to concerns over the timely delivery of the Adult Homeless Pathway transformation programme to provide sufficient reprofiled services of good quality across the County resulting in increased rough sleepers and homelessness presentation which in turn leads to increased costs to the City Council.
- **Financial Services** – this relates to risks of a successful challenge to a procurement arising through not following proper procedures due to capacity pressures on staff and because of increased challenges in the procurement area from suppliers who fail to win contracts.
- **Financial Services** – this relates to employee ability to deliver services due to increased workloads and the volume of emails, which together with the many on-line meetings is placing excessive pressure and demands on staff and managers. This risk is largely within the control of the Council, although it cannot be fully controlled within the service area itself.
- **Planning** – this relates to delays to Council projects caused by outside agencies. The probability of this risk occurring can only be influenced to a limited extent through greater collaboration on key projects, but the impact can be influenced to a higher degree with a proactive approach to intervention and communications.

- **Planning** - this relates to Government legislation resulting in substantial changes to the planning system, such as relaxation of Change of Use, or the Prior Approval regime extended. Expectations of politicians and the local community impacting on resources and priorities. The probability of this risk occurring is out of the Council's control, except through response to consultations. However, the impact of the risk can be mitigated by maintaining responsiveness and plan for change.
- **Housing Services** – this relates to increased homelessness costs providing temporary accommodation and rent top-up payments, which has been additionally impacted due to the pandemic, lockdown and economic recession increasing homelessness demand. Control measures include undertaking a review of the approach to temporary accommodation to ensure faster move-on, informed by the “Housing First” approach, undertaking work to look at options for stock rationalisation of temporary accommodation units and bidding for any further funding available from Department for Levelling Up, Housing and Communities (DLUHC) to help fund provision for rough sleepers.
- **Community Services** – this relates to the Hinksey Heated Outdoor Pool Cover. Risk of incident, injury, vandalism costs, liability and negative publicity
- **Regeneration & Major Projects** – this relates to Staff Capacity. There is little capacity within the team to provide cover for other team members if required. Internal and external projects and programmes are running to similar timescales creating resourcing pressures. Staff resource and works needs to be carefully prioritised to handle demand.
- **Regeneration & Major Projects** – this relates to Project Delays due to unforeseen circumstances and external factors resulting in reduced performance and missed targets on capital projects which affect overall expenditure, MTFP spend or grant stipulations.

Performance Indicators

21. There are three red corporate performance indicators being reported at the end of quarter 3, these relate to:
- % reduction of call volume into Customer Contact Centre for Housing and Revenues and Benefits only –a target of 5% with an actual of 1.5% more calls than previous year; YTD calls increased to around 1493 more than last year with Housing, Council tax and benefits all seeing an increase in call volumes this year compared to last year.
 - Council spend with local business – target of 40% with an actual of 30.35% - Large Payment made of £1.4m to a non-local supplier has impacted this month reducing the % to 17.80%, and further investigation work is being undertaken;

Financial implications

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

Legal issues

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

Level of risk

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

Equalities impact

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

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Background Papers: None

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Appendix A

General Fund Outturn Report 23/24 @ 31 December 2023	Approved Budget (per Budget book)	Previous Months Budget	Current Month Virements & Ear Marked Reserve Transfers	Latest Budget	Actual YTD	Projected Outturn against Latest Budget	PO Variance	PO Variance (Prev Quarter)	PO Variance Mvt from Previous Quarter
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
S13 - Housing Services	4,383	2,542	126	2,668	2,332	3,568	900	750	150
S15 - Community Safety	710	764		764	607	764			
S22 - Community Services	4,275	4,199	595	4,794	3,557	4,816	22	620	(598)
Communities & People	9,368	7,505	721	8,226	6,496	9,148	922	1,370	(448)
S09 - Corporate Property	(8,027)	(8,112)	211	(7,901)	(7,846)	(7,061)	840	740	100
S10 - Regeneration & Economy	810	785		785	486	785			
S16 - Planning Services	349	301		301	29	620	319		319
Development	(6,868)	(7,026)	211	(6,815)	(7,331)	(5,656)	1,159	740	838
S01 - Corporate Strategy	905	829		829	575	785	(44)	(44)	
S20 - Environmental Sustainability	946	967	4	971	590	971			
Chief Executive	1,851	1,796	4	1,800	1,165	1,756	(44)	(44)	
S26 - Oxford Direct Services Client	13,091	13,438		13,438	11,218	13,216	(222)	(222)	
ODS Development Director	13,091	13,438		13,438	11,218	13,216	(222)	(222)	
S03 - Business Improvement	9,242	9,227		9,227	7,611	9,602	375	220	155
S32 - Financial Services	3,380	3,369		3,369	2,814	3,431	62	62	
S33 - Chief Executive	1,086	1,061		1,061	861	1,061			
S34 - Law and Governance	2,607	2,569		2,569	1,681	2,569			
Corporate Resources	16,315	16,226		16,226	12,967	16,663	437	282	155
Directorate Total Excl SLA's & Capital Charge	33,757	31,939	936	32,875	24,515	35,127	2,252	2,126	545
SLA's & Capital Charges	(9,632)	(9,632)		(9,632)	3,849	(9,632)			
Corporate Accounts	(1,877)	(1,877)		(1,877)	7,838	(3,282)	(1,405)	(1,052)	(353)
Contingencies	3,817	3,959	(937)	3,022	3,022	3,230	208	(600)	808
Total Corporate Accounts & Contingencies	1,940	2,082	(937)	1,145	7,838	(52)	(1,197)	(1,652)	455
Net Expenditure Budget	26,065	24,389	(1)	24,388	36,202	25,443	1,055	474	1,000
S48D - Transfers To/From Earmarked Reserve	(1,271)	401		401	1,634	401			
Net Budget Required	24,794	24,790	(1)	24,789	37,836	25,844	1,055	474	1,000
Funding									
S47A - External Funding	197	197		197	606	197			
S47B - Council Tax Funding	15,693	15,693		15,693		15,693			
S47C - Parish Precept	(277)	(277)		(277)	(277)	(277)			
S47D - NDR Funding	8,517	8,517		8,517	(19,936)	8,517			
S47E - New Homes Bonus	663	663		663	498	663			
Total Funding Available	24,130	24,130		24,130	(19,109)	24,130			
(Surplus) / Deficit for the year	664	660	(1)	659	56,945	1,714	1,055	474	1,000

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Appendix B

HRA Report 23/24 @ Dec 2023	Approved Budget (per Budget book)	Revised Approved Budget @ 31st Dec 2023	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 31st Dec 2023	Projected Outturn against Latest Budget @ 31st Dec 2023	Projected Outturn Variance
	£000's	£'000's	£000's	£000's	£'000's	%	£'000's	£000's
Dwelling Rent	(48,344)	(48,344)	(36,282)	(36,258)	(24)	75%	(48,344)	
Service Charges	(2,194)	(2,797)	(2,056)	(2,097)	41	74%	(2,797)	
Garage Income	(228)	(228)	(204)	(171)	(32)	89%	(272)	(44)
Miscellaneous Income	(806)	(806)	(859)	(607)	(252)	107%	(1,006)	(200)
Right to Buy (RAF)			(17)		(17)			
Net Income	(51,572)	(52,175)	(39,418)	(39,134)	(284)		(52,419)	(244)
Management & Services (Stock Related)	12,852	12,852	8,533	8,660	(127)	66%	12,712	(140)
Other Revenue Spend (Stock Related)	972	972	167	454	(287)	17%	632	(340)
Misc Expenditure (Not Stock Related)	872	872	184	253	(69)	21%	872	
Bad Debt Provision	840	840	352	635	(283)	42%	520	(320)
Responsive & Cyclical Repairs	15,202	16,836	13,748	12,154	1,594	82%	18,489	1,653
Interest Paid	9,517	8,620	6,465	6,465		75%	8,620	
Depreciation	10,133	9,998				0%	9,998	
Total Expenditure	50,388	50,990	29,449	28,621	828		51,843	853
Net Operating Expenditure/(Income)	(1,184)	(1,184)	(9,969)	(10,513)	544		(576)	609
Investment Income	(48)	(48)	(36)	(36)	()	75%	(48)	
Other HRA Reserve Adjustment								
Total Appropriations	(48)	(48)	(36)	(36)	()		(48)	
Total HRA (Surplus)/Deficit	(1,232)	(1,232)	(10,005)	(10,549)	544		(623)	609

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Housing Delivery Projects												
M5025	Barton Park - Purchase by Council	Housing Delivery	10,000,000	-	(3,356,000)	6,644,000	3,281,620	3,362,380	-	-	6,644,000	
M5026	Housing Company Loans (excl Barton)	Housing Delivery	30,000,000	-	(22,292,000)	7,708,000	-	7,708,000	-	-	7,708,000	
M5032	Barton Park - loan to OCHL	Housing Delivery	10,000,000	-	(4,665,000)	5,335,000	3,298,620	2,036,380	-	-	5,335,000	
M5034	Affordable Housing Supply	Housing Delivery	1,086,000	-	(958,000)	128,000	-	128,000	-	-	128,000	
M5035	Growth Deal Registered Provider	Housing Delivery	706,000	-	(272,000)	434,000	-	434,000	-	-	434,000	
M5037	Northern Gateway (Oxford North)	Housing Delivery	9,993,538	-	(8,836,033)	1,157,505	4,089	1,153,416	-	-	1,157,505	
Housing Supply Projects Total			61,785,538	-	(46,979,033)	21,406,505	6,584,329	14,822,176	-	-	21,406,505	
Planning Projects												
T2299	Controlled Parking Zones	Planning Services	-	53,000	4,000	57,000	-	57,000	-	-	57,000	
F7024	St Clements Environmental	Planning Services	-	31,197	(31,197)	-	-	-	-	-	0	
F7011	Headington Environmental	Planning Services	-	-	-	-	-	-	-	-	0	
Planning Projects Total			-	84,197	(27,197)	57,000	-	57,000	-	-	57,000	
Development Directorate Total			100,909,912	3,592,021	(56,793,763)	47,798,171	11,766,836	36,031,335	(279,088)	(502,358)	228,970	47,524,572
Corporate Resources												
Business Improvement Projects												
C3044	ICT Software and Licences	Business	245,000	20,570	-	265,570	265,570	-	-	-	265,570	
C3058	CRM Lagan Replacement	Business	-	50,930	-	50,930	2,666	48,264	-	-	50,930	
C3060	End-Point Devices (Desktops/Laptops)	Business	150,000	150,676	-	300,676	35,213	265,463	-	-	300,676	
C3062	Datacentre Upgrade	Business	-	-	-	-	-	-	-	-	0	
C3066	Telephony Device Refresh	Business	60,000	28,334	-	88,334	26,284	62,051	-	-	88,334	
C3068	Windows 2008 Server Replacement	Business	-	(120)	-	(120)	(654)	534	120	120	0	
C3070	Business Process Automation Full Rollout	Business	-	(120)	120	-	-	-	-	-	0	
C3072	Forms Engine Replacement	Business	-	10,158	-	10,158	-	10,158	-	-	10,158	
C3077	Info@Work Enterprise Upgrade Rollout	Business	-	(1,000)	-	(1,000)	-	(1,000)	-	-	(1,000)	
C3082	Website Redesign	Business	-	85,350	-	85,350	100,894	(15,544)	-	-	85,350	
C3083	FOI System	Business	-	-	-	-	(19,688)	19,688	-	-	0	
C3084	Aggresso Update	Business	-	92,202	-	92,202	123,597	(31,395)	0	0	92,202	
C3085	ICT - I-trent replacement	Business	75,000	-	-	75,000	-	75,000	-	-	75,000	
C3086	ICT - QL Exploitation Programme	Business	80,000	-	74,000	154,000	167,354	(13,354)	-	-	154,000	
C3087	ICT - replacing Netcall contact centre tel	Business	75,000	-	-	75,000	19,521	55,479	-	-	75,000	
C3088	ICT - replacing Uniform (building control)	Business	-	-	-	-	-	-	-	-	0	
C3089	ICT - Asset Management System	Business	300,000	-	-	300,000	18,662	281,338	-	-	300,000	
C3090	ICT - Extension of existing Alemba case	Business	20,000	-	-	20,000	15,996	4,004	-	-	20,000	
C3091	ICT - scanning of all paper planning files	Business	150,000	-	-	150,000	-	150,000	-	-	150,000	
C3092	ICT - Replacement of IKEN - L&G case ma	Business	75,000	-	-	75,000	-	75,000	60,000	60,000	135,000	
C3093	ICT - Replacement of ArcGIS geospatial	Business	25,000	-	-	25,000	-	25,000	-	-	25,000	
C3094	ICT - Information @ Work major upgrad	Business	15,000	-	-	15,000	-	15,000	-	-	15,000	
C3095	ICT - Redesign of Council Website	Business	100,000	-	-	100,000	13,330	86,670	-	-	100,000	
C3096	ICT - Open Revenue Cloud Migration	Business	-	-	-	-	-	-	-	-	0	
C3097	ICT - Refresh of content and taxonomy	Business	25,000	-	-	25,000	3,850	21,150	(21,150)	(21,150)	3,850	
C3098	ICT - Aggresso upgrade and migration to	Business	350,000	-	-	350,000	103,667	246,333	-	-	350,000	
C6000	ICT - feasibility	Business	180,000	-	-	180,000	-	180,000	-	-	180,000	
C3081	Capitalised ICT Projects	Business	468,200	220,390	-	688,590	318,411	370,179	-	-	688,590	
Business Improvement Projects Total			2,393,200	657,370	74,120	3,124,690	1,194,673	1,930,016	38,970	38,970	-	3,163,660
Financial Services Projects												
M5023	OxWED Loans	Financial Services	1,150,000	-	(1,150,000)	-	-	-	-	-	0	
B0144	Salary Costs across the Council to be	Financial Services	935,000	268,380	-	1,203,380	21,128	1,182,252	-	-	1,203,380	
C3067	Paris Payment System, Replacement /	Financial Services	-	-	-	-	-	-	-	-	0	
C3078	Revs and Bens System Replacement	Financial Services	-	-	-	-	-	-	-	-	0	
C3080	Telephony Contract Replacement	Financial Services	-	31,963	-	31,963	35,200	(3,237)	-	-	31,963	
Financial Services Projects Total			2,085,000	300,343	(1,150,000)	1,235,343	56,327	1,179,016	-	-	-	1,235,343
Law & Governance												
L1000	Audio & Visual Equipment	Law & Governance	-	8,887	-	8,887	(3,895)	12,782	-	-	8,887	
Law & Governance Projects Total			-	8,887	-	8,887	(3,895)	12,782	-	-	8,887	
Corporate Resources Directorate Total			4,478,200	966,600	(1,075,680)	4,368,920	1,247,106	3,121,814	38,970	38,970	-	4,407,890
Chief Executive												
Environmental Sustainability Projects												
E3558	Go Ultra Low Oxford - On Street	Environmental	-	501,750	-	501,750	17,043	484,707	-	-	501,750	
E3560	Go Ultra Low Oxford - Taxis	Environmental	5,215	34,861	-	40,076	190	39,887	(0)	(0)	40,076	
E3563	Clean Bus Technology Grants	Environmental	-	-	-	-	-	-	-	-	0	
E3565	Decarbonisation Fund - OCC element	Environmental	-	120,268	-	120,268	15,126	105,142	-	-	120,268	
B0127	ZEZ Phase 1 Feasibility	Environmental	141,000	-	-	141,000	-	141,000	-	-	141,000	
E3568	Leisure Centre LED Lighting Feasibility	Environmental	-	33,000	-	33,000	5,390	27,610	(2,000)	(2,000)	31,000	
Environmental Sustainability Projects Total			146,215	689,880	-	836,095	37,749	798,346	(2,000)	(2,000)	-	834,095
Chief Executive Total			146,215	689,880	-	836,095	37,749	798,346	(2,000)	(2,000)	-	834,095
General Fund Total			116,970,650	8,134,608	(63,791,315)	59,929,090	16,651,860	43,277,230	(163,873)	(594,054)	229,181	59,565,218

Housing Revenue Account Capital Programme												
HRA - Property Services Schemes												
N6384	Tower Blocks	HRA	-	731,470	-	731,470	137,709	593,761	(500,000)	(500,000)	-	231,470
N6385	Adaptations for disabled	HRA	1,156,000	-	244,000	1,400,000	1,114,085	285,915	-	-	-	1,400,000
N6386	Structural	HRA	1,750,000	299,204	(49,204)	2,000,000	1,861,047	138,953	(0)	(0)	-	2,000,000
N6387	Controlled Entry	HRA	407,522	25,439	(1,022)	431,939	12,758	419,181	(300,000)	(300,000)	-	131,939
N6388	Major Voids	HRA	560,000	(37,538)	277,538	800,000	991,504	(191,504)	500,000	-	500,000	1,300,000
N6389	Damp-proof works (K&B)	HRA	75,000	28,156	396,844	500,000	38,727	461,273	(300,000)	(300,000)	-	200,000
N6390	Kitchens & Bathrooms	HRA	1,450,000	-	250,000	1,700,000	-	1,700,000	(1,700,000)	(100,000)	(1,600,000)	0
N7057	Kitchens	HRA	-	210,419	(210,419)	(0)	578,920	(578,921)	1,000,000	-	1,000,000	1,000,000
N7058	Bathrooms	HRA	-	13,262	(13,262)	(0)	284,474	(284,475)	600,000	-	600,000	600,000
N6391	Heating	HRA	2,393,000	-	107,710	2,500,710	-	2,500,710	(2,500,710)	(100,710)	(2,400,000)	0
N7031	Homes at Barton	HRA	-	-	-	-	-	-	-	-	-	0
N7059	Boilers Only	HRA	-	268,903	(268,903)	(0)	1,023,387	(1,023,387)	1,650,000	-	1,650,000	1,650,000
N7060	Heating Systems	HRA	-	(161,193)	-	(161,193)	211,445	(372,637)	750,000	-	750,000	588,807
N6392	Roofing	HRA	700,000	99,209	-	799,209	589,810	209,400	-	-	-	799,209
N6395	Electrics	HRA	723,000	275,973	63,353	1,062,326	801,535	260,790	0	0	-	1,062,326
N6434	Doors and Windows	HRA	500,000	191,955	(955)	691,000	740,559	(49,559)	300,000	-	300,000	991,000
N7020	Extensions & Major Adaptions	HRA	1,345,892	(120,453)	(825,439)	400,000	231,791	168,210	(0)	(0)	-	400,000
N7026	Communal Areas	HRA	810,773	20,363	-	831,136	59,930	771,206	(650,000)	(650,000)	-	181,136
N7033	Energy Efficiency Initiatives	HRA	4,915,000	1,462,807	(2,439,807)	3,938,000	402,810	3,535,190	0	0	-	3,938,000
N7044	Lift Replacement Programme	HRA	488,899	6,069	(294,968)	200,000	31,879	168,122	(0)	(0)	-	200,000
N7048	Fire doors	HRA	2,417,594	473,295	(1,990,889)	900,000	435,993	464,008	500,000	500,000	-	1,400,000
N7049	Compulsory purchase of property	HRA	-	473,295	(473,295)	-	89	(89)	-	-	-	0
N7067	Renewal Of Fire Alarm Panels	HRA	154,000	22,802	-	176,802	29,781	147,021	-	-	-	176,802
N7052	HRA Stock Condition Survey	HRA	195,000	323,246	(333,246)	185,000	167,711	17,289	0	0	-	185,000
N7032	Great Estates Programme	HRA	1,851,254	(638,872)	(812,382)	400,000	42,109	357,890	(350,000)	-	(350,000)	50,000
N7071	Fencing	HRA	400,000	-	600,000	1,000,000	103,969	896,031	(800,000)	-	(800,000)	200,000
N7072	QL Improvements	HRA	245,000	-	245,000	490,000	-	490,000	-	-	-	490,000
N7073	Southfield Park Leases	HRA	1,500,000	-	-	1,500,000	-	1,500,000	-	-	-	1,500,000
N7074	Oxford North Development	HRA	8,355,798	-	202	8,356,000	6,172,259	2,183,740	811,000	811,000	-	9,167,000
N7075	LAHF Acquisitions	HRA	-	-	1,888,067	1,888,067	1,579,364	308,703	(400,000)	(400,000)	-	1,488,067
N7076	Major Voids – Kitchens and Bathrooms	HRA	-	-	-	-	219,148	(219,148)	300,000	-	300,000	300,000
N7077	Climate Change	HRA	-	-	-	-	-	-	-	-	-	0
N7078	LAHF 2 Acquisitions	HRA	-	-	-	-	119	(119)	533,000	-	533,000	533,000
N7042	Barton Regeneration	HRA	600,000	1,495	-	601,495	2,892	598,603	-	-	-	601,495
N7070	Major Refurbishment Masons Road	HRA	500,000	315,557	-	815,557	79,144	736,413	-	-	-	815,557
HRA - Housing Supply Schemes												
N7047	Social Rented Housing Acquisitions	HRA	-	1,858,236	741,764	2,600,000	2,180,883	419,117	(0)	(0)	-	2,600,000
N7051	Acquisition of Additional Units	HRA	2,466,000	-	-	2,466,000	-	2,466,000	(2,466,000)	(2,466,000)	-	0
N7050	East Oxford development	HRA	6,954,006	5,351	(5,604,460)	1,354,897	121,169	1,233,728	(904,897)	(904,897)	-	450,000
N7055	Use Of Recycled Capital Grants	HRA	-	-	-	-	-	-	-	-	-	0
N7054	Properties Purchased From OCHL	HRA	56,207,061	3,747,280	(34,265,598)	25,688,743	2,935,292	22,753,451	(16,240,000)	(16,240,000)	-	9,448,743
N7061	Northfield Hostel	HRA	13,284,172	554,859	(10,714,804)	3,124,227	695,617	2,428,610	(691,476)	(691,476)	-	2,432,751
N7062	Lanham Way	HRA	4,358,501	827,276	(4,197,527)	988,250	1,053,393	(65,143)	500,000	500,000	-	1,488,250
N7079	SHAP Acquisitions	HRA	-	827,276	(827,276)	-	395,460	(395,460)	1,070,000	-	1,070,000	1,070,000
N7068	Juniper	HRA	385,229	-	-	385,229	-	385,229	(385,229)	-	(385,229)	0
N7066	Next Steps Accommodation Programme	HRA	-	581,746	-	581,746	-	581,746	(581,746)	-	(581,746)	0
N7040	Blackbird Leys Regeneration (HRA)	HRA	1,504,000	121,977	(1,295,977)	330,000	66,636	263,364	-	-	-	330,000
Housing Revenue Account Total			118,652,701	12,808,864	(10,804,961)	71,656,608	25,393,397	46,263,211	(20,256,057)	(20,842,082)	586,025	51,400,551
Grand Total			235,623,351	20,943,472	(13,906,971)	131,585,698	42,045,258	89,540,441	(20,619,929)	(21,435,136)	815,206	110,965,769

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Appendix D

Measure ID	Short Name	Owner	Year End target	December Target	December Actual	Comments
BIC018	% Staff from minority ethnic groups	Helen Bishop	15	14.8	14.32%	
BIC022	% increase of online forms completed and submitted for Housing, Revenues and Benefits only	Helen Bishop	5	5	5	
BIC024	% reduction call volume into Customer Contact Centre for Housing, Revenues and Benefits only	Mark Chandler	5	5	+1.5	YTD we have received 1493 more calls than last year with Housing, Council tax and benefits all seeing an increase in call volumes this year compared to last. However, the good news is that in December we saw a significant decrease in call volumes compared to last year with 2356 less calls received. This is the 2nd month in a row call volumes have decreased which has reduced the overall YTD by 2.6% from last months figure of 4.1%
BIC025	% reduction of number of face to face enquiries for Housing, Revenues and Benefits only	Helen Bishop	5	5		

CSC004a	Number of people supported into work placements, apprenticeships, training, or back into employment leading to high growth jobs in the city	Carolyn Ploszynski, Ian Brooke	90	TBC		KPI under review
CSC004b	The percentage who are from deprived areas or ethnic minority backgrounds	Carolyn Ploszynski, Ian Brooke	Tracking	TBC		KPI under review
CSC009	Satisfaction with parks and green spaces	Ian Brooke	91	91	93	
CSC012	Physically active adults	Ian Brooke	76	76	74.4	This is current Active Lives data for those who are active (150+ minutes a week of physical activity). If we include those who are fairly active (30-149 minutes a week of physical activity) then we have a total score of 85.6%
FSC002	Council spend with SMEs (excluding ODS and OCHL)	Nigel Kennedy	45	45	YTD 65.02%	Above Target
FSC003	Council spend with local businesses (excluding ODS and OCHL)	Nigel Kennedy	40	40	YTD 30.35%	Large Payment made to NPower £1.4m who are not a local supplier has impacted this month reducing the % to 17.80%
FSC019a	Total income collection as % of plan (Council Tax)	Nigel Kennedy	96.5	83.5	81.69	We are due to place the discounts and exemptions on for Students this month which will increase the collection rate, by reducing the level of council tax charge due for the year.
FSC019b	Total income collection as % of plan	Nigel Kennedy	95	84	81.11	Collection is tracking below target (target is 84%) due to 6 large accounts being

	(Business Rates)					applied from the Valuation Office in November. We are expecting to catch this back up over the coming months.
FSC020	Discretionary funding won by the Council	Anna Winship, Nigel Kennedy	Tracking indicator	n/a	£8599	Funding received to P9
FSC021	Efficiencies delivered against plan	Anna Winship, Nigel Kennedy	1969000	TBC	1,093,000	Some savings yet to be identified these relate to SAC rental and staff savings in Customer services.
HPC005	Total number of affordable homes in Oxford completed in year	Nerys Parry	NA	NA		
HSC023	Number of rough sleepers without an offer of accommodation	Nerys Parry	30	30		
REC001	Jobs in the city created or saved by OCC	Carolyn Ploszynski	1000	n/a	279	
REC002	Number of Oxford Living Wage employers and employees	Carolyn Ploszynski	90	TBC	126	
RSC006	% of privately rented homes improved	Ian Wright	65	60	68	In Q3 133 properties were visited for compliance and HHSRS assessments of these 91 were compliant / improved

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Finance & Performance Scrutiny Panel – KPI Performance report December 2023

Measure	Name	Owner	2023/24 Target	Dec 23 Target	Dec 23 Actual	Comments
BI038	Percentage of staff turnover for the whole organisation	Helen Bishop			13.22%	
CH001	Days lost to sickness	Gail Malkin	6.5 days	6.5	6.53	
CS003	Customers calls answered on the council's main telephone service lines without hanging up	Mark Chandler	93%	93%	86.7%	A very good month in December where we saw the best performance YTD and the average wait time to get through to an officer drop to just 79 seconds. We also managed the Christmas period extremely well allowing 50 days holiday to be taken in the post-Christmas week.
FSC003	Council spend with local business (excluding ODS and OCHL)	Nigel Kennedy	40%	40%	25.67%	Large payment made to NPower £1.4m who are not a local supplier has impacted this month reducing the % to 17.80%
BI001b	The Percentage of ODS spend with local business	Nicky Atkin	55%	55%	58.06%	
BV008	Percentage of invoices paid on time for OCC	Anna Winship	95%	95%	98.46%	
CS002	Time to process changes in circumstances	Laura Bessell	15 days	15 days	YTD = 19 Days	Within target for December (11 Days)
CS005	Time to process new benefits claims	Laura Bessell	15 days	15 days	YTD = 17 Days	

47

Agenda Item 8

Measure	Name	Owner	2023/24 Target	Dec 23 Target	Dec 23 Actual	Comments
FN008	Investment return above base rate	Bill Lewis	0.001%	0.001%	0.019%	
FN034	Trading Income	Scott Warner	£220,000	£164,999	£157,209	71% of target achieved which is exactly on profile at the end of Q3.
FN036	Fraud Losses Prevented	Scott Warner	£2,200,000	1,649,999	£3,494,704	159% of £2.2m target achieved by the end of Q3.
FN052	Percentage of Council spend with SME's	Annette Osborne	45%	45	69.39	On target
FSC019a	Total income collection as % of plan (Council Tax)	Nigel Kennedy	96.5%	83.5%	81.69%	We are due to place the discounts and exemptions on for Students this month which will increase the collection rate, by reducing the level of council tax charge due for the year.
FSC019b	Total income collection as % of plan (Business Rates)	Nigel Kennedy	95%	84%	81.11%	Collection is tracking below target (target is 84%) due to 6 large accounts being applied from the Valuation Office in November. We are expecting to catch this back up over the coming months.
4 FSC020	Discretionary funding won by the Council	Anna Winship, Nigel Kennedy	Tracking indicator	n/a	£2.426m	£1.3 million youth investment funding, local authority housing fund (LAHF) £1.1 million 6 new homes for Ukrainian and Afghan refugees families, £26k biodiversity net gain (DEFRA).
LG003	Percentage of Data Subject Access Requests responded to within deadline	Grace Wigham	0%	95%	100%	
CPC017	Oxford residents' satisfaction with City Council services	Mish Tullar	No data available	Tracking Indicator	TBC	Baseline to be set in summer 2023 utilising Oxford Residents Panel and then a tracking indicator.
CSC012	Physically active adults	Ian Brooke	76	76	74.4	Active lives survey is reported on annually so progress towards target might not be seen immediately.

Measure	Name	Owner	2023/24 Target	Dec 23 Target	Dec 23 Actual	Comments
RS005	Number of cases in the private rented sector, where homelessness prevented following intervention by the Tenancy Relations Officer	Ian Wright	120	90	126	YTD - homelessness has been prevented in 126 cases. Monthly actual = 8
49 HSCO23	Number of rough sleepers without an offer of accommodation	Nerys Parry	30	30	23	At the end of December 2023, 25 individuals were estimated to be sleeping rough in the city on a single night. 23 of these individuals did not have an accommodation offer, which means that they did not have any other option than to sleep rough on that night. This is broadly in line with previous quarters this year. Long waiting lists for supported accommodation in the city and districts contribute in part to there being limited immediate accommodation. We are also seeing a number of individuals who are sleeping out but who do have access to accommodation, and some who are refusing accommodation. We continue to see persons with no recourse to public funds sleeping rough in the city, and options to access accommodation for this group remains difficult. We are working closely with our outreach team to support these individuals. Overall, we have seen rough sleeping numbers steady over the last few months, with number in the mid to high twenties. The number of individuals we see sleeping rough in a month, has also been steady. During December, we saw a total of 58 individuals sleeping rough during the month. Over the quarter, a large number of those sleeping rough during any one month, are long-term rough sleepers. Interventions such as Housing First, MEAM, and the outreach services having 'navigators' and complex case workers in place, seek to find suitable sustainable solutions for individuals with a long history of rough sleeping, and who may need other forms of accommodation and associated support that is currently available.

Measure	Name	Owner	2023/24 Target	Dec 23 Target	Dec 23 Actual	Comments
HSC014	Percentage of council owned stock that has an EPC below C	Nerys Parry	30%	-	-	The Council has a corporate target of completing 1,600 affordable homes, across all tenures, for the next four financial years (23/24 - 26/27). As at the end of December 2023 the forecast programme is currently 1,625 homes to be delivered over this period. This has increased from Q2. 108 affordable homes have been delivered to date this year with an additional 30 homes anticipated to be delivered in 2023/24. Note: Five of the S/R units are refurbished and are not included as new delivery in LAHS figures.
50 HP011	Households in temporary accommodation	Nerys Parry	120	120	197	<p>As we have reported in the last two quarters demand on homeless services has remained high with an average of 8.5 households requiring placement into TA on a weekly basis (in 21/22 our weekly average was 3.42 and in 22/23 our weekly average was 4.28). As of the end of December this financial year we had made a total of 346 placements into TA, this is significantly higher than the 227 we placed for the whole of the last financial year. This is driven by rapidly increasing homelessness in the city, in the months of Oct, Nov and Dec alone 125 households were accepted as homeless and we accepted a legal duty to rehouse them.</p> <p>We have recruited to additional posts across the service to support the increase in demand and to focus on early upstream prevention. Work on establishing a TA private sector leasing model, to increase our stock in response to the increase in demand, is well under way and we hope that this will be operational in January with first units coming on board.</p> <p>This pattern is being seen across Local Government, and is why the Government in the Autumn statement announced a new package of support with an increase in the LHA and further grant funding to Local Government for homelessness prevention. We benchmark ourselves against other similar LAs in a housing peer group, and we continue to have the lowest per capita TA use of the group.</p>

Measure	Name	Owner	2023/24 Target	Dec 23 Target	Dec 23 Actual	Comments
	groups	Bishop				<p>Workforce equalities report sets out actions to continue to:</p> <ul style="list-style-type: none"> • Improve diversity of our workforce by building inclusive recruitment practices to improve the diversity of candidates and recruits and offering development for aspiring managers • Build inclusive leadership practices and culture. • Improve the understanding of our workforce and individual employee experiences

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