

Agenda



Cabinet

This meeting will be held on:

Date: **Wednesday 11 September 2024**

Time: **6.00 pm**

Place: **Long Room - Oxford Town Hall**

For further information please contact:

Emma Lund, Committee and Member Services Officer

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✉ DemocraticServices@oxford.gov.uk

Members of the public can attend to observe this meeting and:

- may submit a question about any item for decision at the meeting in accordance with the [Cabinet's rules](#)
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All public papers are available from the calendar link to this meeting once published

Cabinet Members

Councillor Susan Brown	Leader, Partnership Working
Councillor Ed Turner	Deputy Leader (Statutory) - Finance and Asset Management
Councillor Lubna Arshad	Cabinet Member for A Safer Oxford
Councillor Nigel Chapman	Cabinet Member for Citizen Focused Services and Council Companies
Councillor Alex Hollingsworth	Cabinet Member for Business, Culture and an Inclusive Economy
Councillor Chewe Munkonge	Cabinet Member for A Healthy Oxford
Councillor Anna Railton	Cabinet Member for Zero Carbon Oxford
Councillor Linda Smith	Cabinet Member for Housing and Communities
Councillor Louise Upton	Cabinet Member for Planning

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

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

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

Agenda

Items to be considered at this meeting in open session (part 1) and in confidential session (part 2).

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

	Pages
1 Apologies for Absence	
2 Declarations of Interest	
3 Addresses and Questions by Members of the Public	
4 Councillor Addresses on any item for decision on the Cabinet agenda	
5 Councillor Addresses on Neighbourhood Issues	
6 Items raised by Cabinet Members	
7 Scrutiny Reports	
<p>The Scrutiny Committee will meet on 3 September 2024, the Finance and Performance Panel will meet on 4 September 2024, and the Climate and Environment Panel will meet on 10 September 2024. The following reports are expected, together with any other recommendations from those meetings:</p> <ul style="list-style-type: none">• Council Strategy 2024-28 Key Performance Indicators• Treasury Management Annual Report 2023-24• Integrated Performance Report Quarter 1 2024-25.	
8 Replacement of Front Doors to Flats with Compliant Certificated Fire Doors	11 - 16
<p>Lead Member: Cabinet Member for Housing and Communities (Councillor Linda Smith)</p> <p>The Executive Director (Communities and People) has submitted a report to seek Cabinet approval and delegated authority to award contracts to enable replacement of entrance doors to flats with compliant certificated fire doors for relevant properties in the portfolio as</p>	

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

identified in fire risk assessments.

Cabinet is recommended to:

1. **Grant project approval** for the replacement of front entrance doors to flats in higher risk buildings with compliant certificated fire doors as described in the report; and
2. **Delegate authority** to the Executive Director (Communities and People) in consultation with the Head of Financial Services, the Head of Law and Governance and the Cabinet Member for Housing and Communities to enter into a contract with ODS (subject to agreeing an appropriate price in line with previous similar works) or an alternative contractor in order to deliver the installation of certified fire doors across the housing portfolio.

9 **Asbestos Surveying and Air Monitoring Contract**

17 - 22

Lead Member: Cabinet Member for Housing and Communities (Councillor Linda Smith), Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Executive Director (Communities and People) has submitted a report to seek Cabinet approval to procure a new asbestos surveying and air monitoring contract across both Housing Revenue Account (HRA) and General Fund budgets for 2024/29, and to seek delegated authority for officers to enter into contracts.

Cabinet is recommended to:

1. **Grant project approval** for the procurement of a new asbestos surveying and air monitoring contract across both HRA and General Fund budgets for 2024/29 as described in the report; and
2. **Delegate authority** to the Head of Housing in consultation with the Head of Financial Services; the Head of Law and Governance; and the Cabinet Member for Housing and Communities to enter into all contracts required in order to deliver the asbestos surveying obligations under the Control of Asbestos Regulations 2012.

10 **Sale of Additional Land at Redbridge and Hinksey to the Environment Agency**

23 - 26

Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Executive Director (Development) has submitted a report to seek

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approval for the land sale described in the confidential appendix.

Cabinet is recommended to:

1. **Delegate authority** to the Executive Director (Development) in consultation with Head of Financial Services (Section 151 Officer), the Head of Law and Governance, and the Deputy Leader (Statutory) - Finance and Asset Management to agree the final terms and enter into the Option Agreement, Transfer and any associated documents required to complete the transaction.

11 Council Strategy 2024-28 Key Performance Indicators

27 - 36

Lead Member: Leader - Partnership Working (Councillor Susan Brown)

The Head of Corporate Strategy has submitted a report to seek approval of the strategic key performance indicators for the Council Strategy 2024-28.

Cabinet is recommended to:

1. **Agree** the draft Oxford City Council key performance indicators (KPI) at Appendix 1 as measures for the Council Strategy 2024-28;
2. **Note** the benchmarking and annual targets for each 2024-28 KPI; and
3. **Delegate authority** to the Head of Corporate Strategy in consultation with the Council Leader to make any further minor amendments to the draft KPIs 2024-28 before implementation and publication, provided that such amendments do not materially affect the substance of the KPIs.

12 Integrated Performance Report for Q1 2024/25

37 - 62

Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Head of Financial Strategy has submitted a report to update the Cabinet on Finance, Risk and Corporate Performance matters as at 30 June 2024.

Cabinet is recommended to:

1. **Note** the projected financial outturn as well as the current position on risk and performance as at 30 June 2024.

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

13	Treasury Management Annual Report 2023-24	63 - 74
	Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)	
	The Head of Financial Services has submitted a report to set out the Council's Treasury Management activity and performance for the financial year 2023/24.	
	Cabinet is recommended to:	
	1. Note the report.	
14	Minutes	75 - 84
	Recommendation: That Cabinet resolves to approve the minutes of the meeting held on 10 July 2024 as a true and accurate record.	
15	Dates of Future Meetings	
	Meetings are scheduled for the following dates:	
	16 October 2024	
	13 November 2024	
	11 December 2024	
	22 January 2025	
	5 February 2025	
	12 March 2025	
	All meetings start at 6.00pm.	
	Matters Exempt from Publication	
	If Cabinet wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for Cabinet to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.	

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Cabinet may maintain the exemption 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.

Part Two – matters exempt from publication

16	Sale of Additional Land at Redbridge and Hinksey to the Environment Agency - Appendices 1 and 3	85 - 88
17	Treasury Management Annual Report 2023-24 - Appendix 1	89 - 92

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

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

Information for those attending

Recording and reporting on meetings held in public

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

The Council asks those recording the meeting:

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

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

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

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". The matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

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.

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

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

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

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

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

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

Councillors speaking at meetings

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

Councillors speaking on Neighbourhood issues (10 minutes in total)

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

Items raised by Cabinet members

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

To: Cabinet
Date: 11 September 2024
Report of: Executive Director (Communities and People)
Title of Report: Replacement of front entrance doors to flats in higher risk buildings with compliant certificated fire doors

Summary and recommendations	
Purpose of report:	To seek Cabinet approval and delegated authority to award contracts to enable replacement of entrance doors to flats with compliant certificated fire doors for relevant properties in the portfolio as identified in Fire Risk Assessments
Key decision:	Yes
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing and Communities
Corporate Priority:	Deliver More Affordable Housing and Support Thriving Communities
Policy Framework:	Housing, Homelessness and Rough Sleeping Strategy 2023-28

Recommendations: That Cabinet resolves to:
<ol style="list-style-type: none">1. Grant project approval for the replacement of front entrance doors to flats in higher risk buildings with compliant certificated fire doors as described in the report; and2. Delegate authority to the Executive Director (Communities and People) in consultation with the Head of Financial Services, the Head of Law and Governance and the Cabinet Member for Housing and Communities to enter into a contract with ODS (subject to agreeing an appropriate price in line with previous similar works) or an alternative contractor in order to deliver the installation of certified fire doors across the housing portfolio.

Appendices
None.

Introduction and background

1. Landlords are required under various pieces of legislation to install fire resistant doors which will contain fire and smoke within the compartmented area for up to thirty minutes. The industry recognised door type for best assurance and compliance is a solid timber FD30S door type.
 - **The Regulatory Reform (Fire Safety) Order 2005 (RRO):** This legislation places a duty on the landlords to ensure the safety of occupants by carrying out risk assessments and implementing appropriate fire safety measures, including the installation of fire-resistant doors such as FD30S fire doors.
 - **Building Regulations 2010 (as amended), Approved Document B (Fire Safety):** Part B of the Building Regulations provides detailed guidance on fire safety measures required in buildings. Specifically, it mandates the use of FD30S fire doors in certain locations within residential buildings, including entrance doors to flats and doors leading to communal areas, to provide at least 30 minutes of fire resistance.
 - **Housing Act 2004:** Under this Act, the Housing Health and Safety Rating System (HHSRS) assesses residential properties for potential hazards, including fire risks. Local authorities can enforce the installation of fire safety measures, such as FD30S fire doors, to mitigate identified hazards and ensure the safety of occupants.
 - **The Homes (Fitness for Human Habitation) Act 2018:** This Act requires landlords to ensure their properties are fit for human habitation, which includes complying with fire safety standards. The installation of FD30S fire doors forms part of the necessary measures to meet these standards.
 - **Fire Safety Act 2021:** An amendment to the Regulatory Reform (Fire Safety) Order 2005, this Act clarifies that the responsible person must manage and reduce the risk of fire in multi-occupancy residential buildings, including ensuring that fire doors between domestic premises and communal areas meet appropriate fire resistance standards, such as FD30S.
2. The provision of compliant, fire resisting flat entrance doors is a significant consideration when assessing a property's ability to contain a fire within the compartment of origin, thus allowing sufficient time for tenants and fire services to react as required, in fire events.
3. This requirement applies specifically to flats, where the entrance door to the property opens onto an escape route, or into a lobby where smoke and fire could cause fire to spread to other areas, or smoke to obstruct safe evacuation.
4. Due to changes in requirements, many of the doors on relevant Council housing properties are no longer compliant with current legislation. Where there is no evidence that the doors conform to current safety standards and the door's capability to withstand fire cannot be proved, and the conditions as set out in the Regulations apply, these doors will need to be replaced.

5. Oxford City Council has annually undertaken Fire Risk Assessments for all its buildings and is taking further action to collate historical and recent building information/safety checks to comply with the BSA 2022.
6. These assessments produce actions as identified, and there is currently an ongoing program to identify issues such as fire door installations and to deal with those through the 5-year capital program.
7. This report looks to address higher risk buildings that cannot wait for programs to be implemented and are specifically aimed at the 2024-25 budget item.
8. Authority is sought to undertake this work as it becomes identified, and to spend the approved associated budgets in doing so.
9. The Council's high-rise blocks have previously been completed by Oxford Direct Services as a priority, and all entrance doors to flats were replaced over a two-year period. We are now looking to move to the next priority risk blocks, namely: temporary accommodation, housing for older people blocks, and Pound House.
10. Provision for funding this work was made in the 2024-2025 Budget agreed by Council in February 2024. The current budget amount available is £3.5m.

Options

11. Option 1 (recommended): Grant approval to award a contract to ODS (subject to agreeing an appropriate price in line with previous works) or an alternative contractor if required, to enable progress with the replacement of all uncertificated flat entrance doors in temporary accommodation, housing for older people blocks, and Pound House, where there is a shared escape route for fire safety purposes.
12. Option 2: Do nothing - Not installing certified flat entrance fire doors could expose Oxford City Council and its tenants to unacceptable risk including legal ramifications and potentially criminal convictions.

Financial implications

13. The HRA business plan includes a budgetary provision of £3.5m. There is currently c.£2.515m of works identified, with more to follow.

Property	Budget Estimate	Approximate number of Fire door sets/ panels (excluding those already complete)
Alice Smith House, Alice Smith Square, Oxford OX4 4NG	£39,978.52	17
Atkyns Court, 12-76 Atkyns Rd, Oxford OX3 8RA	£220,627.48	68
Birch Court, 44-73 Colemans Hill, Oxford, OX3 8AP	£239,111.82	64
Bradlands, Mill Lane, Marston, Oxford, OX3 0FQ	£249,727.38	88
Cardinal House, Cardinal Close Oxford, OX4 3UF	£372,155.10	127
Eastern House, Eastern Ave, Oxford OX4 4QT	£44,828.22	18
George Moore House, George Moore Close, Oxford, OX4 4DA	£209,867.99	63
Headley House, Headley Way, Oxford, OX3 7TG	£133,791.30	41
Knights House, Harold White Close, Oxford, OX3 8EH	£218,780.29	61
Northbrook House, Knights Road, Oxford OX4 6DH	£240,516.28	55
Windale House, Field Avenue, Oxford, OX4 6JF	£246,023.37	57
Total Budget Estimate (Excluding VAT)	£2,215,407.75	659

14. Costs for Pound House are still in development, although it is anticipated that this will be in the region of £300,000.00. Recent events have necessitated a re-design of previous proposals, and some more work is currently being investigated which would be required to facilitate any door installations.

Legal issues

15. Following changes in the fire regulations there is a statutory duty to provide residents with relevant information about fire doors, particularly residents' flat entrance doors as these play an important part in containing any fire within the flat in which it starts. We cannot currently do this as we have no certification for existing doors.
16. Failure to do the works could lead to criminal sanctions for failure to comply with requirements and prohibitions imposed by the Fire Safety Order and any

regulations made under it may apply.

17. Part 4.5 (10) of the Constitution requires Cabinet to give project approval for projects of £500,000 or over (£1,000,000 for contract awards).
18. Part 19.11(e) of the Constitution requires the following when ODS is commissioned for one off capital schemes and the value of the contract is over £1,000,000: a detailed specification; use of benchmarking (where it exists); mandatory use of external QS services; and a formal tender evaluation process which should be followed up with a Cabinet report to support the decision to award the contract.
19. In accordance with 19.11(e), should tendering and procurement of an alternative contractor need to be considered for any capital scheme, for whatever reason, including capacity or capability, this will need the approval of the Executive Director of Development or their delegate.

Level of risk

20. The level of risk, should this request not be granted, is significant, as we would not be fulfilling our statutory duties as stated previously. The safety of our Resident's would be put at greater risk.

Equalities impact

21. There are no known equalities impacts regarding the works or proposed delegation. Due regard will be given to equalities impacts within the procurement process

Carbon and Environmental Considerations

22. The program of fire door replacement is not expected to have any impact on Oxford City Council's policies and commitments relating to carbon reduction and safeguarding the environment.
23. The existing 'composite' doors are being replaced with timber doors which are responsibly sourced from FSC and PESC certified suppliers. This means the trees are harvested responsibly so there is no net loss of forest over time.
24. As much of the waste material produced by these works as is possible will be recycled by Oxford Direct Services via their depot facility at Marsh Road, Oxford.

Conclusion

25. Cabinet is recommended to approve the replacement of entrance doors to flats with compliant certificated fire doors for relevant properties in the portfolio as identified in Fire Risk Assessments, and delegate authority to the Executive Director (Communities and People) in consultation with the Head of Financial Services, the Head of Law and Governance and the Cabinet Member for Housing and Communities to enter into contracts with ODS, or others if required, in order to deliver the installation of certified fire doors across the housing portfolio.

Report author	James Viljoen
Job title	Technical Engineering Manager
Service area or department	Corporate Property Services
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Background Papers: None

To: Cabinet
Date: 11 September 2024
Report of: Executive Director (Communities and People)
Title of Report: Asbestos Surveying and Air Monitoring Contract

Summary and recommendations	
Purpose of report:	To seek Cabinet approval to procure a new asbestos surveying and air monitoring contract across both Housing Revenue Account (HRA) and General Fund budgets for 2024/29, and to seek delegated authority for officers to enter into contracts.
Key decision:	Yes
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing & Communities Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Management
Corporate Priority:	Deliver more affordable housing and support thriving communities
Policy Framework:	Council Strategy 2024-28

Recommendation: That Cabinet resolves to:	
1.	Grant project approval for the procurement of a new asbestos surveying and air monitoring contract across both HRA and General Fund budgets for 2024/29 as described in the report; and
2.	Delegate authority to the Head of Housing in consultation with the Head of Financial Services; the Head of Law and Governance; and the Cabinet Member for Housing and Communities to enter into all contracts required in order to deliver the asbestos surveying obligations under the Control of Asbestos Regulations 2012.

Appendices	
Appendix 1	Risk Register

1. Introduction & Background

- 1.1. As a means of fulfilling our statutory obligation to monitor the condition of any known asbestos containing materials in OCC assets, there is a requirement to procure a contract for regular surveying of domestic communal spaces, corporate assets, and in commercial units, together with air monitoring facility if required.
- 1.2. A new contract will enable the Council to undertake the functions required by statutory obligations. This contract will provide consistent and up to date information to populate the asbestos register and ensure the Council has the required surveys for all its relevant buildings. The surveying is conducted in a way that presents no safety risk to building occupants. This helps to ensure the Council complies with its duties under the Control of Asbestos Regulations 2012.
- 1.3. Any required asbestos removal work would be an additional cost. A budget has been allocated for this, but until the Council has carried out the surveys it will not know the full extent of removal work required. As asbestos can be managed safely in place, the Council will do this whenever possible in order to manage the budget effectively. The priority will be to remove any high-risk asbestos identified or to isolate areas.
- 1.4. As the contract sum is estimated to be above £2.5million (c £500 000 per year) officers are seeking delegated authority from Cabinet to award this contract.

2. Capital Budgets & Breakdown

- 2.1. The contract will cover both HRA and general fund needs: the split will be 80% HRA and 20% General Fund. The proposed contract will be a three year plus an option for a further two extension periods of one year each. The annual cost will be c £500,000 this has already been accounted for and is already in the budget for this contract.

3. Environmental Impact Assessment

- 3.1. The environmental considerations will lead to an improvement in the EPC rating to the properties in the programme, which is in line with Decent Home Standards 2023 and contribute to achieving the Council's target of an average 95% EPC C rating by 2030.

4. Financial implications

- 4.1. This project will run for five years (3 +1+1 extensions), with a total estimated cost of £500k per annum. The work will be funded from different budget lines depending on the property being surveyed. This involves both general fund and Housing Revenue Account (HRA) assets. Note that this funding has been included under the appropriate budget headings.

5. Legal issues

- 5.1. The Council's Constitution delegates decisions to approve projects of up to £500k to officers. These programmes are significantly above this threshold and therefore an express delegation of authority is required in order that the Head of Housing, in consultation with the Head of Financial Services, Head of Law and Governance and the Cabinet Member for Housing and Communities may enter into the contract(s).

6. Level of risk

- 6.1 Please see Appendix 1 – Risk Register.

7. Equalities impact

- 7.1. The budget leading to the proposed works and projects is aligned to the delivery of quality homes for all residents. Furthermore, it contributes to the economic growth of Oxford.
- 7.2. There are no adverse impacts in undertaking this activity, with the potential to improve provision for persons in housing need. This will be realised through the provision of more affordable housing to better meet client needs.

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Job title:	Technical Service Manager
Service area or department:	Corporate Property
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Background Papers: None

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Risk Register

2024/25 Capital Programmes (HRA + GF) Delegations

As at: June '24

Appendix 1

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Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross		Current			Target		Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
									P	I	P	I	Score	P	I						
1	Control / Influence on Service	Reduced control of the service due to being outsourced	Threat	External provider not properly engaging with members and stakeholders		Reduce		Mark Gibbons	4	3	3	2	6	2	1		Ensure that there is a robust contract in place, regular monitoring and that members are involved with local decision making				Mark Gibbons
2	Deterioration of Service	Deterioration of the standard delivered (customer service and Maintenance) over the period of the contract.	Threat	Provider focuses elsewhere. Turbulence in the external environment.	Reduced level of service for local people and reduced participation	Reduce		Mark Gibbons	4	4	4	3	12	2	2		Ensure that there is a robust contract in place, regular monitoring take places and a strong client team.				Mark Gibbons
3	Financial	The external provider is unable to achieve their business forecasts and asks for a change in contractual arrangements	Threat	External factors such as pandemics, utility pricing or a bid that was unrealistic.	Financial impact to OCC and or service reduction to cut costs that impact service quality.	Reduce		Mark Gibbons	4	4	4	4	16	2	2		Scoring of bids includes an element on how deliverable is the business plan. Ensure robust contract in place and strong, well skilled client team.				Mark Gibbons
4	Mobilisation	During the handover from existing to new supplier there could be complications or delays which could impact facility operations	Threat	Complications around contract or handover	Delay to opening and/or additional cost to OCC	Reduce		Mark Gibbons	4	3	4	3	12	1	1		Ensure robust contract in place and that new providers mobilisation plan is deliverable. Internal transition plan and risk register.				Mark Gibbons
5	Not awarding	Cabinet / Council disagree with the recommendations in the report	Threat	Councillors unable to accept the recommendations	We would need either retender the service or bring it in house at short notice. Both would lead to facility closures until they can be sorted.	Reduce		Mark Gibbons	3	5	3	5	15	2	3		Ensure that a robust tender process takes place alongside an internal comparator to ensure that the recommendation provides excellent value to the Council. Keeping Councillors informed through briefings. Explore extension with current contractor.				Mark Gibbons
6	Challenge	Risk of legal challenge from unsuccessful bidders on the process	Threat	If bidders feel the process has not been fair and legal	Legal action leading to cost, delays and service disruption.	Reduce		Mark Gibbons	2	4	2	4	8	1	4		Ensure procurement process is robust and in line with law and best practice. Regular and timely communication with bidders.				Mark Gibbons
7	Contract management	Robust contract management not being in place at the start of the contract	Threat	Lack of resource and prioritisation	Contractor not adhering to contractual obligations. Productive relationship not forming with the new operator.	Reduce		Mark Gibbons	2	4	2	4	8	1	2		Ensure that adequate time and focus is given to ensuring contractual obligations are fulfilled. Ensure contract is robust including Pamesh.				Mark Gibbons
8	Negotiations	Preferred bidder tries to negotiate a different contract and management fee to the one they have submitted as their best and final offer.	Threat	Industry practice.	Financial impact on assumed management fee income	Reduce		Mark Gibbons	2	4	2	4	8	2	2		Ensure that draft contract and service spec are robust and that we are clear on the process for negotiating with preferred bidder.				Mark Gibbons
9	Partnership	Effective partnership not formed with the new suppliers	Threat	Ineffective governance	Contract does not deliver its target outcomes	Reduce		Mark Gibbons	1	3	1	4	4	1	2		Well-designed governance				Mark Gibbons

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To: Cabinet
Date: 11 September 2024
Report of: Executive Director (Development)
Title of Report: The sale of additional land at Redbridge and Hinksey to the Environment Agency

Summary and recommendations	
Purpose of report:	To seek approval for the land sale described in the confidential appendix.
Key decision:	Yes
Lead Member	Councillor Ed Turner Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	Strong Fair Economy
Policy Framework:	Asset Management Strategy

Recommendations: That Cabinet resolves to:	
1.	Delegate authority to the Executive Director (Development) in consultation with Head of Financial Services (Section 151 Officer), the Head of Law and Governance, and the Deputy Leader (Statutory) - Finance and Asset Management to agree the final terms and enter into the Option Agreement, Transfer and any associated documents required to complete the transaction.

Appendices	
Appendix 1	Exempt Appendix 1- Not for Publication
Appendix 2	Plan
Appendix 3	Exempt Appendix 3 Risk Register – Not for Publication

Introduction and background

The Council entered into an option agreement over 68 parcels of land within the City to transfer, either temporarily or permanently, land to the Environment Agency (EA) to support the Oxford Flood Alleviation Scheme. This transaction was approved by the City Executive Board (now Cabinet) on 13 February 2018 and as part of the transaction the Council agreed to contribute the land in kind and forego any compensation it may be due in order to support the wider project. The EA have now obtained Planning Permission and are awaiting the outcome of the public inquiry.

The Council now intends to grant an Option to the Environment Agency over the land shown in Appendix 2. This is in addition to the land the Council has included within the initial land assembly and is to be treated as a commercial transfer which will support the delivery of Biodiversity Net Gain. The terms of the transaction are set out in more detail in Exempt Appendix 1 – Not for Publication.

Financial implications

Please see Exempt Appendix 1 – Not for Publication for further details

Legal issues

Please see Exempt Appendix 1 – Not for Publication for further details.

Level of risk

Please see Exempt Appendix 3 Risk Register – Not for publication.

Report author	Emma Gubbins
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Service area or department	Corporate Property
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Background Papers:	
1	OFAS City Executive Board report.pdf (oxford.gov.uk)

Appendix 2



Key:
Plan 1 - Option Land (in 2 sheets)

- Area of Freehold Ownership
- Option Land

Notes:

Coordinate System: British National Grid
Projection: Transverse Mercator
Datum: OSGB 1936

Interest:
Oxford City Council

Location:
Land at South Hinksey, OX1 5AS

Coords: 451089, 204433

Scheme Name:
Oxford Flood Alleviation Scheme

Drawing Name:
Option Plan 1

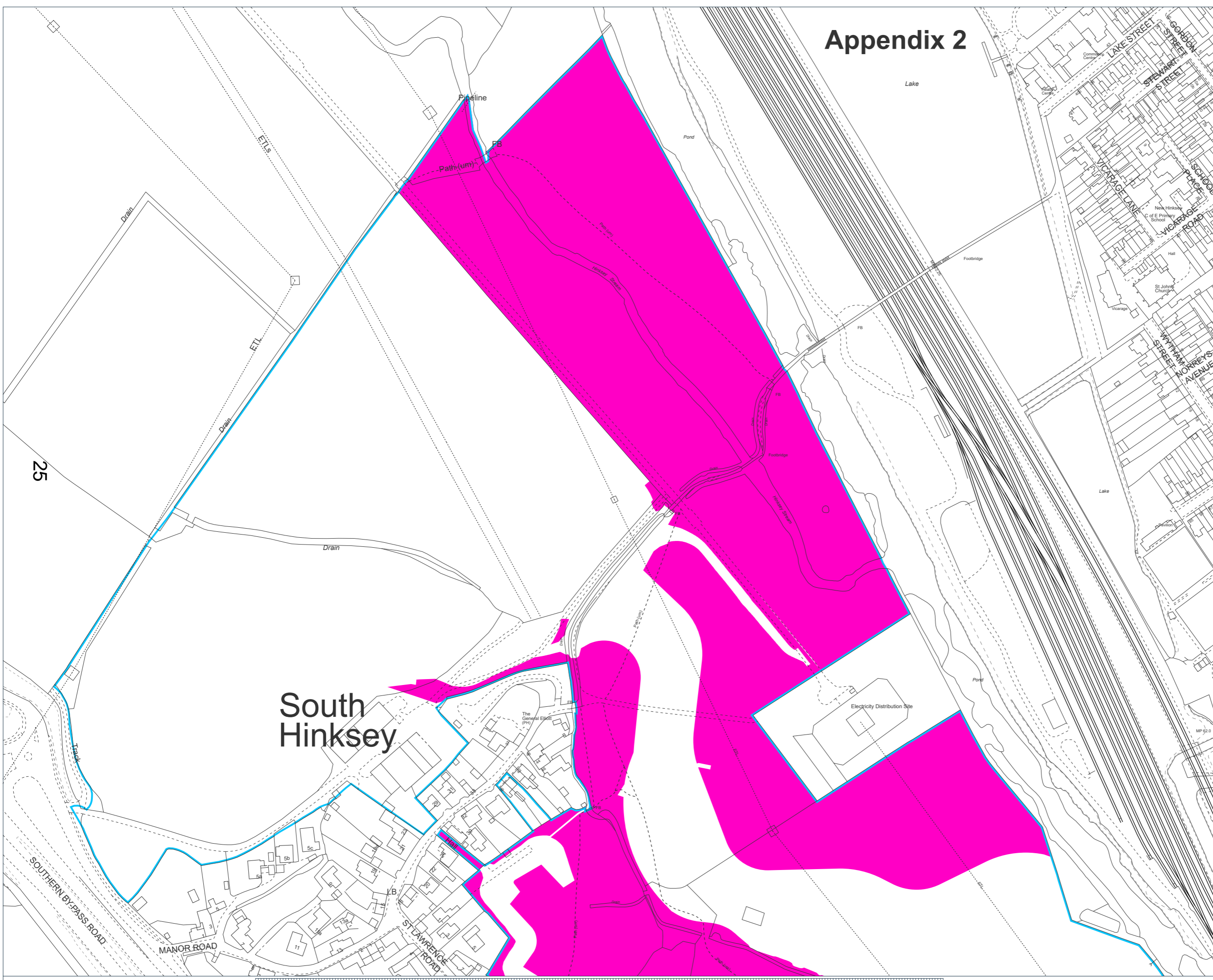
Drawing No: 160433_1_PLN_OxCiCo_BNG_OP_001

Rev	Date	Description
-	03.04.2024	First Issue

Drawn: J.C.
Approved: J.C.
Sheet No: 1 of 2
Sheet Size: A3



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Site Plan

Scale: 1: 2500

25

Key:
Plan 1 - Option Land (in 2 sheets)

- Area of Freehold Ownership
- Option Land

Notes:

Coordinate System: British National Grid
Projection: Transverse Mercator
Datum: OSGB 1936

Interest:
Oxford City Council

Location:
Land at South Hinksey, OX1 5BW

Coords: 451260, 203866

Scheme Name:
Oxford Flood Alleviation Scheme

Drawing Name:
Option Plan 1

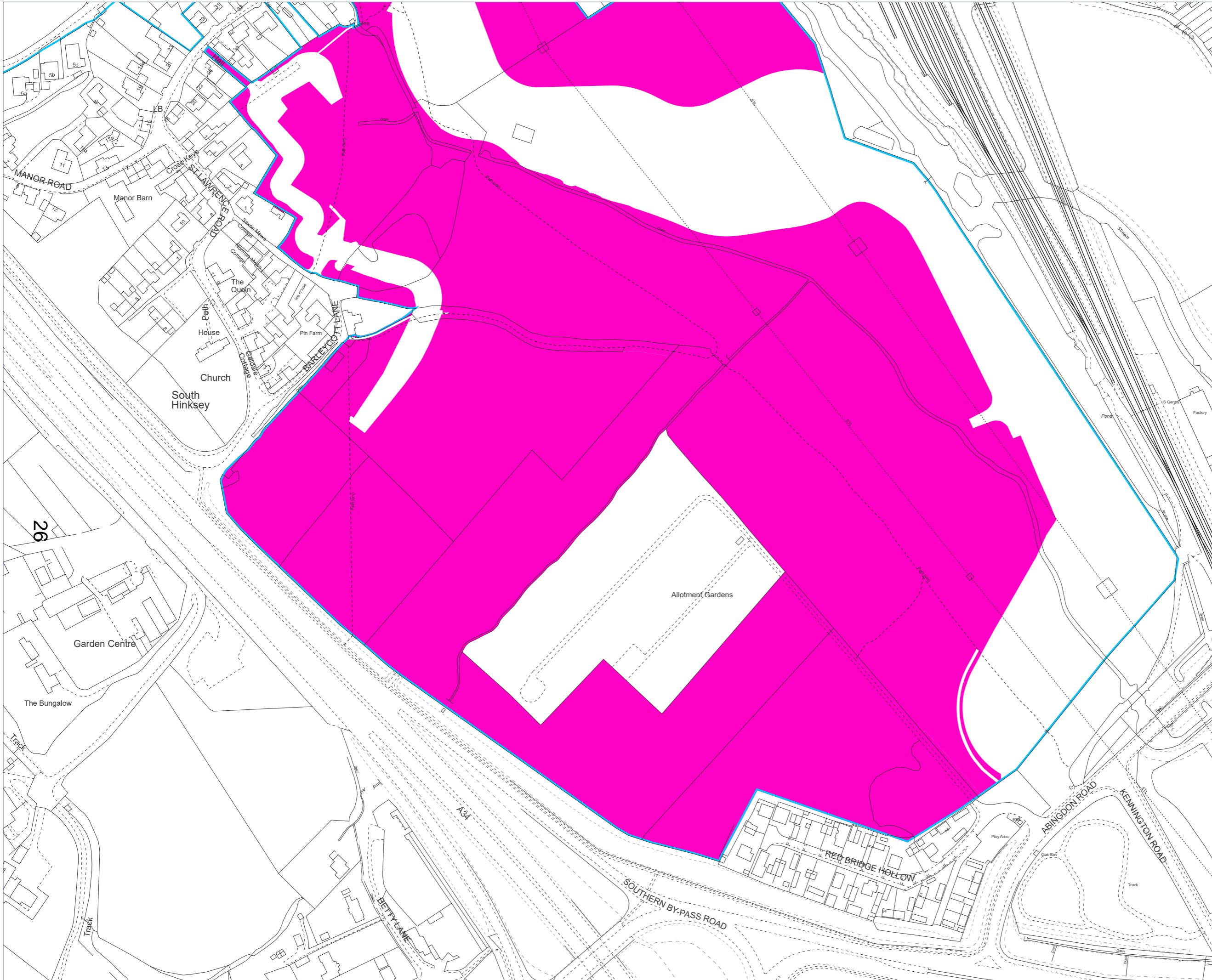
Drawing No: 160433_1_PLN_OxCiCo_BNG_OP_002

Rev	Date	Description
-	03.04.2024	First Issue

Drawn by: J.C.
Approved by:
Sheet No: 2 of 2
Sheet Size: A3



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Site Plan Scale: 1: 2500

Drawing Location: C:\Users\emma.colvin\Dalcour Maclaren\Oxford FAS (NEC) 160433 - Geomatics\01 DM Plans\2024\0315_160433_PLN_OxCiCo_BNG_OP_002.aprx

To: Cabinet
Date: 11 September 2024
Report of: Head of Corporate Strategy
Title of Report: Corporate Key Performance Indicators to measure progress on the Council Strategy 2024-28

Summary and recommendations	
Purpose of report:	Approval of the strategic key performance indicators for the Council Strategy 2024-28
Key decision:	Yes
Cabinet Member:	Councillor Susan Brown, Leader of the Council
Corporate Priority:	All
Policy Framework:	Council Strategy 2024-28

Recommendations: That Cabinet resolves to:	
1.	Agree the draft Oxford City Council key performance indicators (KPIs) at Appendix 1 as measures for the Council Strategy 2024-28;
2.	Note the benchmarking and annual targets for each 2024-28 KPI; and
3.	Delegate authority to the Head of Corporate Strategy in consultation with the Leader of the Council to make any further minor amendments to the draft KPIs 2024-28, before implementation and publication, provided that such amendments do not materially affect the substance of the KPIs.

Appendices	
Appendix 1	Corporate KPIs 2024-28

Introduction and background

1. This paper proposes the key performance indicators (KPIs) the Council will use to measure and report progress on delivery of the Council Strategy 2024-28, which was approved by Cabinet on 10 July 2024 and Full Council on 15 July 2024.
2. The strategic KPIs are quantifiable measures that relate to each of the five priorities set out in the Council Strategy. They have been designed to measure outcomes rather than outputs, and therefore may not relate to specific programmes or actions.

3. The strategic priorities are:

Good, affordable homes	Improve existing housing and increase the number of new homes for social rent and to buy, and speed up housing for homeless people and rough sleepers in the city
Strong, fair economy	Support economic growth, including significant new business and housing developments that provide good quality jobs for people in Oxford
Thriving communities	Focus on areas of highest inequality to improve health, wellbeing, skills and employment opportunities and equal access for everyone
Zero carbon Oxford	Prioritise climate change goals to cut carbon emissions from buildings, and develop low carbon infrastructure and support households, businesses and institutions to save energy and cut emissions
Well-run council	Be more efficient with our resources by offering better digital services, prioritising our activities and balancing spending with income growth

4. Work to agree the KPIs started in early 2024 working with service areas. Officers benchmarked actual data from 2023-24 and proposed stretching but achievable targets for the four years of this Strategy. The final KPIs were agreed by the Corporate Management Team involving input from Cabinet Members.

Selecting KPIs and targets

5. The KPIs are proposed against each strategic priority in the Council Strategy 2024-28. These will be tracked and reported over the period of the Council Strategy.
6. They may also be used to guide decision-making and focus for the Council.
7. To maintain focus the number of strategic KPIs is limited, and the data points have been carefully selected as measures that give insight on progress against of the Council’s four-year goals. They will be reported annually, although they may be tracked on a more regular basis.
8. Some of the measures are carried over from the Council Strategy 2020-24; others are new measures that reflect changing priorities and approaches. For example, Community Employment Plans are in their pilot phase and have not been reported before, but are a measure of how we are working to ensure the private sector plays its part in building a strong, fair economy.
9. Performance benchmarks have been set based on data of the Council’s performance in the previous year 2023-24, as well as looking at how other similar councils perform in these areas.
10. The aim is to set stretching but realistic performance measures, taking into account the economic context the Council is operating in, and associated resource constraints.

Other performance data

11. In addition to these strategic or corporate KPIs, the Council sets operational KPIs, some of which are reported on as part of regular performance monitoring updates to Council, the annual Business Plan and the budget process.
12. Currently there are around 150 operational KPIs; there is a project underway to review and reduce this number in order to increase focus on performance and delivery.

13. Service Plan KPIs are then developed and reported by each service area, drilling into more detail, and include ‘business as usual activity KPIs’ and ongoing project work.

Financial implications

14. There are no financial implications arising from these KPIs.

Legal issues

15. Under sections 4.5 (27) and 4.11 of the Constitution Cabinet is empowered to consider and determine the recommendations in this report. Under section 9E (3) (c) of the Local Government Act 2000 Cabinet is empowered to delegate its functions to officers. There are no direct legal implications arising from the recommendations in this report.

Level of risk

16. These KPIs relate to the Council Strategy 2024-28, for which there is a risk register. No additional risk attaches to these KPIs as measures of the approved Council Strategy 2024-28.

Equalities impact

17. These KPIs relate to the delivery of the Council Strategy 2024-28, for which there is an Equalities Impact Assessment. No additional risk attaches to these KPIs as measures of the approved Council Strategy 2024-28.

Carbon and Environmental Considerations

18. There are no strategic decisions being made that will have a direct or indirect impact on carbon and environmental considerations arising from this report.

Report author	Clare Keen
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Background Papers:
1 Council Strategy 2024-28

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APPENDIX 1

Corporate KPIs: Measuring Progress on the Council Strategy

In our Council Strategy we have set out our ambition to make Oxford a great place to live, work and visit.

We have outlined five strands of work we will prioritise to achieve these ambitions: good, affordable homes; strong, fair economy; thriving communities; zero carbon Oxford; and well-run council.

To measure progress and keep on track we have set key performance indicators (KPIs) and yearly targets that will be reported on annually. This is in addition to the KPIs set for the annual business plan and service plans.

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Good, affordable homes	Total number of all new affordable homes in Oxford completed in the last four years	A rolling annual target of the total number of affordable homes, including social housing, completed in the preceding four years by both Oxford City Council and other developers.	1,600 new affordable homes built over the preceding 4 years	200	400	550	450
Good, affordable homes	Number of rough sleepers without an offer of accommodation	Rough sleeping is a highly visible form of homelessness associated with complex needs. Rough sleeping is not the full picture of homelessness and a KPI related to those in Temporary Accommodation is proposed at Service Level.	32	29	26	23	20
Good, affordable homes	Tenant satisfaction with services provided by the City Council as their landlord	The percentage of tenants reporting they are satisfied with our services as a landlord in the annual Tenant Satisfaction Survey.	78%	79%	80%	81%	82%

APPENDIX 1

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Strong, fair economy	Number of Oxford Living Wage employers and employees	The number of employers who have committed to pay at least the Oxford Living Wage to all employees, and the total number of employees in these organisations. Target employers have an average size of 25 employees.	132 employers 26,931 employees (based on publicly available figures)	150 employers 27,306 employees	165 employers 27,681 employees	180 employers 28,056 employees	200 employers 28,556 employees
Strong, fair economy	Number of Community Employment and Procurement Plans (CEPPs) agreed and underway	This is a pilot measure. CEPs were initiated in 2023/24 and targets reflect the early stage of this programme. Each CEP will last for 5 years.	2	5	10	15	20
Strong, fair economy	% of spend with local businesses by the Council and its wholly owned companies	This includes the % of Council spending with ODS and OX Place that goes to local employers, and Council spending with local businesses of all sizes.	70%	70%	70%	70%	70%

APPENDIX 1

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Thriving Communities	Secure at least £600K investment for programmes that help tackle inequalities	The external funding will directly support programmes and activities delivered by the council and its partners around cultural, social and physical activities and addressing health inequalities.	£600k	£625k	£650k	£675k	£700k
Thriving Communities	Youth participation numbers for our leisure centres, physical and cultural activities	The participation numbers reflect engagement of young people in activities that support good physical and mental health. NB because individuals may participate in more than one activity, the total number of young people using these services is expected to be lower.	77,968	81,800	85,900	90,200	94,800
Thriving Communities	The % improvement in health outcomes experienced by those individuals referred into our Physical Activity programmes	The measure is assessed as part of the You Move and Move Together programmes.	60%	61%	62%	63%	64%

APPENDIX 1

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Zero Carbon Oxford	City Council greenhouse gas emissions per annum – tracking towards zero by 2030	Reduction of greenhouse gas emissions linked to Oxford City Council’s operations (where it pays the bill) needed to become a net zero carbon Council by 2030.	4,455 tCO2e	3,713 tCO2e	2,970 tCO2e	2,228 tCO2e	1,485 tCO2e
Zero Carbon Oxford	Oxford greenhouse gas emissions measured by government tracking towards zero by 2040	Total carbon emissions for the city – linked to Carbon Budgets for net zero Oxford by 2040. The government figures are reported annually, two years in arrears.	610.2 kt CO2e	453.7 kt CO2e	411.2 kt CO2e	382.6 kt CO2e	361.5 kt CO2e
Zero Carbon Oxford	Satisfaction with parks and open spaces	The percentage of satisfaction with parks and open spaces from the annual residents' survey 2023.	85%	85%	85%	85%	85%

APPENDIX 1

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Well-run council	% of staff from minority ethnic groups	Percentage of minority ethnic staff employed at Oxford City Council, increasing annually to better reflect the demographics of the city.	14.50%	15%	15.5%	16%	16.5%
Well-run council	% channel shift to online forms for top 8 services where process improvements implemented	Supporting the Council's move to online self-service by citizens and businesses, this measures the % increase in number of online forms completed & submitted as a proportion of total enquiries related to that service, for top 8 services. (Repairs/Gas, Housing Needs, Tenancy, Rents, Benefits, Council Tax, Business Rates, Waste & Recycling).	156,184 Calls Received, 4,121 visits, 50,710 on-line transactions	+5% on 2024 baseline	+5% on 2025 numbers	+5% on 2026 numbers	+5% on 2027 numbers
Well-run council	Oxford residents' satisfaction with City Council services (Overall, how satisfied or dissatisfied are you with the way Oxford City Council runs things?)	Baseline established from Residents' survey 2023, which is in-line with national average of 53% as reported by the LGA Polling on resident satisfaction with councils: Round 37.	52%	53%	53%	54%	54%

APPENDIX 1

Priority	Short Name	Further description	benchmark 2023-24	target 2024-25	target 2025-26	target 2026-27	target 2027-28
Well-run council	Efficiencies delivered against plan	Cumulative efficiencies delivered through the medium-term financial plan (MTFP). Figures for 2028-29 will be set in the next MTFP.	£1.591m	£1,822,000	£3,619,000	£4,705,000	£5,009,000

To: Cabinet
Date: 11 September 2024
Report of: Head of Financial Services
Title of Report: Integrated Performance Report for Quarter 1 2024/25

Summary and recommendations	
Purpose of report:	To update the Cabinet on Finance, Risk and Corporate Performance matters as at 30 June 2024
Key decision:	No
Executive Board Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	All
Policy Framework:	Corporate Strategy 2024-28
Recommendation: That Cabinet resolves to:	
1. Note the projected financial outturn as well as the current position on risk and performance as at 30 June 2024.	

Appendices	
Appendix A	General Fund – June 2024 Forecast Outturn
Appendix B	Housing Revenue Account – June 2024 Forecast Outturn
Appendix C	Capital Programme – June 2024
Appendix D	Corporate KPIs – June 2024

Introduction and background

1. This report updates the Cabinet on the financial, corporate performance and corporate risk positions of the Council as at 30 June 2024.

Financial Position Overview

General Fund – the outturn position is forecasting an adverse variance of £2.132 million against the net budget agreed by the Council in February 2024 of £28.604 million after allowing for a transfer from reserves of £1.4 million.

Housing Revenue Account – At the end of Quarter 1 the forecast outturn position is estimated at £7.249 million deficit, an adverse variance of £0.767m to the budgeted

deficit of £6.482 million mostly due to a forecast overspend against Responsive & Cyclical Repairs offset by increased forecast income and reduced management costs.

Capital Programme – The budget, as approved at the Council meeting in February 2024, was set at £235.419 million with carry forward of unspent balances in 2023/24 of £73.470 million, some additional budget changes including new allocations, leads to a revised latest budget of £240.744 million.

Performance – There are 15 Corporate Indicators for the current financial year, 7 of which are rated Green (on target); 2 are rated Amber (within a tolerance of target) and 2 are rated Red (outside of target). There are also 4 indicators where data is reported at year end. More details can be found in paragraph 16-17.

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, Increased demand on services. More details on mitigations of the risks can be found in paragraphs 12 to 15.

Financial Position Detailed Analysis

General Fund Revenue

2. The overall Net Budget Requirement agreed by the Council in February 2024 was £28.604 million after a £1.3 million transfer from general reserves.
3. As of 30 June 2024, the General Fund forecast outturn variance would indicate an adverse variance of £2.1 million the reason for which is detailed below:
 - **Housing Services** – As at the end of June there were 252 families in temporary accommodation (TA), 133 of which were in hotel and bed and breakfast accommodation. Twenty one households were placed in TA in June compared to 51 in May. Whilst the numbers have reduced slightly, it is not considered prudent to change assumptions on such a small timeframe, and therefore the cost pressure of £3.3 million, net of housing benefit payments may still remain at this for some time to come. At the time of setting the budget in December 2023 there were 195 families in T/A with 74 in hotels and B&B. Officers included an additional amount in the base budget for TA of £300k based on these numbers with some expectation of a reduction. A full review of the forecasted pressure will be carried out in early Autumn although early indications are that this pressure of £3.3 million will continue for a number of years to come, which is having a significant impact on the Councils Medium Term Financial Plan. The Council continues to work on increasing the supply of suitable accommodation to mitigate the cost increase.
 - **Corporate Property** – total pressure of £0.178k due to:
 - Additional unbudgeted tree officer post required by new Tree Strategy to support safety concerns - £50k.
 - Additional resources to assist in insurance valuations on general fund property - £128k. Following a recent tender for councils' insurance, the insurers stance is more rigorous on ensuring property valuations are up to date. Additional resources will ensure that the council can meet this requirement. See Cabinet June 2024.

- **ODS Client** – The Company are finalising their year-end accounts for 2023-24 an outturn figures subject to audit would indicate that Directors should be in a position to pay the dividend of £1.9 million for 2024-25.
- **OXplace** - The company are due to pay £11 million of dividend to the council over the next 4-year period. Although there are significant slippages in the housing development programme the latest indications are that the company can pay the dividend albeit on a different profile to that already forecast.
- **Business Improvement** – £300k adverse. There is a significant upwards movement in software costs as systems are reprocured across the Council. Several systems have seen unbudgeted and unforeseen increases in costs from the suppliers. These include Agresso Financial Management System, Civica Pay, the Council's income management system. Additional costs are also being incurred in relation to data centre and ICT telephony. The Council is currently negotiating with the data centre provider on a better deal for data storage and costs should continue to fall as systems are moved to cloud based technology in line with the Council's ICT strategy.
- **Financial Services** - £54k (72%) increase in General Fund corporate property insurance following a recent tendering exercise in addition to a £333k (336%) for similar insurance in relation to HRA properties. A number of authorities are experiencing increases in property insurance in addition to property conditions post Grenfell.
- **Corporate** – With significant slippages in the capital programme of around £74 million last year and base rates still at 5.25% there is a net favourable variance on borrowing cost of around £2.5 million per annum forecast. This however has been partially offset by increases in the net cost of housing benefit payments. This relates to benefit paid to non-registered provider organisations in respect of supported accommodation and a forecast adverse variance is shown as £800k. The number of such providers in the city is limited and the service is commissioned by Oxfordshire County Council. Whilst the Council will try to mitigate this issue the extent to which it can do so is limited.

Efficiencies

4. There are £1.829 million of new efficiencies and transformation savings introduced or continuing into the 2024/25 budget. These are shown in the table below. Early indications are that most if not all will be achieved. All of these 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.

Service Area	Description	2024-25	On Track	Comments
		£000's	Y/N	
Planning	Paperlite Digitalisation of Planning - savings achieved on the back of investment in new planning system	(23)	Y	
Corporate strategy	Departure of the G10 Policy and Partnerships Manager and subsequent recruitment of additional Policy and Partnerships Officer at Grade 8	(12)	Y	
Housing Needs	Housing needs system and structure change	(50)	Y	
HR & OD	Claw back of £138k investment in People Team service re-design leading to post reduction	(42)	Y	
Transformation	Reversal of investment in the change programme, now included £250k in base	(436)	Y	Reduction of resources required to deliver change programme
Human Resources	Reversal of additional funding for People PM change, now included in base	(67)		
ICT	Part reversal of ICT investment in the change programme. £60k to remain in the base budget for additional specialist resources as required.	(97)	Y	
Housing Needs	Reversal of potential Response Invest to Save bid to become a Register Provider with City supporting some of the set up costs to recoup circa £1m savings to Finance	(75)	Y	
ICT	ICT Savings from change programme	(340)	Y	
Applications Team	Savings from Customer Experience change programme	(2)	Y	
Human Resources	CD05 Staff Offers reductions	(2)	Y	
Communities	Adjustment to community impact fund	(86)	Y	
Regen & Economy	HoS capitalise time on projects under sponsor role - assumed 50% of chargeable time on regeneration and economy capital projects including time as board director on OxWED	(67)	Y	
Corporate property	Recharge of Corporate Asset Lead to HRA and OCHL	(16)	Y	
Corporate property	Recharge of HoS to Capital Programme	(67)	Y	
Planning	Savings from Customer experience change programme	(8)	Y	
Housing Needs	Savings from Customer experience change programme	(13)	Y	
Housing Needs	Housemark contract from GF to HRA	(10)	Y	
RS&CS	Reduced management costs - Head of Service post	(95)	P	HoS budget removed partially offset by increases in other posts
Community Safety	HRA funding for low level ASB in Community Response Team	(120)	Y	
Investigations	Reduction in spend on subscriptions	(5)	Y	Removed from budget
Directors	Capitalise 20% of Exec Director (Development) time as sponsor to projects	(31)	Y	
Human Resources	DP07 Reduction in Corporate Training Budget	(40)	Y	
Planning	Additional savings following service review	(50)	Y	
Environmental Sustainability	Reduction in capacity around Water Quality work	(20)	Y	post removed
Parks	Reduce grass cutting in parks from 8 cuts to 5 cuts	(36)	N	May need to be revisited
Legal Services	Stop Lexcel accreditation. This is a cost of approximately £5k over three years, the figure is an average but it fluctuates depending on if it's an assessment year	(1)	Y	
Legal Services	Do not renew Local Government Lawyer job listing package - £3999 unlimited postings per annum - standard listing	(4)	Y	
Legal Services	Cease MBL subscription. This is a subscription for training course discounts but there are other options which provide free, lower cost and more local government focused training (LLG, EM Lawshare) £600	(1)	Y	
Committee & Member Services	Remove general contracted services in Member Support budget - delete £3k and add £1k to training budget to assist with cross training for efficiencies	(3)	Y	
Committee & Member Services	Half the current budget and ensure that the Civic Officer takes up more of the driving in line with their JD	(10)	Y	
		(1,829)		

Housing Revenue Account (“the HRA”)

5. The HRA budgeted deficit agreed by the Council in February 2024 was £6.482 million. The current forecast outturn is expected to be an adverse variance of £0.767 million, giving a total deficit of £7.249 million. Reasons for the variation include:

- **Income** – additional income forecast of £333k from Major Works £60k, £60k Garages, £100k from Furnished Tenancy scheme, £23k Lease Assignment and £90k Leased Property income. This additional income represents 0.6% of the original budget
- **Management** – overall savings of £400k
- **Forecast underspends** - vacant posts £715k held up pending the landlord services review and
- **Forecast overspends** - £110k Furnished Tenancies, this is partially offset by increased income

- £140k Void Council tax due to increases in the council tax payable and also the number of voids
- £50k Additional Consultants Fees for work on HRA business planning
- £65k increased Subscription Fees to housing bodies, including the Housing Ombudsman
- **Repairs** – net overspend of £1.5 million (11.8%) largely driven by :
 - Electrical upgrades - £317k – electrical inspections are in the process of being moved to a 7 yearly cycle from 5 yearly next year to mitigate this overspend going forward
 - Void works £513k – significant increase in voids due to increases in number of new homes coming into the HRA from the Development programme.
 - General Minor works - £357k. This is a demand led budget which council officers are trying to reduce in favour of undertaken more planned work

Capital

6. The budget for 2024-25, as approved by the Council at its meeting in February 2024, was set at £235.419 million. Since this point, some of the required carry forwards of underspends from 2023/24 have been included as well as in-year budget slippages with the budgets reprofiled accordingly. This gives a revised budget at end of June 2024 of £240.743 million as shown in Appendix B.
7. Spend against the budget at the end of June 2024 is £27 million in total which is 11% of the latest budget and optimism bias based on previous years would suggest that only £96 m of the total reprofiled budget of £240m will be spent by year end.

Capital Spend Analysis 24/25				
	Original Budget 2024/25	Latest Budget 24/25	Spend to Date	% Spent
General Fund Total	77,182,456	116,302,787	20,992,977	18%
HRA Total	158,254,860	124,439,899	6,337,517	5%
Total Capital Programme	235,437,316	240,742,687	27,330,494	11%

General Fund Capital

8. 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 OX Place Housing Company Loans of which the spend is reliant on the progress of the Housing company development programme. From the start of 2024/25 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.

General Fund Schemes by project type 2024/25				
Project Classification	Projects	Latest Budget	Spend to Date	% Spent
Project - Development	32	33,366,523	7,175,419	22%
Project - ICT	26	3,206,010	736,613	23%
Project - Compliance	4	2,527,209	90,515	-4%
Project - Other	12	9,498,454	127,540	1%
Rolling Programme	9	6,202,167	758,262	12%
Housing Company Loans	2	33,130,380	5,599,810	17%
Other Capital Spend	14	28,354,294	6,685,848	24%
General Fund Total	99	116,285,037	20,992,977	18%

9. 18% of the General Fund Capital budget has been spent by 30-06-24. Key Budget Re-profile changes and slippages already during Q1 include:

- **East Oxford CC (B0083)** – £1.962m slipped – This is based on the current build programme having now entered build contract and recently commenced.
- **Town Hall & Broad St Roof & Façade works** – £3.000m slipped due to delays on building design feasibility and building control requirements.
- **BBL Regeneration** - £5.965m slipped - has been slipped into 25/26 as the project has been delayed due to programme extensions for the design of community centre: more time needed for design development, community consultation & planning for the community centre. This has affected spend forecasts for costs related to shell & core and fitout. Furthermore, Phase 2 (redevelopment of the Top Shops) is currently undergoing a review so there has been slippage on costs pertaining to budgets allocated for purchase compensation for leaseholds and home loss/disturbance costs.
- **Cave St** - £4.9m budget removed from Capital Programme entirely due to project ended as unable to proceed with feasible scheme for site.
- **OxWed Loans** - £2.325m removed – allocation was made for enabling works, which OXWED has now confirmed to be undertaken by future development partner
- **OxPlace Loans (excl Barton)** – £20.135m slippage due to revised development programme submitted by OX Place with some project delivery moving back in the programme due to issues with site assembly, planning, including delays from statutory consultees, delays in grant allocations, and re-procurement of contractors. Although the overall programme remains the same it is now reprofiled to finish in 2031/32.

HRA

10. 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, for example kitchen and bathroom replacements, heating, and electrics etc. The large element is the Other Capital Spend classification, and these schemes relate to acquisitions and developments.

HRA Schemes by project type 2024/25				
Project Classification	Projects	Latest Budget	Spend to Date	% Spent
Project - Development	4	10,837,542	1,019,960	9%
Project - Compliance	1	207,021	-	0%
Project - Other	2	17,458,163	1,673,657	10%
Rolling Programme	23	20,591,338	1,525,672	7%
Other Capital Spend	11	75,345,836	2,118,228	3%
HRA Total	41	124,439,899	6,337,517	5%

11. The majority of the movements on the HRA capital programme is solely for the purpose of reprofiling slippage carried forward from 2023/24 into 2024/25. Not all of this slippage will be spent during the 2024/25 financial year and budget managers were asked to reprofile these carry forwards across future years.
- Properties Purchased from OCHL - £113m slipped from 2024/25 due to slippages in the OX Place Housing Company development programme. Although the overall programme remains the same it is now reprofiled to finish in 2031/32. An overall £127.3million has been removed from the current 4-year MTFP period. This is due to issues with site assembly, planning, including delays from statutory consultees, delays in grant allocations, and re-procurement of contractors.
 - Tower Blocks – discussions are still ongoing with the contractor in regard to completing the outstanding works, £1.3 million from the original contract - expenditure is likely to slip into next year. Also discussing the undertaking of remedial defect works, where contractors accept liability but not full costs of making good to current regulatory standards.
 - Energy Efficiency Initiatives – delays in securing appropriate contractors has resulted in slippage of the whole programme across all years. £3.6 million has been slipped into 2025/26.
 - Tower Blocks Additional Works – this additional work will be done in conjunction with the outstanding works to the Tower Blocks referred to above and as a result £1.5 million is expected to slip into next year.

Corporate Risk

12. 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 position on temporary accommodation remains a concern and is a big contributor to the current forecast adverse variance of £2.3 million for 2024-25. This position is currently forecast to continue into 2025-26 and possibly the following year requiring further savings to be delivered over the MTFP to mitigate.
 - **Workforce sustainability** – this is the risk of loss of workforce due to various factors including inability to compete with costs and nationwide shortages in certain professions creating hard to fill roles; and work pressure.

Turnover currently is around 15% as a running 12-month average. Recruitment is challenging in a small number of teams, generally we are successful, but the process does take longer. There is a comprehensive programme of actions to improve recruitment and support retention including a review of pay and grading; improved learning and development opportunities for our staff and improved recruitment processes including attraction strategies.

- **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 cost of living crisis is putting an increased demand on services provided by the Council, in particular the demand for temporary accommodation which is creating a significant budget pressure. A broad range of mitigations are in place to control the demand for service and the supply of both TA accommodation and move-on accommodation. There is a comprehensive programme of work to enable citizens to have direct access to services online, via the City Council’s contact centre and face to face across many settings. City Council funding is also made available to enable other partner organisations to provide much needed support to those in need.

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

Current Risk	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Red	5	5	5	5
Amber	6	6	6	6
Green	0	0	0	0
Total risks	11	11	11	11
New risks in quarter	0	0	0	0
Closed	0	0	0	0

14. The table below shows the number of service risks as at 30 June compared with the previous reported quarters.

Current Risk	Q1 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Red	8	9	8	10
Amber	42	40	37	44
Green	19	18	20	17
Total risks	69	67	65	71
New risks in quarter	0	4	0	6
Closed	0	6	2	0

15. The number of red service area risks has increased to 10. This is due to a number of factors: 1 new red risk, 2 amber risks moving to red; 1 green risk moving to red; and 2 red risks moving to amber.

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

New red risk

- Corporate Property and Assets – relating to the quality of data and the need to improve data management processes arising from the need to implement an asset management system with risks around inability to plan property maintenance and implications on obtaining insurance cover.

Risks moved from amber to red

- Corporate Property and Assets – this relates to the inability to recruit and / or retain staff on current terms and conditions, particularly in respect of HRA and compliance result in an adverse impact on work programmes.
- Corporate Property and Assets – relating to the inability or delay in letting properties or the need to offer increased incentives arising from property being returned in poor condition leading to reduced or delayed rent and consequent budget pressures.

Risk moving from green to red

- Regeneration and Economy – unforeseen circumstances e.g. planning risks, external factors, competing asks on resources, contractor insolvency or supply chain issues resulting in the significant delays of capital projects and potential impact on the medium-term financial plan and / or grant stipulations. 44 Risks Continuing to be red
- **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.
- **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. Relaxation of Change of Use, 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.
- **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 entirely within the control of the Council, although it cannot be fully controlled within the service area itself.
- **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.

Performance Indicators

16. There are 15 corporate performance indicators further details of which are contained in a separate report to September Cabinet. Monitoring has been undertaken on these indicators to establish the 30 June 2024 position on the basis that these indicators are agreed in full.
17. Of these 15 indicators at the end of quarter 1, 7 are green, 2 are red, 2 are amber and the remainder are annual target reported at year end. Further details on the 2 red risks are:
 - **%age channel shift to online forms for top 8 services where process improvements implemented** - The top 8 services include Housing Needs, Revenues and Benefits. It is expected that increased online activity will follow once the Housing Portal is live for taking housing repairs enquiries which is expected in early September. In addition a full communication campaign is in progress to promote use of our online forms for use in Revenues and Benefits services. It is envisaged that once these campaigns have landed online usage will increase.
 - **Oxford greenhouse gas emissions measured by government tracking towards zero by 2040** – The city is currently tracking around 19% behind the

current pathway to reach net zero by 2040 according to the data issued by Department for Energy, Security and Net Zero (DESNZ). Population growth and economic output are key drivers of emissions as well as slow progress in industry decarbonisation, which has shown only a 2% reduction in emissions since the 2018 baseline year.

Financial implications

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

Legal issues

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

Level of risk

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

Equalities impact

21. 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 24/25 @ 30 June 2024	Approved Budget (per Budget book)	Previous Months Budget	Current Month Virements & Ear Marked Reserve Transfers	Latest Budget	% Budget Spent to date	Projected Outturn against Latest Budget	PO Variance
	£000's	£000's	£000's	£000's	%	£000's	£000's
Communities & People	9,290		10,460	10,460	19%	13,760	3,300
Development	(6,679)		(5,644)	(5,644)	58%	(5,466)	178
Chief Executive	1,750		1,916	1,916	26%	1,916	
ODS Development Director	12,933		14,794	14,794	34%	14,794	
Corporate Resources	16,347		17,790	17,790	27%	18,144	354
Directorate Total Excl SLA's & Capital Charges	33,641		39,316	39,316	23%	43,148	3,832
SLA's & Capital Charges	(9,612)		(9,612)	(9,612)	(0%)	(9,612)	
Corporate Accounts	(1,114)		(1,114)	(1,114)	(1568%)	(2,814)	(1,700)
Contingencies	7,056		1,434	1,434	0%	1,434	
Total Corporate Accounts & Contingencies	5,942		320	320	5459%	(1,380)	(1,700)
Net Expenditure Budget	29,971		30,024	30,024	89%	32,156	2,132
S48D - Transfers To/From Earmarked Reserves	(1,367)		(1,420)	(1,420)	4%	(1,420)	
Net Budget Required	28,604		28,604	28,604	93%	30,736	2,132
Funding							
S47A - External Funding	1,416		1,416	1,416	25%	1,416	
S47B - Council Tax Funding	16,278		16,278	16,278	0%	16,278	
S47C - Parish Precept	(265)		(265)	(265)	52%	(265)	
S47D - NDR Funding	11,175		11,175	11,175	(59%)	11,175	
Total Funding Available	28,604		28,604	28,604	(22%)	28,604	
(Surplus) / Deficit for the year					n/a	2,132	2,132

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APPENDIX B

HRA Report 24/25 @ Jun 2024	Approved Budget (per Budget book)	Revised Approved Budget @ 30th Jun 2024	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 30th Jun 2024	Projected Outturn against Latest Budget @ 30th Jun 2024	Projected Outturn Variance
	£000's	£'000's	£000's	£000's	£'000's	%	£'000's	£000's
Dwelling Rent	(53,249)	(53,249)	(13,063)	(13,062)	(1)	25%	(53,249)	
Service Charges	(2,897)	(2,897)	(918)	(866)	(52)	32%	(2,957)	(60)
Garage Income	(228)	(228)	(73)	(56)	(17)	32%	(288)	(60)
Miscellaneous Income	(806)	(806)	(291)	(209)	(82)	36%	(1,018)	(213)
Net Income	(57,180)	(57,180)	(14,346)	(14,194)	(153)		(57,513)	(333)
Management & Services (Stock Related)	13,975	13,975	2,265	2,524	(259)	16%	13,575	(400)
Other Revenue Spend (Stock Related)	972	972	124	128	(4)	13%	972	
Misc Expenditure (Not Stock Related)	826	826	24	30	(6)	3%	826	
Bad Debt Provision	931	931	183	233	(49)	20%	931	
Responsive & Cyclical Repairs	12,735	12,735	4,329	3,170	1,159	34%	14,235	1,500
Interest Paid	12,191	12,191				0%	12,191	
Depreciation	9,706	9,706				0%	9,706	
Total Expenditure	51,337	51,337	6,926	6,085	841		52,437	1,100
Net Operating Expenditure/(Income)	(5,843)	(5,843)	(7,420)	(8,108)	688		(5,076)	767
Investment Income	(42)	(42)				0%	(42)	
Revenue Contribution to Capital	12,367	12,367				0%	12,367	
Total Appropriations	12,325	12,325					12,325	
Total HRA (Surplus)/Deficit	6,482	6,482	(7,420)	(8,108)	688		7,249	767

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Capital Budget and Spend as at 30th June 2024						
Cost Centre	Capital Scheme	Service Area	2024/25 Original Budget	Latest 2024/25 Budget	Spend to 30/06/24	Budget Remaining
			£	£	£	£
General Fund Capital Programme						
Communities and People Directorate						
Community Services Projects						
A4820	Upgrade Existing Tennis Courts	Community	-	108,191	-	108,191
A4847	Rose Hill Community Centre - Parking	Community	-	10,000	-	10,000
A4852	Bodycams for Community Safety Team	Community	-	23,000	22,978	23
A4855	Leys Youth Hub	Community	-	1,071,594	33,071	1,038,523
A4858	Leisure Invest to Save - Leisure Contract	Community	2,400,000	3,040,000	-	3,040,000
B0075	Museum of Oxford Development	Community	-	-	-	-
B0083	East Oxford Community Centre	Community	4,223,967	3,500,000	610,214	2,889,786
B0150	Hinksey Pool Liner Replacement	Community	-	18,385	-	18,385
B0158	Street Sports Lighting Upgrade	Community	-	70,000	69,000	1,000
B0159	Redbridge Masterplan	Community	-	98,113	6,336	91,777
B0096	Bullingdon Community Centre	Community	-	63,136	89,342	(26,206)
Community Services Projects Total			6,623,967	8,002,419	830,941	7,171,478
Housing Services Projects						
B0102	Replace or refurbish Lifts	Housing Services	140,000	109,484	-	109,484
B0108	Floyds Row Refurbishment	Housing Services	48,283	48,283	12,239	36,044
C3057	Housing System Replacement	Housing Services	-	-	(9,113)	9,113
M5024	National Homelessness Property Fund	Housing Services	-	633,962	-	633,962
M5040	Brownfield Land Release Fund (BLRF)	Housing Services	-	-	6,816	(6,816)
M5038	Roken House	Housing Services	-	95,556	9,238	86,318
M5039	UK Shared Prosperity Fund Investment	Housing Services	65,000	255,000	-	255,000
Housing Services Projects Total			253,283	1,142,285	19,181	1,123,105
Oxford Direct Services Projects						
R0005	MT Vehicles/Plant Replacement	Oxford Direct	5,774,279	3,500,000	240,305	3,259,695
T2273	Car Parks Resurfacing	Oxford Direct	200,000	150,000	25,084	124,916
T2309	Cowley Marsh Extension	Oxford Direct	-	34,659	-	34,659
Oxford Direct Services Projects Total			5,974,279	3,684,659	265,388	3,419,270
Communities and People Directorate Total			12,851,529	12,829,363	1,115,510	11,713,853
Development Directorate						
Corporate Property Projects						
B0100	Gloucester Green Car Park (H&S)	Corporate Property	300,000	370,730	3,150	367,580
A4856	Conversion of stored water system to	Corporate Property	130,000	130,000	-	130,000
A4857	Leisure infrastructure life cycle investment	Corporate Property	-	840,000	-	840,000
A4859	Leisure Centre Capital Works &	Corporate Property	200,000	200,000	-	200,000
A4860	Community Centres Capital Works &	Corporate Property	430,000	150,000	-	150,000
A4861	Hinksey Splash	Corporate Property	18,385	80,000	-	80,000
B0031	Planned Building Improvements	Corporate Property	750,000	501,982	(12,268)	514,250
B0101	Capital Works at Covered Market	Corporate Property	200,000	200,395	975	199,420
B0104	Old Gas Works Bridges	Corporate Property	1,000,000	1,770,636	(94,671)	1,865,306
B0106	Covered Market Roof Works (Capitalised	Corporate Property	525,000	688,058	-	688,058
B0111	Town Hall Dry Risers	Corporate Property	-	-	35,803	(35,803)
B0117	Regeneration Property	Corporate Property	-	3,402	-	3,402
B0124	Port Meadow Moorings	Corporate Property	-	-	(5,279)	5,279
B0125	City Centre Restart (CIL Funded)	Corporate Property	-	39,324	924	38,400
B0126	Asset Surveys	Corporate Property	-	300,000	103	299,897
B0138	Enabling works - Decarbonisation Project	Corporate Property	-	0	-	0
B0142	Stock condition surveys (including bridge	Corporate Property	500,000	619,586	23,140	596,446
C3089	ICT - Asset Management System	Corporate Property	318,662	281,338	12,500	268,838
B0143	Town Hall Relocation	Corporate Property	-	479,011	(3,677)	482,688
B0149	Tumbling Bay Embankment Works	Corporate Property	-	31,186	1,005	30,181
B0151	Bus Shelters	Corporate Property	-	15,050	1,928	13,122
E3569	General Fund Capital Reserve (SCS works &	Corporate Property	1,000,000	1,000,000	-	1,000,000
B0153	HSBC Options	Corporate Property	-	55,000	-	55,000
B0154	Covered Market masterplan and enabling	Corporate Property	1,513,991	797,647	196,445	601,202
B0156	Waterways - Condition Survey / Long Bridge	Corporate Property	355,000	354,658	-	354,658
B0157	Works Town Hall	Corporate Property	1,500,000	1,521,915	167,524	1,354,392
B0161	Floyds Row (Feasibility2024)	Corporate Property	1,050,000	50,000	-	50,000
B0163	Network infrastructure installations (utiliti	Corporate Property	40,000	40,000	-	40,000
B0164	Waterways investment	Corporate Property	500,000	500,000	-	500,000
B0162	Property Services Works to Town Hall	Corporate Property	-	-	5,650	(5,650)
B0129	Town Hall Options	Corporate Property	-	25,072	266	24,806
B0165	Stone walls & Railing programme	Corporate Property	100,000	100,000	-	100,000
B0166	Broad street roofing & Façade project	Corporate Property	2,000,000	500,000	-	500,000
B0167	Fire Risk Assessment programme works	Corporate Property	50,000	50,000	-	50,000
B0133	New Burial Space	Corporate Property	-	354,000	39,244	314,756
B0168	Bridge investment work	Corporate Property	500,000	400,000	-	400,000
B0169	M&E Capital budget to fund capital replac	Corporate Property	150,000	150,000	-	150,000
B0147	Repairs to 2-4 Gloucester Street and 24-	Corporate Property	-	-	1,853	(1,853)
Corporate Property Projects Total			13,131,038	12,598,991	374,615	12,224,376
Regeneration & Economy Projects						
M5033	Blackbird Leys Regeneration (GF Element)	Regeneration &	5,586,876	8,356,000	5,574,301	2,781,699
A4853	City Wide Cycling Infrastructure	Regeneration &	60,000	55,353	12,395	42,958
B0084	Jericho Community Centre	Regeneration &	-	-	-	-
B0081	Car Parking Oxpens	Regeneration &	-	0	-	0
B0086	Seacourt Park & Ride Extension	Regeneration &	-	-	-	-
B0092	Cave Street Development (Standingford H	Regeneration &	-	194,134	146,694	47,440

Cost Centre	Capital Scheme	Service Area	2024/25 Original Budget	Latest 2024/25 Budget	Spend to 30/06/24	Budget Remaining
			£	£	£	£
B0098	1-3 George Street	Regeneration &	-	166,733	(56,243)	222,975
T2301	Depot Rationalisation	Regeneration &	-	266,645	-	266,645
B0112	Future Options for City Centre Land	Regeneration &	-	130,452	16,738	113,714
B0141	City Centre Public Realm (Kiosks Project)	Regeneration &	179,987	241,034	83,920	157,114
B0116	Osney Mead Path Works (HIF)	Regeneration &	564,914	1,398,635	-	1,398,635
B0148	Oxford Flood Alleviation HIF Contribution	Regeneration &	-	4,220,000	-	4,220,000
B0120	Osney Bridge (Growth Deal)	Regeneration &	7,184,694	7,458,420	188,790	7,269,630
B0122	City Cycle Schemes (Growth Deal)	Regeneration &	-	431,332	3,118	428,214
B0145	St Michael's Street Levelling Works	Regeneration &	168,817	175,644	3,367	172,277
B0146	Ice Rink Car Parking	Regeneration &	100,000	146,066	5,757	140,309
B0131	Meanwhile In Oxfordshire	Regeneration &	-	82,317	1,788	80,529
B0130	CIL Feasibility	Regeneration &	-	43,350	-	43,350
B0160	Templars Square (GF Element)	Regeneration &	-	-	-	-
B0170	Salary Costs across the Council to be capitalised	Regeneration &	323,000	-	-	-
B0171	Regeneration Property Purchase/Odeon	Regeneration &	-	212,000	713	211,287
B0172	Bury Knowle House	Regeneration &	-	41,000	-	41,000
B0173	Union Street Car Park	Regeneration &	-	65,000	-	65,000
B0152	Cowley Branch Line Full Business Case	Regeneration &	1,689,183	2,599,669	613,900	1,985,769
B0074	R & D Feasibility Fund	Regeneration &	500,000	502,815	-	502,815
	Allocated Feasibility Funding (various)		-	210,517	26,990	183,527
B0114	Diamond Place Redevelopment	Regeneration &	-	10,000	-	10,000
B0118	Oxford Ice Rink Development	Regeneration &	-	36,704	10,060	26,644
B0119	Oxford Station Feasibility	Regeneration &	-	51,563	-	51,563
B0128	Greenways Cycling Project	Regeneration &	-	92,250	16,930	75,320
B0132	Coach Parking Feasibility	Regeneration &	-	20,000	-	20,000
Regeneration & Economy Projects Total			16,357,471	26,997,117	6,622,228	20,374,888
Housing Delivery Projects						
M5025	Barton Park - Purchase by Council	Housing Delivery	11,051,609	17,769,989	5,485,365	12,284,624
M5026	Housing Company Loans (excl Barton)	Housing Delivery	14,051,609	23,916,000	5,599,810	18,316,190
M5032	Barton Park - loan to OCHL	Housing Delivery	-	9,214,380	-	9,214,380
M5034	Affordable Housing Supply	Housing Delivery	1,958,000	2,086,000	-	2,086,000
M5035	Growth Deal Registered Provider	Housing Delivery	272,000	-	-	-
M5037	Northern Gateway (Oxford North)	Housing Delivery	-	1,153,416	2,218	1,151,198
Housing Supply Projects Total			27,333,218	54,139,785	11,087,393	43,052,392
Planning Projects						
E3511	Essential Repairs Grant	Planning Services	15,000	37,108	5,000	32,108
E3521	Disabled Facilities Grants	Planning Services	1,200,000	1,553,749	551,346	1,002,403
E3561	Additional DFG Funding CLOSED	Planning Services	-	4,968	-	4,968
C3091	ICT - scanning of all paper planning files	Planning Services	-	150,000	-	150,000
T2299	Controlled Parking Zones	Planning Services	-	500,000	-	500,000
Planning Projects Total			1,215,000	2,245,825	556,346	1,689,479
Development Directorate Total			58,036,727	95,981,717	18,640,582	77,341,135
Corporate Resources						
Business Improvement Projects						
C3044	ICT Software and Licences	Business	245,000	245,000	402,357	(157,357)
C3058	CRM Lagan Replacement	Business	-	48,264	-	48,264
C3060	End-Point Devices (Desktops/Laptops)	Business	150,000	354,367	53,248	301,119
C3066	Telephony Device Refresh	Business	60,000	33,690	26,396	7,294
C3068	Windows 2008 Server Replacement	Business	-	-	13,530	(13,530)
C3072	Forms Engine Replacement	Business	-	-	10,800	(10,800)
C3082	Website Redesign	Business	-	3,106	-	3,106
C3085	ICT - I-trent replacement	Business	-	-	-	-
C3086	ICT - QL Exploitation Programme	Business	256,000	230,656	168,638	62,018
C3087	ICT - replacing Netcall contact centre telep	Business	-	29,469	30,976	(1,507)
C3088	ICT - replacing Uniform (building control ar	Business	100,000	100,000	-	100,000
C3090	ICT - Extension of existing Alemba case ma	Business	-	4,004	-	4,004
C3092	ICT - Replacement of IKEN - L&G case man	Business	-	67,500	33,875	33,625
C3099	Third-party consultancy for Azure Active D	Business	135,000	135,000	-	135,000
C3100	Itrent system improvement	Business	30,000	30,000	-	30,000
C3101	I@W renewal or replacement	Business	300,000	300,000	-	300,000
C3102	Cyber security monitoring and response se	Business	115,000	115,000	-	115,000
C3103	Upgrade/replace Kirona DRS (this is an OD	Business	75,000	75,000	-	75,000
C3104	Windows security server upgrades	Business	75,000	75,000	-	75,000
C3105	Migration of Mod.gov	Business	90,000	90,000	-	90,000
C3106	Migration of SCC to cloud hosted alternati	Business	107,000	107,000	-	107,000
C3107	Replacement of Uniform IDOX (additional	Business	25,000	25,000	-	25,000
C3108	Online forms development (2x resources t	Business	160,000	160,000	-	160,000
C3093	ICT - Replacement of ArcGIS geospatial ma	Business	-	25,000	-	25,000
C3094	ICT - Information @ Work major upgrade	Business	3,000	18,000	-	18,000
C3095	ICT - Redesign of Council Website	Business	-	51,658	627	51,031
C3097	ICT - Refresh of content and taxonomy of t	Business	25,000	46,150	-	46,150
C6000	ICT - feasibility	Business	-	180,000	-	180,000
C3081	Capitalised ICT Projects	Business	163,200	615,646	300,380	315,266
Business Improvement Projects Total			2,114,200	3,164,510	1,040,827	2,123,683
Financial Services Projects						
M5023	OxWED Loans	Financial Services	3,750,000	1,425,000	-	1,425,000
C3084	Agresso Update	Financial Services	-	-	-	-
C3096	ICT - Open Revenue Cloud Migration	Financial Services	50,000	50,000	-	50,000
C3098	ICT - Agresso upgrade and migration to Clc	Financial Services	-	193,220	147,863	45,357
B0144	Salary Costs across the Council to be	Financial Services	380,000	1,760,591	-	1,760,591
C3080	Telephony Contract Replacement	Financial Services	-	-	22,600	(22,600)
Financial Services Projects Total			4,180,000	3,428,811	170,463	3,258,348
Law & Governance						
C3083	FOI System	Law & Governance	-	-	3,938	(3,938)

Cost Centre	Capital Scheme	Service Area	2024/25 Original Budget	Latest 2024/25 Budget	Spend to 30/06/24	Budget Remaining
			£	£	£	£
L1000	Audio & Visual Equipment	Law & Governance	-	12,782	-	12,782
	Law & Governance Projects Total		-	12,782	3,938	8,845
	Corporate Resources Directorate Total		6,294,200	6,606,102	1,215,227	5,390,875
Chief Executive						
Environmental Sustainability Projects						
E3558	Go Ultra Low Oxford - On Street	Environmental	-	494,706	-	494,706
E3557	Oxford and Abingdon Flood Alleviation	Environmental	-	-	2	(2)
E3570	Biodiversity Net Gain (Feasibility)	Environmental	-	100,000	-	100,000
E3560	Go Ultra Low Oxford - Taxis	Environmental	-	38,327	17,815	20,512
E3565	Decarbonisation Fund - OCC element	Environmental	-	105,142	-	105,142
B0127	ZEZ Phase 1 Feasibility	Environmental	-	141,000	-	141,000
E3568	Leisure Centre LED Lighting Feasibility	Environmental	-	6,430	3,840	2,590
	Environmental Sustainability Projects Total		-	885,605	21,657	863,948
	Chief Executive Total		-	885,605	21,657	863,948
	General Fund Total		77,182,456	116,302,787	20,992,977	95,309,811
Housing Revenue Account Capital Programme						
HRA - Property Services Schemes						
N6384	Tower Blocks	HRA	1,000,000	260,387	6,630	253,757
N6385	Adaptations for disabled	HRA	800,000	602,175	412,337	189,838
N6386	Structural	HRA	2,000,000	2,187,754	11,267	2,176,487
N6387	Controlled Entry	HRA	100,000	317,991	4,929	313,062
N6388	Major Voids	HRA	1,000,000	18,944	262,552	(243,608)
N6389	Damp-proof works (K&B)	HRA	-	43,714	-	43,714
N6390	Kitchens & Bathrooms	HRA	-	(250,000)	-	(250,000)
N7057	Kitchens	HRA	-	440,772	290,558	150,213
N7049	Compulsory purchase of property	HRA	-	-	1,596	(1,596)
N7058	Bathrooms	HRA	-	186,995	91,889	95,106
N6391	Heating	HRA	-	(107,710)	-	(107,710)
N7059	Boilers Only	HRA	500,000	1,325,598	395,567	930,031
N7060	Heating Systems	HRA	500,000	654,823	5,992	648,831
N6392	Roofing	HRA	-	190,751	(152,452)	343,203
N6395	Electrics	HRA	2,000,000	1,947,924	266,657	1,681,267
N6434	Doors and Windows	HRA	-	(371,960)	70,148	(442,107)
N7020	Extensions & Major Adaptions	HRA	1,000,000	1,927,387	63,443	1,863,944
N7026	Communal Areas	HRA	-	0	(16,898)	16,898
N7033	Energy Efficiency Initiatives	HRA	7,450,000	6,874,425	114,752	6,759,672
N7044	Lift Replacement Programme	HRA	100,000	103,432	2,166	101,266
N7048	Fire doors	HRA	1,500,000	3,571,177	32,950	3,538,228
N7067	Renewal Of Fire Alarm Panels	HRA	60,000	207,021	-	207,021
N7052	HRA Stock Condition Survey	HRA	400,000	728,573	9,923	718,650
N7032	Great Estates Programme	HRA	-	1,120,539	-	1,120,539
N7071	Fencing	HRA	-	250,856	2,898	247,958
N7072	QL Improvements	HRA	-	245,000	-	245,000
N7073	Southfield Park Leases	HRA	-	1,500,000	-	1,500,000
N7074	Oxford North Development	HRA	13,538,505	14,695,162	676,183	14,018,979
N7075	LAHF Acquisitions	HRA	-	312,704	(69,385)	382,089
N7076	Major Voids – Kitchens and Bathrooms	HRA	-	(440,434)	77,658	(518,092)
N7077	Climate Change	HRA	-	-	-	-
N7078	LAHF 2 Acquisitions	HRA	-	690,679	751,983	(61,305)
N7080	Retained Right to Buy Receipts (Acquis	HRA	-	-	4,620	(4,620)
N7081	Retained Right to Buy Receipts (Additi	HRA	1,000,000	1,000,000	-	1,000,000
N7084	Alice Smith (Heating)	HRA	200,000	200,000	-	200,000
N7085	Renewal of Solar and Energy infrastruc	HRA	15,000	15,000	-	15,000
N7086	Extensions (5/6 Beds)	HRA	300,000	-	-	-
N7087	SHWP Urgent Works	HRA	500,000	500,000	-	500,000
N7088	Tower Blocks Additional Works	HRA	1,500,000	-	-	-
N7089	Housing for Older People - white good	HRA	50,000	50,000	-	50,000
N7090	Digital Noticeboards for towerblocks	HRA	50,000	50,000	-	50,000
N7091	Capital R&M Works Investment	HRA	2,500,000	2,500,000	-	2,500,000
N7092	Communal Capital investment works	HRA	4,500,000	4,500,000	1,079	4,498,921
N7093	External Capital investment works to C	HRA	4,500,000	4,500,000	578,245	3,921,755
N7094	Internal Capital investment works to C	HRA	3,500,000	3,500,000	324,254	3,175,746
N7095	Tower Blocks - Fire Alarm System Repl	HRA	-	-	-	-
N7096	Stock Decency Improvement Works (L	HRA	-	-	-	-
N7097	Leiden Road (c. 12 affordable homes)	HRA	-	-	-	-
N7098	Underhill Circus (c. 11 affordable hom	HRA	-	-	-	-
N7099	Additional Units (RRTBR)	HRA	-	-	-	-
N7100	Additonal Programme (RRTBRs)	HRA	-	-	-	-
N7042	Barton Regeneration	HRA	-	598,360	-	598,360
N7070	Major Refurbishment Masons Road	HRA	-	586,179	(1,327)	587,506
HRA - Housing Supply Schemes						
N7047	Social Rented Housing Acquisitions	HRA	-	(820,540)	156,430	(976,970)
N7051	Acquisition of Additional Units	HRA	3,000,000	5,466,000	-	5,466,000
N7050	East Oxford development	HRA	6,793,288	7,637,659	343,913	7,293,746
N7054	Properties Purchased From OCHL	HRA	83,684,822	23,911,742	5,579	23,906,163
N7061	Northfield Hostel	HRA	9,524,123	21,999,763	74,568	21,925,195
N7062	Lanham Way	HRA	3,185,122	6,711,853	862,515	5,849,338
N7079	SHAP Acquisitions	HRA	-	(1,021,088)	3,553	(1,024,641)
N7068	Juniper	HRA	-	385,229	-	385,229
N7066	Next Steps Accommodation Programme	HRA	-	581,746	-	581,746
N7040	Blackbird Leys Regeneration (HRA)	HRA	1,504,000	2,353,318	670,745	1,682,573

Cost Centre	Capital Scheme	Service Area	2024/25 Original Budget	Latest 2024/25 Budget	Spend to 30/06/24	Budget Remaining
			£	£	£	£
	Housing Revenue Account Total		158,254,860	124,439,899	6,337,517	118,102,383
	Grand Total		235,437,316	240,742,687	27,330,494	213,412,193
					% Latest Budget	% Original Budget
				General Fund Spend v Bud	18%	27%
				HRA Spend v Bud	5%	4%
				Total Spend v Bud	11%	12%

N.B. Mitigating actions are included for underperforming KPIs.

Measure ID	Short Name	Owner	Year End target	June Target	June Actual	Comments
	Total number of affordable homes in Oxford completed in year	Carolyn Ploszynski / Dave Scholes	1600 new affordable homes built over the preceding 4 years or 200	See Comments		The forecast is currently set to achieve the target with a programme of 1,779 homes to be delivered over this period. This comprises 1,179 at social rent, 87 at affordable rent, 482 at shared ownership and 32 First Homes. Please note that delivery figures are subject to change and the delivery risks and risk of slippage are greater in later years. 28 affordable homes have been delivered in the first quarter of this year with an additional 156 homes forthcoming in 2024/25 (currently 184 expected). All these units are social rent tenure. New schemes are continuously under consideration to account for any slippage and to keep the programme with the Council target. Units delivered are high quality, meeting and, where possible, exceeding energy efficiency policy.
	Number of rough sleepers without an offer of accommodation	Nerys Parry/ Richard Wood	29	30	28	On 30/06/24 we had 32 people rough sleeping, 28 of whom did not have an offer of accommodation.

	Tenant overall satisfaction with services provided by the City Council as their landlord	Nerys Parry/ Bill Graves	78%	See Comments		The overall satisfaction TSM measures are reported to annually to HouseMark. For 23/24 OCC achieved 77.5% (close to 78% Quartile 1 of LA and RPs in England). Work is continuing to improve tenant satisfaction across all areas.
	Number of Oxford Living Wage employers and employees	Carolyn Ploszynski	150 employers 27,306 employees	N/A	132 and 26,931 employees	The employee figures are based on published figures on employer websites. We are working currently in the process of updating the figures for employers and so no change since end of 2023/24. We have a pipeline of employers we are working with in terms of signing up to OLW.
	Number of Community Employment and Procurement plans agreed and underway	Carolyn Ploszynski	5	N/A	3	We have got a healthy pipeline of commitments to a delivering CEPPs and are on track to meet the target of approved and implemented CEPPs. This is a pilot measure. The CEPPs KPI was introduced in 2023/24 and targets reflect the early stage of this programme. The targets will be reviewed at the end of year one.
	% of spend with local businesses by the Council and its wholly owned companies	Annette Osborne	70%	70%	69.97%	Almost on target – this is a yearly target

	Secure at least 600k investment for programmes that help tackle inequalities	Hagan Lewisman	£625k	n/a	£322,577	<p>This is a yearly target, and we are on programme to achieve this.</p> <ul style="list-style-type: none"> - We have secured £144k from public health for extension of the Community Health Development roles - We have secured £30k Healthy Place Shaping. - £90,577 for continuation and expansion of You Move and Move Together (payable in 2 tranches – July and October) - £28k for vaccine engagement work from ICB Access and Inequalities - £30k from Public Health operations budget for the delivery of the Community Health Development Officer Programme
	The participation numbers for young people accessing our leisure centres and physical and cultural activities	Hagan Lewisman	81,800	See comments		This is an annual target and we're currently on track
	The % improvement in health outcomes experienced by those individuals referred into our Physical Activity programmes.	Hagan Lewisman	61%	n/a	86%	<p>Move Together - Reported on at the 6-month review point, but on track to achieve this with 86% people currently having a 'successful outcome' from the support provided)</p> <p>NB – this is a different measure to health perception.</p> <p>You Move – Reported on at the 6-month review point, but on track to achieve this.</p>

	City Council greenhouse gas emissions per annum – tracking towards zero by 2030.	Mish Tullar	4,555 equivalent (2023-24) <i>note always reported in arrears</i>	N/a	N/a	Achievements in 2022-23 were less than the target with a 5% rather than 10% reduction. 2023-24 should see a larger reduction with the advent of the larger Salix and PSDS programmes commissioned in this period.
	Oxford greenhouse gas emissions measured by government tracking towards zero by 2040	Mish Tullar	453.7 kt CO2e <i>note always reported 2 years in arrears</i>	2040 Net-Zero Action Plan (zerocarbon.oxford.org) 33% reduction by 2022 compared to 2018 benchmark		<p>Data is taken from DESNZ's annual report data set on local authority carbon emissions. The most recent data, released in June 2024, covers the city's emission for 2022. Therefore the % reduction target included are also two years in arrears.</p> <p>The data from DESNZ shows a 7% decrease compared to last year's emissions, and a 14% decrease compared to the 2018 benchmark. This data shows therefore the city is significantly (19 % points) behind the current pathway.</p> <p>Population growth and economic output are key drivers of emissions. The city's Per Capita Emissions, at 3.7 tCO2e/capital, is at its lowest level since these records began in 2014.</p> <p>Sectoral breakdown shows slow progress in industry's decarbonisation - only 2% reduction since baseline year. The current ZCOP ID project will outline how to ramp up decarbonisation in this sector in line with our targets. Similarly, next year whole city decarbonation action plan will be commissioned to identify opportunities.</p>
	Satisfaction with parks and open spaces	Jane Winfield	85%	n/a	n/a	This is an annual measure taken from the Annual Residents Survey. The next Annual Residents Survey data should be available in Nov/Dec 2024

	% of staff from minority ethnic groups	Helen Bishop	15%	15%	14.44%	Action we are taking in the year ahead is to introduce more inclusive recruitment practices and inclusive recruitment training for recruiting managers. We continue work on building a more inclusive culture so that people feel a sense of belonging, no matter who they are, and therefore choose to stay. We will do this through work on lunch and learn sessions and building staff networks and EDI training for all staff. A longer-term initiative is a positive action development programme to start building talent for future manager and leader positions to improve diversity at this level. This will also act to support retention and sends out a message that the organisation is committed to being more representative of the communities it serves.
	% channel shift to online forms for top 8 services where process improvements implemented	Helen Bishop	+5%	+5%	-11.8	The top 8 services include Housing Needs, Revenues and Benefits. It is expected that increased online activity will follow once the Housing Portal is live for taking housing repairs enquiries. Also a full communication campaign is in progress to promote use of our online forms for revenues and benefits. It is envisaged that once these campaigns have landed online usage will increase.
	Oxford residents' satisfaction with City Council services (Overall, how satisfied or dissatisfied are you with the way Oxford City	Mish Tullar	53%	n/a	n/a	This is an annual measure. The next Annual Residents Survey data should be available in Nov/Dec 2024

	Council runs things?)					
	Efficiencies delivered against plan	Nigel Kennedy	£1,829,000	n/a	£1.778m	The budget has been adjusted for most of the efficiencies identified. No major overspends are being reported for most of these areas and therefore most can be said to be being achievable.

To: Cabinet
Date: 11 September 2024
Report of: Head of Financial Services
Title of Report: Treasury Management Annual Report 2023/24

Summary and Recommendations	
Purpose of report:	The report sets out the Council's Treasury Management activity and performance for the financial year 2023/24
Key decision:	No
Executive Board Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	All
Policy Framework:	Treasury Management Strategy

Recommendation: That Cabinet resolves to:

1. **Note** the report.

Appendices	
1 (Exempt)	Confidential Appendix on Fund Investment
2	Risk Register

Executive Summary

1. The Council held investments of £20.330 million (based on the investment value) as at 31st March 2024. Net interest earned during the year, including from loans to companies and external borrowing, was £7.24 million against a target of £6.09 million, a favourable variance of £1.15 million. This relates to the following factors:

Favourable

- Borrowing costs lower by £1.318 million due to long term borrowing on the General Fund not being required, following slippage in the capital programme including lower loan requirements from the Housing Companies due to internal borrowing.
- £1.896 million interest charged to the HRA in lieu of external borrowing.

Adverse

- Lower investment income by £0.815 million due to less funds being available to invest, due to internal borrowing to fund housing company projects.
 - £0.614 million interest relating to company bank balances paid in accordance with internal agreements plus a variance in budgeted income from loans to companies
 - £0.635 million Interest on short term borrowing which was needed due to a requirement to repay government grants at short notice.
2. The average rate of return on the Council's investments in 2023/24 was 4.52% compared to 3.77% in 2022/23. The Bank of England base Rate increased steadily throughout 2023/24, starting at 4.25% and finishing at 5.25%.
 3. The Council held £218.528 million of fixed rate Public Works Loan Board (PWLB) debt as at 31st March 2024. £198.528 million was originally borrowed in March 2012 to fund the self-financing of the Housing Revenue Account (HRA) with one of the loans that had matured being replaced on 28th March 2022. All of the debt relates to housing and the maturity profile ranges from 5 to 50 years. Interest paid on the debt in 2023/24 and charged to the HRA was £6.40 million. An additional £20 million was borrowed in 2023/24 to improve cashflow backed by the HRA borrowing to finance the 2022/23 capital programme which was originally financed by internal borrowing.

Background

4. The primary principle governing the Council's investment decisions is the security of the investment, with liquidity and yield being secondary considerations.
5. The Council has a statutory duty to set, monitor and report on its prudential indicators in accordance with the Prudential Code, which aims to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable.
6. When considering whether to borrow, the Council's Debt Strategy requires a number of factors to be considered. These include:
 - prevailing interest rates;
 - the profile of the Council's debt portfolio;
 - the type of asset being financed; and
 - the availability of cash balances to finance capital expenditure.
7. The Council fully complied with its Treasury Management Strategy in relation to both debt and investment management in 2023/24.
8. The prudential indicators detailed in the body of this report compare the Council's outturn position against the target set for 2023/24.

Financing the Capital Programme 2023/24

9. Table 1 below shows actual capital expenditure and expected financing compared to the original budget.

Table 1 Capital Expenditure and Financing 2023-24			
Capital Expenditure	2023/24 Original Budget £'000	2023/24 Actual £'000	Variation £'000
Non-HRA Capital Expenditure	117,020	20,539	-96,481
HRA Capital Expenditure	117,568	38,235	-79,333
Total Capital Expenditure	234,588	58,774	-175,814
Resourced by:			
Developer Contributions	14,029	1,654	-12,375
Capital Grants and contributions	34,277	9,392	-24,885
Capital Receipts	27,092	13,086	-14,006
Revenue	2,923	1,581	-1,342
Major Repairs Reserve	10,393	15,440	5,047
Prudential Borrowing	145,874	17,621	-128,253
Total Capital Resources	234,588	58,774	-175,814

10. Much of the variation to the original budget relates to slippage in the programme, the resources for which will be moved into funding the expenditure in future financial years.

The Council's Overall Borrowing Need

11. The Council's underlying need to borrow, or Capital Financing Requirement (CFR), is the measurement and control of the Council's overall debt position. It represents all prior years' net capital expenditure which has not been financed by other means, i.e. revenue, capital receipts, grants etc.

12. The CFR can be reduced by:

- The application of additional capital resources, such as unapplied capital receipts;
- Repayment of debt financed by borrowing (including repayment of capital debtors); or
- Charging a Minimum Revenue Provision (MRP), or a Voluntary Revenue Provision (VRP).

13. Table 2 below shows the Council's CFR as at the 31st March 2024, this is a key prudential indicator, and shows that actual borrowing is below the CFR:

Table 2 Capital Financing Requirement (CFR) 2023-24 Estimate and Actual			
CFR	31st March 2024 Estimate £'000	31st March 2024 Actual £'000	Variation £'000
Opening Balance	345,261	336,953	-8,308
Prudential Borrowing	145,874	17,621	-128,253
Repayment of debt	-11,285	-11,640	-355
Minimum Revenue Provision	-165	-182	-17
CFR Closing Balance	479,685	342,752	-136,933
External Borrowing	364,358	218,528	-145,830
Internal Borrowing	115,327	124,224	8,897

14. New external debt of £20 million was taken out during 2023/24 in relation to HRA capital financing and as at 31st March 2024 the Council's total external debt is now £218.528 million, all in relation to HRA. This is below the CFR and indicates that the Council continues to internally borrow from its cash balances which is the cheapest form of borrowing.

Treasury Position at 31st March 2024

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

- Borrowing to the CFR;
- Choosing to utilise temporary cash flow funds, instead of borrowing (known as "under borrowing"); or
- Borrowing for future increases in the CFR that are reasonably certain.

16. The Council's treasury position as at the 31st March 2024 for both debt and investments, compared with the previous year is set out in Table 3 below:

Table 3 : Borrowing and Investments 2022-23 and 2023-24				
Treasury Position	31st March 2023		31st March 2024	
	Principal £'000	Average Rate %	Principal £'000	Average Rate %
Borrowing				
Fixed Interest Rate Debt	198,528	3.23	218,528	3.41
Total Debt	198,528	3.23	218,528	3.41
Investments				
Fixed Interest Investments	43,000	0.48	0	0.00
Call Accounts	0	0.90	0	0.00
Variable Interest Investments	10,125	0.01	330	5.28
Property Funds	20,000	3.54	20,000	4.58
Total Investments	79,440	1.01	20,330	4.93
Net Position	119,088		198,198	

17. Overall, the Council earned a weighted average return of 4.52% on its investment which is below the target of 0.2% above average base rate, which equated to an average of 5.06% as at 31st March 2024. The return is down due to not having funds available to invest at the improved rates throughout the year, this is however offset as the those funds were used for internal borrowing which reduces the amount of interest payable at those higher rates.

Prudential Indicators and Compliance Issues

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

19. **Net Borrowing and the CFR** – In order to ensure that borrowing levels are prudent, the Council’s external borrowing (net of investments) over the medium-term must only be for a capital purpose, and not exceed the CFR except in the short-term. In the short term the Council can borrow for cash flow purposes. Table 4 below highlights the Council’s net borrowing position against the CFR, and shows that it is significantly below the limit, due to the level of internal borrowing that has been undertaken.

Table 4 : Net Borrowing CFR 2022-23 and 2023-24		
Net Borrowing & CFR	31st March	31st March
	2023	2024
	Actual	Actual
	£'000	£'000
Total Debt	198,528	218,528
Total Investment	73,125	20,330
Net Borrowing Position	125,403	198,198
CFR	336,953	342,752
Under Borrowing plus Investments	211,550	144,554

20. In the current climate, internal borrowing is preferable to borrowing externally as the interest rate payable on an external loan is much higher than that which can be earned on investments. Therefore, forfeiting interest receivable on investments is more economical than paying additional interest charges for new external debt. If the net borrowing position, interest rate position and/or CFR changed significantly, the prospect of taking on additional debt would be reviewed.

21. **The Authorised Limit** – The Authorised Limit is the ‘affordable borrowing limit’ required by section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level unless it explicitly agrees to do so. Table 5 below demonstrates that during 2023/24 the Council’s gross borrowing was within its Authorised Limit. The Authorised Limit allows for some headroom above the Council’s projected CFR.

Authorised Limit compared to Actual Borrowing	31st March 2023		31st March 2024	
	Limit £'000	Actual £'000	Limit £'000	Actual £'000
Borrowing	691,950	198,528	815,820	218,528
Other Long Term Liabilities	0	0	0	0
Total Borrowed	691,950	198,528	815,820	218,528
Amount under Limit	493,422		597,292	

22. **The Operational Boundary Limit** – the Operational Boundary Limit is the expected borrowing position of the Council during the year. It is possible to exceed the Operational Boundary Limit, for a short period of time, providing that the Authorised Borrowing Limit is not breached. Table 6 below shows the limits for the last two financial years. Actual borrowing increased by £20 million to £218.5m but the limits were not breached during either period.

Operational Boundaries	31st March 2023	31st March 2024
	£'000	£'000
Operational Borrowing Limit	480,087	499,685
Other Long Term Liabilities	0	0
Totals	480,087	499,685

Investment Income

23. High inflation has put pressure on the Bank of England to increase the interest rate to reduce the rate of inflation. The rate rose to a peak of 5.25% and was not reduced until 1st August 2024 to 5.0%. The Council manages its investments in-house and invests with institutions listed in the Council's approved counterparty list. The Council invests for a range of periods from overnight to 364 days, dependant on cash flow requirements and its view on interest rates and duration limits set out in the Council's Investment Strategy.
24. During 2023/24, the Council maintained an average investment balance of £59.7m million and received a weighted average return of 4.52%. The upper limit of non-specified investments allowed in the strategy is 25% of the average investment balance for the preceding calendar year. The average balance for 2022 was £107.8 million giving a limit on non-specified investments of £26.95 million (being the higher of 25% of the previous calendar year's average investment portfolio and £25 million). Property funds and Multi Asset Funds fall into the non-specified investment category; their original investment value was £20 million which is within the non-specified limit at 18.6% of the average investment balance.
25. The property funds and the Multi asset Funds are classified as Non-specified Investments within the approved Investment Strategy. The current rate of return on the investments is circa 3.54% per annum.
26. The capital value of the Communities, Churches and Local Authorities (CCLA) Fund has increased by 17.84% between April 2013 and March 2024. The overall value of

the Lothbury property fund investment has fallen by 10.28% as at 31st March 2024 since its inception in August 2014. It is important to understand that fluctuations in value are to be expected with property fund investments over the short term and that they are a long term investment; as such, any gains and losses in fund value should be considered over the long term. More information about the current position can be found in the confidential appendix to this report.

27. Two Multi Asset Funds each for the amount of £5m are held with two fund managers, Fidelity and Artemis. The values as at 31st March 2024 were £4.09 million and £5.39 million respectively. The position on both continues to fluctuate. As with the property funds any gains or losses should be considered over the long term. Aggregate Multi Asset Fund Investment value is currently approximately 5.2% lower than the original investment amount. It is expected that this will improve as bank interest rates fall.
28. Fund managers are reporting that the funds continue to deliver stable income in line with objectives. Yields across asset classes have risen materially and have been incorporating higher yield investments- in the fund, which will remain the focus over the coming months. The funds are well positioned to continue to deliver objectives of a stable yield of around 4-6% per annum over a market cycle.
29. Actual treasury investment income for 2023/24 was £2.07 million; £0.82m Lower than the estimate of £2.89 million. This is mainly due to lower cash balances due to internal borrowing to fund Housing company projects. This should be considered in the context of the overall position which includes savings on external borrowing; overall there is a favourable variance of £1.15 million which is broken down in paragraph 1 of this report.
30. Fluctuations in the Council's balances have been managed through a mix of instant access and notice accounts, money market funds and short term deposits (up to 364 days). This approach is in line with the Investment Strategy approved by the Council.

Other Loans

31. The Council currently have non treasury loans to the Oxford City Housing group (known as OxPlace) of £35.3 million with interest rates varying in line with PWLB rates plus a subsidy control markup and £13.3 million to Oxwed LLP with an interest rate of 6.5% per annum. There are also 2 loans with the Low Carbon Hub of £1.87 million with an interest rate of 2.85% and £1.9 million with an interest rate of 1.45%.

Treasury Advisers

32. The Council takes advice from Link Asset Services on the appropriate durations to place investments with counterparties. These durations and also the availability of individual counterparties are subject to change dependant on market conditions and the credit ratings of the individual institutions. This means that the investment portfolio has to be actively managed to ensure both the availability of enough suitable counterparties and that the Council achieves the best interest rates possible within the agreed security and liquidity parameters.

Interest Rates since 31st March 2024 and forecasts

33. Interest rates have now started to fall following the Bank of England announcement of a reduction of 0.25% from 5.25% to 5.0% and forecasts suggested further gradual falls in short, medium and longer-term rates during 2024/25 and onwards.

34. The CPI measure of inflation was 2.8% in June 2024 and is expected to fall further and stay low.
35. The Council continues to use money market funds and instant access accounts for liquidity purposes, whilst seeking to maximise its returns by arranging longer term deposits where possible., it is vital to maintain a robust cash-flow model which is continuously reviewed and updated.

Environmental Social and Governance (ESG)

36. The Council adopted an ethical investment policy in 2015/16. No changes were made to the policy in setting the 2023/24 Treasury Management Strategy which is set out below:

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

- a. Human rights abuse (e.g. child labour, political oppression)
- b. Environmentally harmful activities (e.g. pollutants, destruction of habitat, fossil fuels)
- c. Socially harmful activities (e.g. tobacco, gambling)

37. The Council set a separate ESG policy within the 2023/24 Treasury Strategy which was then updated in the 2024/25 Treasury Strategy. ESG criteria are a set of measures of a company's operations that socially conscious investors can use to inform potential investments. Environmental criteria consider how a company performs as a steward of nature. Social criteria examine how it manages relationships with employees, suppliers, customers, and the communities where it operates. Governance deals with a company's leadership, executive pay, audits, internal controls, and shareholder rights. Due to the number of different agencies producing ESG data, which are not comparable between the agencies because of the different methodologies used, the Council is limited on how this information can be used to inform investment decisions. Due to the focus that has to be placed on the treasury management principles of Security, Liquidity and Yield, caution needs to be applied in order to not restrict the number of counterparties that the Council can invest in such that there is no remaining capacity for further investments or so that the level of interest income is not significantly affected which would cause unexpected financial pressure on the Council. However the Council does monitor the activities of its various counterparties and questions and challenges them on their ESG credentials at any meeting held with them.

Financial implications

38. These are set out within the body of the report.

Legal Issues

39. The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2023/24. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

Level of risk

40. The key risk going forward is around uncertainty caused by interest rate rises from the Bank of England. These are being driven by the overall economic position both at the national and the global level. This gives uncertainty around both investment and borrowing decisions. Risk assessment and management is a key part of Treasury Management activity, especially in the selection of counterparties when investment is being considered and in the timing and duration of any borrowing being planned. The Council uses external advisors and counterparty credit ratings issued by the rating agencies to assist in this process.

Equalities impact

41. The Council follows an ethical investment policy, investment interest helps provide council services, which has a beneficial equalities impact.

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Background Papers: None

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Risk Register

Treasury Management

As at: 1 August 2024

Ref	Title	Risk description	Risk		Date Raised	Owner	Gross		Current		Target		Comments	Controls				
			Opp/ threat	Cause			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
Treasury Management																		
1	Loss of capital investment due to a counterparty collapsing	The Council loses its principal investment or an investment becomes impaired.	T	Counterparty collapses or hits a financial crisis rendering it unable to repay investments.	The Council may lose money or repayment of funds could be significantly delayed which could have an adverse impact on operational funding levels	05/08/16	Bill Lewis	5	3	5	3	5	3	Reducing risk by limiting the use of high risk counterparties. Imposing a maximum investment value on approved counterparties in order to spread and reduce risk. Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. Counterparties are also monitored and reviewed on a weekly basis at least, or more regularly if considered necessary to do so.	Ongoing	Ongoing	100%	Bill Lewis
2	Pooled fund investments lose value	The value of the Council's units held in pooled fund investments decreases.	T	Uncertainty in the commercial property market and investment markets following Brexit, Covid and slowdown in general economic activity.	Capital depreciation will decrease the overall value of the investment.	05/08/16	Bill Lewis	4	3	3	3	3	2	The Council receives monthly valuations from the fund managers detailing the indicative redemption value of the individual units. These are reported to the Head of Finance on a monthly basis. The Council has the option to sell its units if there is a concern that the fund value is likely to decrease for a prolonged period.	Ongoing	Ongoing	100%	Bill Lewis
3	Changes in interest rates	Interest rates continue to change affecting investment and borrowing rates.	T	Changing national and global economic conditions resulting in interest rates being higher or lower than anticipated	The Council may not achieve its target level of interest income; the Council may lock in to fixed term investments with the interest rate subsequently rising; or the Council may take out borrowing at higher rates than subsequently achievable.	15/10/22	Bill Lewis	3	4	3	4	3	4	The Council continually monitors base rates and projection of rates from its treasury advisors and general economic data and plans investments accordingly. The same approach is taken for planning borrowing by monitoring forecasts against the different rates of interest offered for different periods and loans are then planned accordingly.	Ongoing	Ongoing	100%	Bill Lewis
4	Fraudulent activity	Potential fraud by staff	T	Fraudulent activity	Loss of money for the Council Disciplinary action for the staff involved	05/08/16	Bill Lewis	3	3	2	1	2	1	Segregation of staff duties, reviewing and monitoring of internal controls to ensure the correct protocol is being followed. Ensuring all insurance policies and the fidelity guarantee are fully up to date.	Ongoing	Ongoing	100%	Bill Lewis
5	Money laundering	Money laundering by external parties	T	External parties pay a transaction by cash and subsequently request a refund	Fine and/or imprisonment	05/08/16	Bill Lewis	4	2	4	1	4	1	Ensuring the money laundering policy is reviewed and up to date. Checking refunds back to source. Raising awareness of this issue amongst staff and reviewing the financial regulations.	Ongoing	Ongoing	100%	Bill Lewis
6	Network failure/Barclays.net being inaccessible	The Council is unable to carry out its daily treasury functions due to a network failure	T	Barclays.net is unavailable or the Council's network has failed	Daily Treasury functions will not be carried out	05/08/16	Bill Lewis	2	3	1	2	1	2	Invoke the business continuity plan to minimise the effects of a network issue.	Ongoing	Ongoing	100%	Bill Lewis
7	Revenue Budgets	Revenue budgets are unable to meet borrowing costs of capital schemes	T	Revenue budgets come under pressure from restricted government funding or non delivery of programmed savings	The Council may not be able to execute some desired projects.	05/08/16	Bill Lewis	3	3	2	2	2	2	Revenue budgets monitored on monthly basis and future year forecasts undertaken. Reserve some capital receipts to cover borrowing costs in the short term. Monthly financial reports and forecasts.	Ongoing	Ongoing	100%	Bill Lewis
8	Lack of suitable counterparties	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	T	Rising cash balances and a restricted counterparty list	Use of counterparties not paying best value rates.	05/08/16	Bill Lewis	3	4	3	3	3	3	The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council utilises money market and enhanced cash funds to deposit surplus cash balances in the event of no space with other counterparties and also to ensure there is always cash instantly available in order to meet payment obligations when they fall due. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.	Ongoing	Ongoing	100%	Bill Lewis
9	Environmental Social and Governance	Inability to place investments	T	Environmental Social and Governance factors not being compatible with the Security Liquidity and Yield principles; limiting counterparties	Inability to find satisfactory counterparties to take all of the investments	10/01/23	Bill Lewis	3	4	3	3	3	3	Environmental Social and Governance factors are being used as an overlay in order to not restrict counterparties. These will be used as a means to select counterparty where there is more than one available.	Ongoing	Ongoing	100%	Bill Lewis
10	Staff Resource	Staff capacity issue	T	Additional CIPFA requirements on treasury management increases pressure on staff, training, additional reporting, etc	Reports not produced to comply fully with the code	10/01/23	Bill Lewis	3	4	3	3	3	3	Reporting will be undertaken at a reasonable level to include reporting on indicators that can be measured during the year.	Ongoing	Ongoing	100%	Bill Lewis

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Minutes of a meeting of the Cabinet on Wednesday 10 July 2024

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Cabinet members present:

Councillor Brown (Chair)

Councillor Arshad

Councillor Hollingsworth

Councillor Railton

Councillor Upton

Councillor Turner

Councillor Chapman

Councillor Munkonge

Councillor Linda Smith

Officers present for all or part of the meeting:

James Baughan, Leisure and Active Wellbeing Manager

Helen Bishop, Head of Business Improvement

Kieran Edmunds, Rapid Rehousing Manager

Vicki Galvin, Senior Programme Manager for Customer Experience

Caroline Green, Chief Executive

Emma Jackman, Head of Law and Governance

Clare Keen, Policy and Partnerships Officer

Nigel Kennedy, Head of Financial Services

Hagan Lewisman, Active Communities Manager

Emma Lund, Committee and Member Services Officer

Nerys Parry, Head of Housing Services

Malcolm Peek, Property Services Manager

William Sparling, Team Leader Planning Policy

Alexander Sutton, Planner (Planning Policy)

Mish Tullar, Head of Corporate Strategy

Richard Wood, Housing Strategy and Needs Manager

Also present:

Councillor Katherine Miles, Chair of Scrutiny

Apologies:

No apologies were received.

16. Addresses and Questions by Members of the Public

None.

17. Councillor Addresses on any item for decision on the Cabinet agenda

None.

18. Councillor Addresses on Neighbourhood Issues

None.

19. Items raised by Cabinet Members

None.

20. Scrutiny Reports

The Scrutiny Committee had met on 2 July 2024 and the Housing and Homelessness Panel had met on 3 July 2024.

The Scrutiny Committee had made recommendations relating to the following items:

- Oxford City Council Corporate Strategy 2024-28
- Update of Byelaws for Parks and Open Spaces (report to Council)
- Leisure Investment Programme

Scrutiny had also considered but had not made recommendations in relation to: the Citizen Experience Strategy Progress Report; the Annual Review of the Housing, Homelessness and Rough Sleeping Strategy; Temporary Accommodation Demand and Mitigations; and 2024/25 Capital Programmes (HRA Delegations).

All of the recommendations, together with Cabinet Members' responses, were included in the separately published supplement to the agenda.

Three recommendations had been made in relation to the Oxford City Council Corporate Strategy 2024-28. These had related to including a priority within the strategy to have an age and child friendly city; including specific reference to the work of the Child Poverty Review Group and adoption of the Socio-Economic Duty; and making more specific reference within the strategy to activity which is funded versus activity which is dependent on securing funding, and referencing prioritisation processes.

In responding to the recommendations Councillor Susan Brown, Leader of the Council, commented that whilst the 'Agree?' column in the published supplement stated that all three recommendations had been agreed, it was in fact not possible to summarise the responses in such a binary way due to their nuanced nature. Full consideration of the recommendations and acceptance level was set out in the narrative response.

Two recommendations had been made in relation to the Update of Byelaws for Parks and Open Spaces. These had related to including a speed restriction within the byelaws relating to cycling; and displaying information for the public in parks on how to report anti-social behaviour. Councillor Chewe Munkonge, Cabinet Member for A Healthy Oxford, responded that the first recommendation had been accepted in part, and the second recommendation had been fully accepted, as set out in the narrative responses.

Two recommendations had been made in relation to the Leisure Investment Programme. These had related to undertaking a thorough analysis of the Leys Leisure

Centre sports hall usage during all opening times; and publishing high-level information on the Leisure Investment Programme and progress on delivery on the Council's website. Councillor Chewe Munkonge, Cabinet Member for A Healthy Oxford, responded that the second recommendation was fully accepted, and the need to monitor the performance of the Council's leisure provider was well recognised. The first recommendation was also accepted.

21. Leisure Investment Programme

The Executive Director (Communities and People) and the Head of Financial Services had submitted a report to seek approval for a programme of improvements at the Council's leisure facilities.

Councillor Chewe Munkonge, Cabinet Member for A Healthy Oxford, reported that the transfer to the new leisure contract with Serco Leisure ('More Leisure') had now been successfully completed. The report before Cabinet sought approval for an additional capital budget of £1.04 million, above the £2 million already agreed in the capital programme, in order to improve facilities across Ferry Leisure Centre, Leys Leisure Centre, Barton Leisure Centre and Hinksey Outdoor Pool. These improvements would ensure that the Council's facilities would remain sustainable and meet customer demand in the long term; would enable the aims of the contract to be met and a return on investment to be achieved; and would help to reduce health inequalities, for example by the provision of concessionary access.

Cabinet resolved to:

1. **Grant project approval** for the Leisure Investment Programme at Appendix 1;
2. **Recommend to Council** the approval of an additional capital budget of £1.04 million, above the £2million already agreed in the capital programme necessary to deliver the Leisure Investment Programme;
3. **Delegate authority** to the Executive Director (Communities and People) in consultation with the Cabinet Member for A Healthy Oxford; the Deputy Leader (Statutory) - Finance and Asset Management; the Head of Finance/Section 151 Officer and the Head of Law and Governance to agree the terms of the legal agreement with Serco Leisure ("More Leisure) to govern payment of the monies for the Leisure Investment Programme; and
4. **Delegate authority** to the Executive Director (Communities and People) in consultation with the Cabinet Member for A Healthy Oxford; the Deputy Leader (Statutory) - Finance and Asset Management and the Head of Financial Services/Section 151 Officer to determine any additional opportunities to reinvest the funds if any monies remain following delivery of the Leisure Investment Programme, whilst ensuring no detrimental impact to the Council's return on investment.

22. Redesignation of the Neighbourhood Forums for Wolvercote and Summertown & St. Margaret's

The Executive Director (Development) had submitted a report to consider redesignation of the Neighbourhood Forums for Wolvercote and Summertown & St. Margaret's.

Councillor Louise Upton, Cabinet Member for Planning, reported that the Localism Act 2011 had provided for the establishment of Neighbourhood Forums, allowing interested local communities to become directly involved in planning for their areas. Neighbourhood Forums were able to produce Neighbourhood Plans which, if adopted, became part of the statutory development plan, and therefore an important consideration when making decisions on planning applications.

However, legislation set out that designation of a neighbourhood forum ceased to have effect five years after the date of designation. Cabinet was therefore asked to consider approving the redesignation of Wolvercote and Summertown & St Margaret's Neighbourhood Forums. Neighbourhood forum applications were required to link to a designated area: the proposed areas for both Forums were identical to those as originally designated.

Officers confirmed that consultation feedback for both neighbourhood forum redesignations had been very positive.

Cabinet resolved to:

1. **Approve** the redesignation of Wolvercote Neighbourhood Forum in respect of the originally designated neighbourhood area to which it related; and
2. **Approve** the redesignation of Summertown & St. Margaret's Forum in respect of the originally designated neighbourhood area to which it related.

23. Homelessness Temporary Accommodation Demand and Mitigations

The Executive Director (Communities and People) had submitted a report to (i) seek authorisation to establish an Emergency Temporary Accommodation Framework for the procurement of emergency temporary accommodation; and (ii) update Cabinet on increasing levels of homelessness use of temporary accommodation and mitigations in Oxford.

Councillor Linda Smith, Cabinet Member for Housing & Communities, reported that unprecedented numbers of people were now presenting to the Council as homelessness. Within that, there was an unprecedented number of people whom the Council had a statutory duty to house. Of these, many were in temporary accommodation whilst a permanent home for them to move to was sought. The report before Cabinet set out the scale of the situation.

Councillor Smith highlighted that, in addition to the detrimental effects on the individuals affected, the use of temporary accommodation was expensive for the Council. Whilst much work had already been done to seek to reduce the costs wherever possible and keep the numbers of those in temporary accommodation as low as possible (as set out in the report), further initiatives to increase temporary accommodation supply, prevent homelessness and increase the supply of move on accommodation were being pursued. The report also proposed the establishment of an Emergency Temporary Accommodation Framework for the procurement of emergency temporary accommodation.

Cabinet resolved to:

1. **Approve** the establishment of a framework under the Public Contracts Regulations 2015 for the Procurement of Emergency Temporary Accommodation;

2. **Delegate authority** to the Executive Director (Communities and People) to agree the final structure of the Emergency Temporary Accommodation Framework and appoint successful suppliers to all lots on the Framework;
3. **Delegate authority** to the Executive Director (Communities and People) to procure and award individual contracts through the Emergency Temporary Accommodation Framework in excess of £1 million;
4. **Note** the implementation of a new Private Sector Leasing Scheme to increase Temporary Accommodation supply and note that leases will be negotiated with Housing Associations where appropriate to release additional units;
5. **Note** the development of further mitigations, including the de-designation of certain housing stock for use as Temporary Accommodation; longer-term capital investment to increase supply of Temporary Accommodation; and work with Ox Place to increase the supply of move on accommodation.

24. Annual Review of the Housing, Homelessness & Rough Sleeping Strategy 2023-28

The Executive Director (Communities and People) had submitted a report to provide an update on the progress made in Year 1 of the Housing, Homelessness and Rough Sleeping Strategy 2023-28 and to seek approval for the implementation of the Year 2 action plan.

Councillor Linda Smith, Cabinet Member for Housing and Communities, presented the report and outlined the progress which had been made against the five strategy priorities over the year. Officers commented that one of the more significant updates to the Year 2 action plan had been to try to capture the risks and challenges of rising homelessness levels and transformation of rough sleeping services, and the cost inflation associated with the growing demand. Other challenges included competing demands for investment in housing stock, and growing expectations from tenants and central government.

A Cabinet Member highlighted the achievements of the Oxfordshire Housing and Growth Deal, and agreements with the three District Councils on the allocation of social housing for Oxford's Unmet Need, in delivering affordable homes. It was suggested that the action plan should seek to continue to publicise this as a priority.

Cabinet resolved to:

1. **Note** the progress made in Year 1 to implement the Housing, Homelessness, and Rough Sleeping Strategy and Action Plan and the emerging risks and challenges for delivery over next year and beyond;
2. **Approve** the adoption of the new strategy Action Plan for 24-25; and
3. **Delegate authority** to the Executive Director (Communities and People), in consultation with the Cabinet Member for Housing and Communities, to update the Action Plan when required.

25. 2024/25 HRA Capital Programmes and Delegations

The Executive Director (Communities and People) had submitted a report to seek (i) approval for the Housing Revenue Account (HRA) Capital Programmes for 2024/25; (ii) authority to commence procurement procedures to deliver the programmes; and (iii) delegated authority for officers to enter into the necessary contracts.

Councillor Linda Smith, Cabinet Member for Housing and Communities, highlighted that the report sought authority for the spending of £12.5 million already in the HRA budget for three programmes of work to improve provision for residents. These were internal works, external works and communal works. Whilst the report before Cabinet was an interim programme relating to works for the current year, a five year programme of works informed by a stock condition survey was also being developed, in order to give greater clarity over the longer term. This would enable the details of the programme to be shared with residents and ward councillors.

Cabinet resolved to:

1. **Approve** the Council's HRA capital programmes for 2024/25 as set out in the report with the total value of £12,500,000 (twelve million and five hundred thousand pounds);
2. **Approve** the commencement of the appropriate procurement processes to undertake the works and provide the services necessary to deliver the capital programmes approved under recommendation 1; and
3. **Delegate authority** to the Head of Housing, in consultation with the Head of Financial Services; the Head of Law and Governance; and the Cabinet Member for Housing and Communities, to enter into all contracts required in order to deliver the HRA Capital Programmes subject to the proper procurement process being followed, with all spend falling within the budget of £12.5m.

26. Citizen Experience Strategy Progress Report

The Executive Director (Corporate Resources) had submitted a report to provide a comprehensive update on the delivery of the first year of the Citizen Experience (CEX) Strategy.

Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies, reported that much positive progress had been made and commented that the feedback received from independent examiners on the customer experience continued to be very good. One of the particularly notable achievements over the past year had been the launch of a new website, making it easier and quicker for citizens to find the service and support they need. Other areas of key progress across the strategy workstrands were set out fully in the report.

Councillor Chapman highlighted that areas of focus for the next year were expected to include increasing the opportunity for payments to be made online and services such as garden waste collection to be arranged online. It was hoped that this would also enable the delivery of efficiency savings.

Cabinet resolved to:

1. **Note** the positive progress which has been made; and
2. **Agree** the revised action plan (Appendix 2).

27. DLUHC Productivity Return

The Executive Director (Corporate Resources) had submitted a report to seek approval for an Oxford City Council Productivity Plan for return to the Department of Levelling up, Housing and Communities (DLUHC) and for publishing on the Council's website. The requirement for all councils to produce a productivity plan had been announced as part of the Local Government Finance Settlement, and the Minister for Local Government had written to local authority chief executives on 16 April 2024 requiring submission by 19 July 2024.

Cabinet resolved to:

1. **Approve** the Oxford City Council Productivity Plan (at Appendix 2) for return to DLUHC; and
2. **Approve** this Oxford City Council Productivity Plan (at Appendix 2) for publication on the Council's website for public consumption.

28. Oxford City Council Corporate Strategy 2024-2028

The Head of Corporate Strategy had submitted a report which provided the feedback from the public and stakeholder consultation on the Council Strategy 2024 to 2028 and which sought approval for the Strategy.

Councillor Susan Brown, Leader, highlighted that the Strategy had previously been brought to Cabinet in draft, and had been subject to an extensive and thorough consultation process. It had also been considered by the Scrutiny Committee and the Parish Councils' Forum.

Councillor Brown summarised that many of the overarching priorities remained similar to previous years, for example: having good affordable homes; a strong and fair economy; thriving communities; zero carbon oxford; and a well-run council. It was noted that the Strategy would be accompanied by an annual business plan; a separate report was also due to be brought to a future Cabinet meeting on Corporate Key Performance Indicators.

Cabinet resolved to:

1. **Note** the public and stakeholder consultation on the draft Council Strategy 2024 to 2028;
2. **Agree** the revisions made to the draft Council Strategy 2024 to 2028 in response to the consultation;
3. **Delegate authority** to the Head of Corporate Strategy in consultation with the Council Leader to make further minor amendments before adoption by Council; and
4. **Recommend to Council** to:
 - A. **Adopt** the Council Strategy 2024 to 2028 as attached as Appendix 1 to the report; and
 - B. **Delegate authority** to the Head of Corporate Strategy in consultation with the Council Leader to make any further amendments to the Council Strategy 2024

to 2028 before implementation and publication, provided that such amendments do not materially affect the substance of the Council Strategy 2024 to 2028.

29. Financial Outturn Report 2023/24

The Head of Financial Services had submitted a report to update Members on the financial outturn for the year ending 31 March 2024.

Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Management, highlighted that the General Fund Outturn showed a favourable variance of £3.903 million which was recommended for transfer into the risk reserve. However, the general fund variations had included a dividend payment from ODS of £4 million in respect of prior years and this had served to mask underlying pressures in the budget. One such pressure was the demand for temporary accommodation as highlighted in a previous agenda item. There were also service pressures around the contact centre and an adverse variance arising from local cost of benefits.

Councillor Turner also drew attention to slippage within the capital programme, which included unavoidable slippage. Provision had been made for an optimism bias going forward to correct optimism bias on programmed spend.

The HRA also showed a slight favourable variance. However, within this there were also some pressures, most notably relating to repairs.

Cabinet resolved to:

1. **Note** the financial outturn and performance of the Council for the year 2023/24 and the recommended transfer of £3.903 million to the risk reserve; and
2. **Agree** the carry forward requests in respect of the General Fund of £0.064 million in accordance with paragraph 2.

30. Appointments to Outside Bodies 2024/25

The Head of Law and Governance had submitted a report to agree appointments to Outside Bodies for the 2024/25 Council Year.

Cabinet resolved to:

1. **Approve** appointments to charities, trusts, community associations and other organisations as shown in Appendices 1A – 1D; and note the appointments to partnerships as detailed in Appendix 1E;
2. **Note** the guidance for appointees as detailed in Appendix 2; and
3. **Delegate authority to** the Head of Law and Governance, in consultation with the Leader of the Council, and where appropriate with other group leaders, to make any changes to appointments to Outside Bodies as may be required during the course of the Council year 2024/25.

31. Minutes

Cabinet resolved to approve the minutes of the meeting held on 12 June 2024 as a true and accurate record.

32. Dates of Future Meetings

Meetings are scheduled for the following dates:

14 August 2024
11 September 2024
16 October 2024
13 November 2024
11 December 2024
22 January 2025

All meetings start at 6.00pm.

The meeting started at 6.00 pm and ended at 7.27 pm

Chair

Date: Wednesday 11 September 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.

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