

Appendix B Integrated Report- Corporate Q1 2013/14 Financial Performance

General Fund



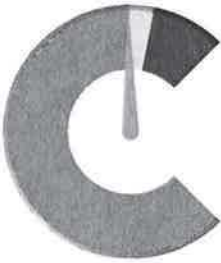
Budget: £26,254,000
Forecast: £26,444,000
Variance: £190,000
Prev Qtr: £24,114,000
Movement: £2,330,000

HRA



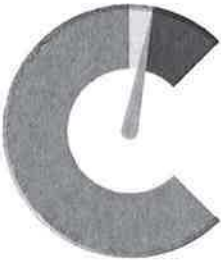
Budget: £3,129,000
Forecast: £3,128,000
Variance: £-1,000
Prev Qtr: £-1,080,000
Movement: £4,208,000

Capital



Budget: £37,695,000
Forecast: £37,571,000
Variance: £-124,000
Prev Qtr: £16,323,036
Movement: £21,247,964

Efficiencies



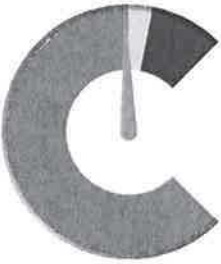
Budget: £-3,195,000
Forecast: £-3,040,000
Variance: £155,000
Prev Qtr: £-3,214,000
Movement: £174,000

Employees



Budget: £45,509,000
Forecast: £45,346,000
Variance: £-163,000
Prev Qtr: £45,687,241
Movement: £-341,241

Supplies and Services



Budget: £23,548,000
Forecast: £23,379,000
Variance: £-169,000
Prev Qtr: £22,506,250
Movement: £872,750

Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	1 (25%)	0 (0%)	3 (75%)
Meeting Housing Need	0 (0%)	0 (0%)	3 (50%)	3 (50%)
Strong and Active Communities	0 (0%)	2 (67%)	0 (0%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	0 (0%)	4 (80%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	4 (100%)
Total	0 (0%)	4 (18%)	3 (14%)	15 (68%)
Previous Quarter				
	No Data	Red	Amber	Green
	3 (18%)	4 (24%)	0 (0%)	10 (59%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Meeting Housing Need	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Strong and Active Communities	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Cleaner Greener Oxford	0 (0%)	2 (50%)	1 (25%)	1 (25%)
An Efficient and Effective Council	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Total	0 (0%)	4 (29%)	3 (21%)	7 (50%)

Risk Management

Ref:	Category	Description	Previous			Current			Trend	Declined to red?
			P	I	I	P	I			
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	3	4	3	4	3	4	→	
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	3	3	3	3	3	3	→	
CRR-013	Impact on homelessness of changes in Housing Benefit Supplier Management	Changes in housing benefit and universal housing benefit increase homelessness	5	3	5	3	3	3	→	
CRR-006	Ability of the council to manage large contracts and to obtain best value from those contracts	Ability of the council to manage large contracts and to obtain best value from those contracts	3	2	3	2	3	2	→	
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	2	3	2	3	2	3	→	

CORPORATE SUMMARY

1 OVERALL SUMMARY POSITION

The overall performance of the authority is 'good' overall based on the actual and forecast outturn position at 30th June 2013. The General Fund Revenue financial position indicates an adverse 0.8% forecast variance. Whilst the predicted overspend is not significant and may be mitigated over the coming months, it is a concern that it arises from unbudgeted posts and also unachievable savings that were agreed by the Council in February 2012. The HRA continues to spend on budget and performance indicators continue to show an increase in the number of indicators that are improving. The authority continues to face a number of risks which are being mitigated

2 FINANCE OVERALL

Overall finance is good with a small adverse variance on General Fund (0.8%) forecast for 2012-13. HRA continues to spend on budget and capital shows minimal slippage over and above that known in May.

3 PERFORMANCE

Overall the Council's performance against its corporate targets is Good with 15 (68%) delivering as planned. 3 (14%) are below target but within acceptable tolerance limits, and 4 (18%) are off target. Exceptions to targeted performance are set out in the section below.

Quarter one compares with an end of year performance for 2012/13 where 14 (74%) of targets were achieved or exceeded. However, there are 7 new corporate indicators for 2013/14 which are being monitored for the first time.

Corporate performance indicator exceptions

Red:

Vibrant and Sustainable Economy: The number of training places and jobs created through Council investment projects and other activities - June performance of 197 is currently behind its profiled target of 250 largely due to the delays in commencing the competition pool construction, which is anticipated to contribute 40 new jobs.

Strong and Active Communities: The number of young people accessing youth engagement projects and activities outside school hours - reported performance of 1,304 compared to a target of 2,000 does not include outstanding data from half term and grant funded projects, some of which have only recently started. We are confident that end of year performance will meet the corporate target, and that reported performance through the year will improve as the new projects bed down.

Strong and Active Communities: Satisfaction with our neighbourhoods - reported performance reflects the 2012/13 end of year position as the

2013/14 survey has not yet been carried out. Work is underway to understand the reasons for last year's performance and will be available shortly.

Cleaner Greener Oxford: The number of enforcements carried out as a result of environmental offences - resourcing issues have contributed to current performance of 161 compared to a target of 249. Several experienced team members have left the council to work elsewhere, with five replacement officers starting in July and one more vacancy still to fill. Until all new recruits are in post and fully trained in environmental enforcement actions, performance is likely to remain below target. This is anticipated to be the case until at least October 2013.

Amber:

Meeting Housing Need: Number of new Rough Sleepers spending a second night on the streets (snapshot count) - reported performance of 4 against a target of 0 relates to May, as surveys are not carried out monthly. The total count of rough sleepers was 14 (7 of which were new to rough sleeping). There was an unusual combination of circumstances, with 3 of the 4 clients excluded from services (1 with no recourse to public funds and 2 with no local connection to Oxfordshire and refusal of reconnection option).

Meeting Housing Need: Capital investment in Council housing - A minor underperformance of 7% (expenditure of £1.58 millions against a target of £1.705 millions) reflects issues with accurate profiling of capital spend rather than slippage with schemes. This is being reviewed at present and will be reflected in the Quarter Two integrated report.

Meeting Housing Need: The number of households in Oxford in temporary accommodation - performance is slightly over target (123 compared to a target of 120). There remain significant external challenges to this area, but performance across Homelessness Prevention and Housing Needs functions remains good.

4 RISK

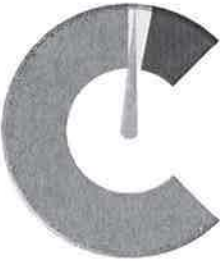
CORPORATE RISK - EXCEPTIONS

There has been no movement on the level of risk this quarter, and we still report one red Corporate Risk relating to Health and Safety which is being mitigated by developing a corporate approach to health and safety and ensuring there is a joined up approach and a 'one view' of all corporate assets.

Integrated Report- City Regeneration Q1 2013/14

Financial Performance

City Development Housing and Property Regeneration and Major Projects



Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Housing and Property	0 (0%)	0 (0%)	0 (0%)	8 (100%)
Regeneration and Major Projects	0 (0%)	2 (25%)	0 (0%)	6 (75%)
Total	0 (0%)	3 (16%)	1 (5%)	15 (79%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	0 (0%)	5 (63%)	3 (38%)
Housing and Property	0 (0%)	3 (38%)	3 (38%)	2 (25%)
Regeneration and Major Projects	0 (0%)	2 (22%)	3 (33%)	4 (44%)
Total	0 (0%)	5 (20%)	11 (44%)	9 (36%)

Direction of Travel

Service	No Data	Red	Amber	Green
City Development	0 (0%)	3 (100%)	0 (0%)	0 (0%)
Housing and Property	0 (0%)	5 (63%)	2 (25%)	1 (13%)
Regeneration and Major Projects	0 (0%)	4 (57%)	2 (29%)	1 (14%)
Grand Total	0 (0%)	12 (67%)	4 (22%)	2 (11%)

Service	No Data	Red	Amber	Green
City Development	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Housing and Property	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Regeneration and Major Projects	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Total	25 (100%)	0 (0%)	0 (0%)	0 (0%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	3 (100%)	0 (0%)	0 (0%)
Housing and Property	0 (0%)	5 (63%)	2 (25%)	1 (13%)
Regeneration and Major Projects	0 (0%)	4 (57%)	2 (29%)	1 (14%)
Grand Total	0 (0%)	12 (67%)	4 (22%)	2 (11%)

Service	No Data	Declining	No change	Improving
City Development	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Housing and Property	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Regeneration and Major Projects	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Total	25 (100%)	0 (0%)	0 (0%)	0 (0%)

CITY REGENERATION DIRECTORATE

Directorate Overview

For the Directorate as a whole 15 (79%) of performance measures are on target with 1 (5%) below target but within tolerance limits and 3 (16%) off target. The Directorate overall is forecasting an adverse variance of around £109k. Whilst reasonably small at this stage they do indicate some concern around budget preparation given that they involve unachieved savings and unbudgeted expenditure. In mitigation this Directorate includes most of the major capital projects within the authority which need suitably qualified staff to monitor them.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £0.135m. This is adverse against the latest budget position by £0.109m. This has been caused by additional costs associated with in-year re-structures, the inability to deliver planned efficiencies in Corporate Property (albeit this is intended to be mitigated by increased commercial property income), additional projected spend linked with a variety of projects including Westgate, Barton, City Deal and Oxpens. There are a number of options being proposed how this additional spend can be funded and these are explained in more detail in the following paragraphs. The position is further compounded by income concerns associated with Building Control income.

City Development

Reduced income in building control continues to feature as a pressure and is currently estimated to be £46k down on budget. The increase in capital projects requires additional suitably qualified staff to project manage these schemes, but whilst there is an increase on the budget this has been managed by the application of grant monies to fund the expenditure.

Housing

General Fund Housing is experiencing some increased activity in Private Sector Leasing (PSL) activity, which is improving income levels from reduced void periods. However, if the number of approved homelessness applicants continues to rise as has been experienced so far this year then increased short stay overnight expenditure, which is the most expensive, will create further budgetary pressures. However, because the authority has provided a £0.400m Homelessness contingency for 2013/14 no adverse variance on the revenue account is being predicted at this stage.

Corporate Property

The service is forecasting an overspend in the region of £63k for 2012-13 the bulk of which has arisen from the recent restructuring of the service and also the need to service capital projects. The non-achievement of savings from the restructure whilst a concern has been mitigated from increased commercial rent income. It is anticipated that this saving may be achievable from 2014-15 with further restructures being planned.

2. Directorate Performance - Exceptions:

City Development

Net additional homes provided - Housing completions remain lower than the target figure, reflecting the national situation, with 17 homes delivered against a target of 54. There are a number of sites progressing through the planning process, and the rate of delivery is expected to significantly improve over the couple of years.

Processing of planning applications as measured against targets for minor application types - Performance to date is 69% compared to a target of 72%. A number of minor applications were processed out-of-time in April resulting in performance of 59%. Whole year workload modelling and active management of minor applications has improved performance significantly (year to date performance for July is 76%). Although confidence is high that end of year performance will meet target (72%), it is anticipated that performance will continue to oscillate depending on the nature and number of minor applications (i.e. whether delegated or committee). For example it anticipated that a number of minor applications are due to be reported to the September committees, the majority of which will be out of time as a result.

Regeneration and Major Projects

Rental income arrears - rental arrears for June are reported at 22% against a target of 5%. This is because rents became due on 24 June and the arrears were reported as at 30 June, distorting true performance. Peaks and troughs in reported performance are likely to smooth out over the year.

Number of lease renewals /rent reviews reported - no renewals had reported for June against an anticipated target of 6. Reports are expected shortly from agents on outsourced renewals work.

3. Risk Performance- Exceptions

City Development

There are no red risks to report in this quarter

Housing

There are three red risks in this quarter, they relate to Overspends on construction related projects, Blackbird Leys Swimming Pool and HRA Business Plan.

Overspends on major projects could be caused by increases in prices of current contracts, this is being mitigated by including bonds within contracts and fixing prices, and carrying our robust risk analysis on any major projects.

Blackbird Leys Swimming Pool may have a time and budget overrun however to mitigate this we are carrying out close monitoring of the brief and budget.

HRA Business Plan is at risk of failing to delivering the plan although it is considered that mitigating actions should reduce this risk significantly.

Regeneration and Major Projects

Two red risks reported this quarter include staff recruitment and retention and issues surrounding the Westgate Development.

Staff recruitment and retention is a risk as required skills and capacity are not available to deliver required work programme, this is mitigated by use of temporary staff to backfill vacancies.

Westgate development is a risk if the project does not proceed, ongoing dialogue is being held with Land Securities and Oxfordshire County Council.

Appendix C

Integrated Report- Organisational Development and Corporate Services Q1 2013/14

Financial Performance

Transformation



Budget: £956,000
Forecast: £956,000
Variance: £0
Prev Qtr: £621,000
Movement: £335,000

Business Improvement and Technology



Budget: £3,868,000
Forecast: £3,868,000
Variance: £0
Prev Qtr: £3,283,000
Movement: £585,000

Customer Services



Budget: £2,842,000
Forecast: £2,842,000
Variance: £0
Prev Qtr: £2,735,000
Movement: £107,000

Finance



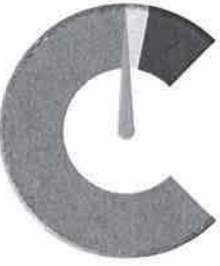
Budget: £2,027,000
Forecast: £2,027,000
Variance: £0
Prev Qtr: £2,065,000
Movement: £-38,000

Human Resources and Facilities



Budget: £1,487,000
Forecast: £1,568,000
Variance: £81,000
Prev Qtr: £1,893,000
Movement: £-325,000

Law and Governance



Budget: £2,549,000
Forecast: £2,549,000
Variance: £0
Prev Qtr: £2,825,000
Movement: £-276,000

Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	3 (50%)	0 (0%)	3 (50%)
Customer Services	0 (0%)	2 (29%)	0 (0%)	5 (71%)
Finance	0 (0%)	3 (19%)	4 (25%)	9 (56%)
Human Resources and Facilities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	0 (0%)	9 (26%)	5 (15%)	20 (59%)
Previous Quarter	No Data	Red	Amber	Green
	0 (0%)	14 (50%)	0 (0%)	14 (50%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (%)	0 (%)	0 (%)	0 (%)
Customer Services	0 (0%)	4 (57%)	0 (0%)	3 (43%)
Finance	0 (0%)	5 (31%)	4 (25%)	7 (44%)
Human Resources and Facilities	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Law and Governance	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Grand Total	0 (0%)	11 (39%)	4 (14%)	13 (46%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	1 (11%)	7 (78%)	1 (11%)
Customer Services	0 (0%)	0 (0%)	6 (60%)	4 (40%)
Finance	0 (0%)	0 (0%)	3 (43%)	4 (57%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	1 (17%)	0 (0%)	5 (83%)	0 (0%)
Total	1 (3%)	1 (3%)	23 (62%)	12 (32%)
Previous Quarter	No Data	Red	Amber	Green
	1 (5%)	0 (0%)	9 (30%)	12 (36%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Customer Services	10 (100%)	0 (0%)	0 (0%)	0 (0%)
Finance	7 (100%)	0 (0%)	0 (0%)	0 (0%)
Human Resources and Facilities	5 (100%)	0 (0%)	0 (0%)	0 (0%)
Law and Governance	5 (100%)	0 (0%)	0 (0%)	0 (0%)
Total	36 (100%)	0 (0%)	0 (0%)	0 (0%)

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole 20 (59%) of performance measures are on target with 5 (15%) below target but within tolerance limits and 9 (26%) off target. The financial position is forecasting an adverse variance at year end of £81k (0.6%) which may be mitigated over the coming months. There are no significant risks in this Directorate

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £13.811m with an adverse variance in the order of £81k predicted as at the end of June.

Business Improvement and Technology

No projected year-end variance is predicted for this service area as at the end of June.

Customer Services

No projected year-end variance is predicted for this service area as at the end of June.

Finance

The Finance service area is predicting no change at year-end to its current latest budget position.

Human Resources and Facilities

Human Resources and Facilities are forecasting an adverse year end projection of £0.081m . This arises from early termination for the vending machine contract, of £0.030m. Café fees of £0.024m as a concession to get the facility up and running again following the difficulties associated with the previous contractor and post room income recharges pressures of £0.027m.

Law and Governance

Lastly, Law and Governance is projecting a nil year-end variance as at Quarter 1.

2. Directorate Performance - Exceptions

Business Improvement and Technology

Percentage coverage of ICT service level agreements - The Council will shortly be using the County Council Helpdesk system as per the agreement with the County. It is envisaged that this will be in place by the end of September. The Council will use the same SLA targets as the County so that there is consistent reporting across both service areas.

Percentage reduction in ICT contract spend - All known ICT annual contracts are now paid for centrally and each annual payment is now reviewed before being paid. Performance data should be available by the next quarter reporting cycle

Average number of days to manage a full EU open tender - Current performance is 164 days compared to a target of 119. Current performance covers several large complex construction contracts which required in depth clarification and involvement of key officers across the Council.

Customer Services

Time to process changes in circumstances - The June result of 12.72 days was the best monthly result of 2013/14 to date and reduced the year to date result to 14.25 days (compared to a target of 10 days). During the month 4,880 change events were processed - this was the highest monthly total in the year to date. It is expected that improved work processes will result in lower average processing times in future months.

Time to process new benefits claims - The June result of 20.62 days was the best monthly result of 2013/14 to date and reduced the year to date result to 24.74 days (compared to a target of 14 days). During the month 459 new applications were processed. It is expected that improved work processes will result in lower average processing times in future months.

Finance

Percentage of invoices paid on time - Results are continuing to improve, with performance now at 96.54% compared to a target of 98%, but there is still much work to do to meet the annual target.

Number of returned Social Housing dwellings through criminal proceedings - No suitable cases for criminal prosecution have been identified so far this year.

Percentage of orders issued electronically - Delay in the implementation of P2P (purchase to pay) has affected the issuing of electronic orders from Agresso, and as a result performance is at 46% compared to a target of 80% for this stage of the year.

Percentage of debtors on direct debits - Performance is currently 14% compared to a target of 20%. Work is ongoing to promote the use of direct debits, and Garden Waste subscription renewals are now included.

Percentage of remittance advices emailed - Performance is currently 86% compared to a target of 90%. Work is in hand to contact suppliers that use printed remittance advices, and request that they provide email addresses to improve performance here.

Investment return above base rate - Our overall investments increased from £55m to £63m over June. Having reached our investment limits with our approved banks and building societies, we have had to invest once again with Local Authorities and the Debt Management Office (very short term only) that only pay 0.27% and 0.25% respectively, which have led to an overall return of 0.37% compared to our target of 0.5%. It is expected that this trend will continue over July.

Human Resources and Facilities

Percentage of employees with a disability - Performance has stabilised recently as a result of more employees declaring a disability, which is a positive step as it allows the Council to manage their needs more effectively. The level of employees with a disability is now 9.05% compared to a target of 10%.

Percentage of black and ethnic minority employees - There has been a slight increase in BME staff to 6.2% through recent recruitment campaigns/appointments as well as a push to minimise some data gaps identified as a result of an analysis of sensitive data. However, this is still short of our target of 8%. A recent BME focus group workshop around potential or actual barriers to recruitment, retention and career development has led to a "You said, we did" report being sent to the Head of Human Resources with recommendations for short and medium term actions.

3. Risk Performance- Exceptions

Business Improvement and Technology

One Red risk showing in this area, relating to Business Continuity. We have single points of failure within ICT that are being mitigated by recruiting temporary staff and carrying out a skills gap analysis to identify these points.

Customer Services

No exceptions to report in this area, as there are no red risks.

Finance

No exceptions to report in this area, as there are no red risks.

Human Resources & Facilities Management

No exceptions to report in this area, as there are no red risks

Law & Governance

No exceptions to report in this area, as there are no red risks

Appendix E

Integrated Report- Community Services Q1 2013/14

Financial Performance

Policy, Culture and Communications



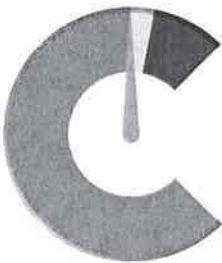
Budget: £1,350,000
Forecast: £1,350,000
Variance: £0
Prev Qtr: £1,329,000
Movement: £21,000

Environmental Development



Budget: £2,492,000
Forecast: £2,492,000
Variance: £0
Prev Qtr: £1,393,000
Movement: £1,099,000

Leisure, Parks and Communities



Budget: £5,971,000
Forecast: £5,971,000
Variance: £0
Prev Qtr: £3,117,000
Movement: £2,854,000

Direct Services



Budget: £-979,000
Forecast: £-979,000
Variance: £0
Prev Qtr: £-1,682,000
Movement: £703,000

Performance Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	0 (0%)	9 (100%)
Environmental Development	0 (0%)	2 (29%)	0 (0%)	5 (71%)
Leisure Parks and Communities	0 (0%)	4 (25%)	2 (13%)	10 (63%)
Policy Culture and Communications	0 (0%)	0 (0%)	1 (7%)	14 (93%)
Total	0 (0%)	6 (13%)	3 (6%)	38 (81%)

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	4 (11%)	0 (0%)	34 (89%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Direct Services	0 (0%)	2 (22%)	3 (33%)	4 (44%)
Environmental Development	0 (0%)	1 (17%)	2 (33%)	3 (50%)
Leisure Parks and Communities	0 (0%)	6 (40%)	8 (53%)	1 (7%)
Policy Culture and Communications	0 (0%)	5 (63%)	2 (25%)	1 (13%)
Grand Total	0 (0%)	14 (37%)	15 (39%)	9 (24%)

Risk Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Environmental Development	1 (11%)	1 (11%)	4 (44%)	3 (33%)
Leisure Parks and Communities	0 (0%)	1 (10%)	6 (60%)	3 (30%)
Policy Culture and Communications	0 (0%)	1 (20%)	4 (80%)	0 (0%)
Total	1 (3%)	3 (9%)	20 (63%)	8 (25%)

Service	No Data	Red	Amber	Green
Previous Quarter	3 (9%)	0 (0%)	17 (37%)	12 (29%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Direct Services	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Environmental Development	8 (100%)	0 (0%)	0 (0%)	0 (0%)
Leisure Parks and Communities	10 (100%)	0 (0%)	0 (0%)	0 (0%)
Policy Culture and Communications	5 (100%)	0 (0%)	0 (0%)	0 (0%)
Total	31 (100%)	0 (0%)	0 (0%)	0 (0%)

COMMUNITY SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole 38 (81%) of performance measures are on target with 3 (6%) below target but within tolerance limits and 6 (13%) off target. Whilst there are a number of variances to budget particularly in Direct Services these are being mitigated and the Directorate as a whole is forecasting no variance against the latest budget.

1. Directorate Financial Performance

The Directorate now incorporates the Policy, Culture and Communication service that has transferred from the Chief Executive Directorate for 2013/14. The Directorate is currently estimated to have a projected outturn position of £8.834m. There have been some budget variances between service areas during the period to June but no year-end projected variances are anticipated as at the end of June.

Policy, Culture and Communications

No projected year-end variance is predicted for this service area as at the end of June.

Environmental Development

Similarly, no projected year-end variance is predicted for this service area as at Q1.

Leisure and Parks

Leisure and Parks have absorbed the Communities Team budgets for the year following the management review to have the Service Head of Leisure and Parks now oversee these areas. No projected year-end variances are being reported for June.

Direct Services

Direct Services are similarly showing no projected year-end variance, however, there has been a number of pressure areas, together with mitigating action and these are detailed below;

Budget Pressures

1. NDR uplifts on Direct Services buildings	-	£0.100m	9	
2. Non-achievement of Horspath Rd Depot rental savings-	-	£0.116m	100	
3. Motor Transport under recovery	-	£0.185m	5	
		£0.401m		%age of total

Mitigating Action

1. Vacancies and over budgeting on Pensions	-	£0.200m	7	
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2. Motor Transport Auction	-	£0.050m	0.6
3. Additional car park income	-	£0.050m	n/a
4. External work won by Streetscene Service	-	£0.101m	50
		£0.401m	

2. Directorate Performance - Exceptions

Policy, Culture and Communications

Produce three City Briefings each year - The first city briefing is now being distributed in July following amendments based on corporate feedback.

Environmental Development

Reduction in the Council's water consumption (cubic metres) - No projects have so far been carried out this year, so performance is currently behind the target of 2,467m³. Water smart metering has identified excess overnight water consumption in St Aldates due to uncontrolled urinal flushing, and a project is being developed to install motion sensors estimated to reduce annual consumption by around 1200m³. The outcome of Hinksey pool leak repair is still being assessed for its impact, but this is looking promising.

The value of financial investment arising from service wide actions in the year to date - This measure tracks the economic investment arising from regulatory activity. As there have been no major enforcement actions so far this year, this investment is below the anticipated level.

Leisure and Parks

Increase satisfaction with parks - Results of the winter 2012 Talkback survey show that satisfaction with parks has decreased to 81% against a target of 90%. Whilst this is still high, this is a return to 2009/10 performance levels. The poor summer weather could be a factor for the lower score.

Subsidy per user in leisure centres - Performance to date of £0.60 is below the profiled target of £0.53. The impact of indexation and changes in the scheduled management fee to Fusion are being investigated.

The cost of parks per household - 2013/14 figures are not available until the end of the year. The 2012/13 end of year figure was £41 compared to a target of £40. However, this still compares favourably to a national benchmark average cost of £61 per household.

Commence work on the new pool at Blackbird Leys - Progress is behind original schedule. Legal issues have now been defeated or the applicant has withdrawn, and work is planned to commence in July.

Participation at our leisure centres by target groups - Year to date participation to June 2013 by this key user group shows 118,554 visits compared with 117,842 visits in the same period last year, which represents a 1% increase against a target of 5%

Continuously improve our approach to people and equalities - June performance was 0.85 days training per FTE against a target of 0.87 due to this being peak annual leave period. Performance is on track to achieve the annual target by year end.

3. **Risk Performance- Exceptions**

Policy, Culture and Communications

There is one red risk reported in this area, relating to the achievement of sponsorship income targets, which will impact of city events and cultural activity. This is being mitigated by the development of a fundraising plan.

Environmental Development

There is one red risk reported in this area also, this relates to the recruitment into vacancies and the impact this will have on service delivery. Mitigating factors being considered are internal opportunities and more flexible employment approaches, along with reviewing salaries for vacant posts.

Leisure, Parks and Communities

One red risk being reported in this service area relates to safeguarding vulnerable groups including Children. This is being mitigated by ensuring we have a lead office with experience and knowledge in place, and that all staff are trained in this area.

Direct Services

There are no red risks to report in this area for Q1.

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