

Democratic Services

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I December 2020

SUMMONS TO ATTEND

MEETING: FINANCE & MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE

PLACE: TO BE HELD VIA VIDEO CONFERENCING BECAUSE OF SOCIAL DISTANCING REQUIREMENTS AND GUIDANCE (see [note](#))

DATE: WEDNESDAY 9 DECEMBER 2020

TIME: 12:30 PM

Members of the Committee

Councillors: Derek Cotterill (Chairman). Alex Postan (Vice-Chairman), Alaa Al-Yousuf, Rosa Bolger, Louise Chapman, Julian Cooper, Maxine Crossland, Harry Eaglestone, Steve Good, Gill Hill, Liz Leffman, Dan Levy, Harry St John and Geoff Saul

RECORDING OF MEETINGS

The law allows the council's public meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Committee Officer know before the start of the meeting.

A G E N D A

- 1. Minutes of the meeting held on 7 October 2020 – (previously circulated)**
- 2. Apologies for Absence and Temporary Appointments**
- 3. Declarations of Interest**

To receive any declarations of interest from Councillors relating to items to be considered at the meeting, in accordance with the provisions of the Council's Local Code of Conduct, and any from Officers.

- 4. Participation of the Public**

Purpose:

To receive any submissions from members of the public, in accordance with the Council's Rules of Procedure.

- 5. Committee Work Programme 2020/2021 (Report of the Head of Democratic Services – copy attached)**

Purpose:
To invite the Committee to consider its Work Programme for the remainder of 2020/2021.

Recommendation:
That the Committee considers Annex I to the report and approves its Work Programme for the remainder of 2020/21.
- 6. Cabinet Work Programme (Report of the Head of Democratic Services – copy attached)**

Purpose:
To give the Committee the opportunity to comment on the Cabinet Work Programme published on 17 November 2020.

Recommendation:
That the Committee decides whether to express a view to the Cabinet on relevant issues in its Work Programme.
- 7. Update on 2021/22 Budget (Report of the Chief Executive – copy attached)**

Purpose:
To provide an update on the developing budget for 2021/22

Recommendation:
That the report be noted and the Committee submits comments to Cabinet as it wishes.
- 8. Proposed Changes to Contract Procedure Rules (Report of the Senior Procurement Business Partner – copy attached)**

Purpose:
To simplify the procurement process for low value procurements, change the thresholds outlined in the current CPRs and align them with all other Publica Councils. The proposed changes will enable officers to self-serve under £25,000.

Recommendation:
That Council be recommended, via Cabinet, to adopt the proposed revised Contract Procedure Rules appended to this report.
- 9. Council Priorities and Service Performance Report 2020-21 Quarter Two (Report of the Chief Executive – copy attached)**

Purpose:
To provide details of the Council’s progress towards achieving its aim and priorities set out in the Council Plan 2020-2024, and service performance during Q2.

Recommendation:
That the Committee reviews, and challenges as appropriate, performance for 2020-21 Q2.
- 10. Members’ Questions**

Purpose:
To receive questions from Members relating to the work of the Committee.

Recommendation:
That Members’ questions be dealt with as appropriate.



Giles Hughes
Chief Executive

This agenda is being dealt with by Amy Bridgewater-Carnall, Tel: (01993) 861522
Email: democratic.services@westoxon.gov.uk

Note: Councillors will be sent an invitation to the remote meeting via Cisco Webex. Members of the public may view the meeting via [Facebook Live](#). A Facebook account is not required.



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Finance & Management Overview and Scrutiny Committee Thursday 9 December 2020
Report Number	Agenda Item No. 5
Subject	Committee Work Programme 2020/2021
Wards affected	All
Accountable member	Cllr Derek Cotterill, Chairman Finance & Management Overview and Scrutiny Committee Email: derek.cotterill@westoxon.gov.uk
Accountable officer	Keith Butler Head of Democratic Services Tel: 01993 861521 Email: keith.butler@westoxon.gov.uk
Summary/Purpose	To provide the Committee with an update on its Work Programme for 2019/2020 and suggest a programme for 2020/21.
Annexes	Annex 1 - Approved Work Programme for 2019/2020 Annex 2 – Proposed Work Programme for 2020/2021
Recommendation	That the Committee notes the work programme, provides comment where needed and adopts the new style format.
Corporate priorities	To enable the Committee to review its Work Programme and support the Council's priorities to protect the environment whilst supporting the local economy, to meet the current and future needs of residents and to provide efficient and value for money services, whilst delivering quality front line services.
Key Decision	No
Exempt	No
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. At the May meeting the Committee gave consideration to the development of its Work Programme for the year having regard to the changes to the approach to scrutiny work adopted by Council on 22 October 2008.

2. MAIN POINTS

- 2.1. Following a number of cancelled meetings earlier in the year due to Covid-19, officers have taken the opportunity to look at the work programmes for each scrutiny committee with a view to making them more focused and relevant.
- 2.2. It had become apparent that there were a number of 'historic' items that may no longer be relevant or there was little that could be done to influence them.
- 2.3. In addition, officers hoped to enable Members to recognise the influence that scrutiny could have on decision making, particularly with a large number of projects and recovery programmes moving forwards.
- 2.4. Attached at [Annex 1](#) is the old style Work Programme for 2019/2020 for discussion and explanation as to which items can be removed and/or progressed further.
- 2.5. Attached at [Annex 2](#) is a new style Work Programme for 2020/2021 for discussion and approval.
- 2.6. In addition to the items contained in the Work Programme there will still be the opportunity to bring forward one-off reports and papers on particular issues of interest to the Committee but it will also be necessary to maintain a general overview of the ways in which external agencies are responding to community concerns. The inclusion of a standing agenda item for Members' questions also provides the opportunity to raise relevant issues.

3. FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications arising directly from this report.

4. LEGAL IMPLICATIONS

- 4.1. None

5. RISK ASSESSMENT

- 5.1. Not applicable

6. CLIMATE CHANGE IMPLICATIONS

- 6.1. Whilst there may be climate change implications arising from specific items within the Work Programme, there are none arising directly from this report.

7. ALTERNATIVES/OPTIONS

- 7.1. In accordance with the Constitution of the Council, Committee has the power to investigate any matters it considers relevant to its work area, and to make recommendations to the Council, the Executive or any other Committee or Sub-Committee of the Council as it sees fit.

8. BACKGROUND PAPERS

- 8.1. None

FINANCE AND MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME FOR 2020/2021				
	Work Area	Comments	Meeting / Anticipated Completion Date	Originator/Progress
1	Publica/Implementation of the transformation programme	<p>Reports will be brought forward as the project develops.</p> <p>(added to Other Reports – update as necessary)</p>	On-going as required	<p>FMOS</p> <p>The committee received a presentation on the new business plan in January. A governance review of Publica has recently been concluded and recommended a review of the Member Representative Board arrangements and a comprehensive shareholder communications plan be developed.</p>
2	Introduction of Electric Vehicle Charging Points in Council Car Parks	<p>The Committee established a Working Party to investigate the possibility of providing electric vehicle charging points in the District.</p> <p>The sum of £250,000 has been included within the budget for 2018/2019 for this purpose.</p> <p>(Added to Other Reports – update as necessary)</p>	On-going as required	<p>FMOS</p> <p>We are awaiting the Distribution Network Operator costs for the installation of any additional infrastructure to support the implementation strategy approved by Cabinet in February 2020.</p>

FINANCE AND MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME FOR 2020/2021

	Work Area	Comments	Meeting / Anticipated Completion Date	Originator/Progress
3	Treasury Management Activity and Performance	To receive information on treasury management and the performance of in-house and external fund managers' Activity. (Include each quarter – Feb & July 2021)	Reports on treasury management activity and performance are considered on a quarterly basis.	The Council's Treasury Management Advisors, Arlingclose, attended the October 2019 meeting to provide a comprehensive update of the Council's investments. A report on Treasury Management is included elsewhere on the agenda for this meeting, and the Committee may wish to invite Arlingclose to its meeting in either December 2020 or February 2021
4	Budget	To consider the initial draft base budgets, draft fees and charges for and the latest Capital Programme for the current and future years.	December 2020 (Annual report each December – prior to Council in February)	
5	Medium Term Financial Strategy	To consider the annual refresh of the Medium Term Financial Strategy.	A report is submitted on an annual basis (Annual Report – Feb 2021)	Next anticipated in February 2021, prior to the budget Council meeting later that month
6	Investment Property Review	To advise Members of current property investments and their performance since the last review.	A report is submitted on an annual basis. (Annual Report – July 2021)	FMOS Completed for current year

FINANCE AND MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME FOR 2020/2021				
	Work Area	Comments	Meeting / Anticipated Completion Date	Originator/Progress
8	Publica Business Plan	To consider the Publica Business Plan for 2021/2023	February 2021 (Annual report)	FMOS The business plan for 2020 to 2022 was considered by the Committee in January 2020
10	Building Control Targets	To consider the targets being set for Building Control and understand why these were being missed	December 2020 or February 2021 (Not sure about this – advice from Phil Shaw as to whether there will be anything further to report in Feb 21. Possibly move to Other Reports)	FMOS Originally intended for April 2020

New Style Work Programme – Finance & Management O&S

DECEMBER 2020

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Budget	Report and discussion	Elizabeth Griffiths / Councillor Morris	Report to Council February 2021	To consider the initial draft base budgets, draft fees and charges for and the latest Capital Programme for the current and future years.

FEBRUARY 2021

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Medium Term Financial Strategy	Report and discussion	Elizabeth Griffiths / Councillor Morris	Report to Council February 2021 (annual report)	To consider the annual refresh of the Medium Term Financial Strategy.
2	Treasury Management Activity and Performance	Report and discussion	Elizabeth Griffiths / Councillor Morris	Quarterly report	Representatives from Arlingclose to be invited
3	Publica Business Plan	Report and discussion	Jan Britton / Leader ?	February 2021 (annual report)	To consider the Publica Business Plan for 2021/2023

New Style Work Programme – Finance & Management O&S

JULY 2021

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Investment Property Review	Report	Jasmine McWilliams / Cllr Toby Morris	Annual report (July 2021)	To advise Members of current property investments and their performance since the last review.
2	Treasury Management Activity and Performance – Quarterly report	Report and discussion	Elizabeth Griffiths / Councillor Morris		To provide an update of the Council's investments.

Other Reports	Frequency	Comments
Publica: Implementation of the transformation programme	As required - reports will be brought forward as the project develops.	The committee received a presentation on the new business plan in January 2020. A governance review of Publica has recently been concluded and recommended a review of the Member Representative Board arrangements and a comprehensive shareholder communications plan be developed.
Introduction of Electric Vehicle Charging Points in Council Car Parks	On-going as required	Awaiting the Distribution Network Operator costs for the installation of any additional infrastructure to support the implementation strategy approved by Cabinet in February 2020. Update given at October meeting – officers looking at changing supplier.

Suggestions for future workstreams



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Finance and Management Overview and Scrutiny Committee – Wednesday 9 December 2020
Report Number	Agenda Item No. 6
Subject	Cabinet Work Programme
Wards affected	All
Accountable members	Michele Mead, Leader of the Council michele.mead@westoxon.gov.uk
Accountable officer	Keith Butler Head of Democratic Services Tel: 01993 861521 Email: keith.butler@westoxon.gov.uk
Summary/Purpose	To give the Committee the opportunity to comment on the Cabinet Work Programme published on 17 November 2020.
Annexes	Annex I – Cabinet Work Programme published 17 November 2020.
Recommendation	That the Committee decides whether to express a view to Cabinet on relevant issues in the Work Programme for the period.
Corporate priorities	To maintain and enhance West Oxfordshire as one of the best places to live, work and visit in Great Britain and to meet the current and future needs of residents.
Key Decision	No
Exempt	No
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. The Cabinet Work Programme is produced on a monthly basis in accordance with the requirements of the Local Government Act 2000, the Council's Constitution and the Regulations relating to publicity for Cabinet decisions that came into force on 10 September 2012. The programme sets out the Cabinet's work programme for the following three months, as applicable.
- 1.2. The programme [published on 17 November](#), covering the period to February 2021 is included in the [Annex to this report](#), for comment.

2. FINANCIAL IMPLICATIONS

- 2.1. There are no financial implications arising directly from this report.

3. LEGAL IMPLICATIONS

- 3.1. None

4. RISK ASSESSMENT

- 4.1. Not applicable

5. ALTERNATIVES/OPTIONS

- 5.1. The Committee may take such action as it considers appropriate within its terms of reference

6. BACKGROUND PAPERS

- 6.1. None

Cabinet Work Programme published 17 November 2020

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
1.	Approval of upgrade to West Oxfordshire's public space CCTV provision and monitoring arrangements	Yes	No	Cabinet	16 December 2020		To be considered by Economic & Social Overview and Scrutiny Committee on 19 November
2.	Approval of Litter Bin replacement programme	Yes	No	Cabinet	16 December 2020		To be considered by Environment Overview and Scrutiny Committee on 10 December
3.	Approval of Local Council Tax Support Scheme 2021/22	No	No	Cabinet then Council	16 December 2020		
4.	Consideration of annual Local Plan Monitoring Report	No	No	Cabinet	16 December 2020	None	
5.	Consideration of responses to the Woodstock car parking survey and any further actions	No	No	Cabinet	16 December 2020	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
6.	<p>Consideration and approval of lease proposal for investment property</p> <p>Proposed to be considered in private because of the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 - "information relating to the financial or business affairs of any particular person".</p>	Yes	Yes	Cabinet	16 December 2020	None	
7.	<p>Approval of acquisition of economic development property</p> <p>Proposed to be considered in private because of the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 - "information relating to the financial or business affairs of any particular person".</p>	No	Yes	Cabinet then Council	16 December 2020	None	
8.	Oxfordshire Growth Board: To consider and comment on a Draft Strategic Vision for Oxfordshire, as part of a wider public engagement exercise.	No	No	Cabinet	16 December 2020	None	To be considered by Economic & Social Overview and Scrutiny Committee on 19 November

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
9.	Consideration of 2020/21 Quarter Two Performance Monitoring Report	No	No	Cabinet	16 December 2020	None	
10.	Approval of Infrastructure Funding Statement	No	No	Cabinet	16 December 2020	None	
11.	Update report relating to the Unicorn at Great Rollright Proposed to be considered in private because of the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 - "information relating to the financial or business affairs of any particular person".	No	Yes	Cabinet	16 December 2020	None	
12.	Approval of draft West Eynsham Development Framework Supplementary Planning Document (SPD) for consultation	Yes	No	Cabinet	13 January 2021	Consultation draft	
13.	Approval of East Chipping Norton draft Supplementary Planning Document for consultation	No	No	Cabinet	13 January 2021	None	
14.	Approvable of funding and associated matters for affordable housing, scheme at The Elms, Langford	Yes	No	Cabinet	13 January 2021	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
15.	Summary and Detailed revenue budgets for Base 2021/22; Fees and charges for 2021/22; draft Medium Term Financial Strategy; Council Tax base and parish precepts, and draft Capital Programme Revised 2020/21 plus future years (following consultation and comments from Overview and Scrutiny Committees)	No	No	Cabinet then Council	13 January 2021	None	
16.	Designation of a Neighbourhood Area for Ascott under Wychwood under the Neighbourhood Planning (General Regulations) (2012)	No	No	Cabinet	13 January 2021	Ascott under Wychwood neighbourhood plan documents	
17.	Consideration of options for the future use of the Guildhall, Chipping Norton	Yes	No	Cabinet	13 January 2021	None	
18.	Adoption of Oxfordshire Electric Vehicle Infrastructure Strategy	No	No	Cabinet	13 January 2021	Strategy Document	
19.	Approval of North Witney Development Framework Supplementary Planning Document (SPD) Issues Paper for Consultation	No	No	Cabinet	17 February 2021	None	
20.	Approval of East Witney draft Supplementary Planning Document for consultation	No	No	Cabinet	17 February 2021	None	

No.	Proposed Decision and (if applicable) reason(s) the matter is proposed to be considered in private	Key Decision (Yes/No)	Likely to be considered in private (Yes/No)	Decision-maker	Date of Decision	Documents	Notes
21.	Approval of revised draft Affordable Housing Supplementary Planning Document for consultation	No	No	Cabinet	17 February 2021	Previous draft, approved June 2020	
22.	Consideration and recommendation to Council to approve the budget, fees and charges, capital programme, prudential indicators, Medium Term Financial Strategy, Council Tax and Pay Policy Statement for 2021/22	No	No	Cabinet then Council	17 February 2021	None	
23.	Consideration of 2020/21 Quarter Three Performance Monitoring Report	No	No	Cabinet	17 February 2021	None	



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Finance and Management Overview and Scrutiny Committee: Wednesday 9 December 2020
Report Number	Agenda Item No. 7
Subject	Update on 2021/22 budget
Wards affected	All indirectly
Accountable member	Councillor Toby Morris, Deputy Leader and Cabinet Member for Resources Email: Toby.Morris@westoxon.gov.uk
Accountable officer	Elizabeth Griffiths, Chief Financial Officer Email: Elizabeth.griffiths@westoxon.gov.uk
Summary/Purpose	To provide an update on the developing budget for 2021/22
Annex	Annex A – Detail of base budget changes by cost centre
Recommendation	That the report be noted and the Committee submits comments to Cabinet as it wishes.
Corporate priorities	The Council is committed to delivering excellent modern services whilst ensuring the financial sustainability of the Council.
Key Decision	N/A
Exempt	No

I. BACKGROUND

- 1.1. Each year the Council prepares its budget for the following year. The Council's funding will not be determined until the new year so this draft is very much an early indication and subject to change.

2. MAIN POINTS

- 2.1. In the MTFS presented to Council last year, the estimated budget gap in 2021/22 was circa £3m. This included an unidentified savings target of £1m which still left a shortfall of £2m to be funded from general reserves.
- 2.2. The expectation was that business rates would be reset by Central Govt which would reduce WODC's income by £2m and New Homes Bonus would also reduce by £1m so while there was a small expectation of growth in items like Leisure Income, these two funding reductions essentially generated the £3m shortfall.
- 2.3. This £3m shortfall was our forecast position pre Covid and unfortunately the pandemic has had a huge impact on our income and investments.
- 2.4. On a positive note, it now looks like the expected rates reset will be deferred for at least another year but while this is the generally accepted belief across Local Govt, we await confirmation from Central Govt that this is the case. This means that the current reforecast MTFS could still have its funding reduced by up to £2m.
- 2.5. The impact of the current social distancing on our income has called into question projected Leisure income of almost £1.5m as our Leisure Contractor GLL do their best to bring the business back to a break even position, having suffered not one, but two lockdowns this year.
- 2.6. Commercial income has also been impacted with a current projected reduction of £350k next year. While the Authority is doing everything it can to help our local businesses survive, it won't be clear until the furlough scheme ends what the final toll on our local economy is, so while things hopefully improve, this expected income figure also carries a large amount of risk.
- 2.7. The tax base calculation has been initially drafted but the Council Tax figure included in the table below assumes a band D increase of £5 which has yet to be discussed and agreed.
- 2.8. The current draft budget shows a deficit of just over £2m as per the table below:

21/22 budget funding position - first draft

20/21 budget surplus 1,395

Movement in budget:

Inflationary increase in staffing costs	(233,712)
Income generation and expenditure cuts	588,369
Expected Covid related income losses	(1,824,379)
Change in one off growth/ funding	<u>988,902</u>

Budget deficit before funding changes (480,820)

Changes in funding (estimated and subject to change):

Potential change in Council Tax (TBD)	294,886
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Reduction in Business Rates income	(904,262)
Other funding reductions (RSG, NHB etc)	<u>(1,051,727)</u>

Changes in funding (1,661,103)

21/22 draft budget deficit **(2,140,528)**

3. FINANCIAL IMPLICATIONS

- 3.1. Clearly the current projected budget deficit is unwelcome. It should however be apparent that most of that shortfall is being driven by the reduction in income caused by Covid which can be seen on the line detailing Covid related income losses of £1.8m. While the forecast budget places no expectation of income from the Leisure provider, it does not currently allow for the continuation of the financial support the Council has been providing in 2020/21.
- 3.2. The current draft of the budget allows for a 2% pay award across Publica staff, net of savings targets that Publica have been set. It does not allow for fixed term contracts where funding has ended to be incorporated into base budget or for any growth of additional posts.
- 3.3. Small amounts of additional income have been added to the Business Managers' targets but part of this uplift is the contractual increase in Leisure income which we are unlikely to realise in the short to medium term.
- 3.4. It should be recognised that the Publica Business Managers have risen to the challenge and made savings wherever possible, resulting in a £324k reduction in budgeted expenditure. They have been very engaged in the budget setting process and should be commended for doing everything they can to reduce the Council's budget shortfall.
- 3.5. The Ubico 21/22 budget is still being discussed. In the current draft it has been held at 20/21 levels, but while they initially requested a small increase in budget, they have been asked to review and find savings to help our position.
- 3.6. As referenced before, the funding figures are very much subject to change and include a projected £5 band D increase in Council tax.
- 3.7. While we are hopeful that the rates reset has been deferred another year, we are still projecting a large decrease in income from Business Rates. There is a deficit which we are allowed to spread over three years but since we are expecting a further very large reduction next year there seems little point in deferring losses into a year where we face even larger financial challenges.
- 3.8. Other funding is still to be communicated by Central Govt and could move either in our favour or to our detriment. These losses were expected and forecast in last year's MTFS.
- 3.9. The projected shortfall does not include any new funding for the ongoing Covid situation from Central Govt / MHCLG. In the current financial year this support has covered our losses so we are hopeful that there may be some measure of support next year although it's unlikely to cover the full deficit and none has, at this stage, been offered or even referenced.
- 3.10. We are currently forecasting a budget surplus for 20/21 based on this year's additional Govt support so would look to set any surplus created this year aside to help mitigate next year's projected losses.
- 3.11. The Council should recognise three very important decisions that it has taken recently.

- WODC set aside funding for Covid recovery from its 19/20 outturn which has allowed it, in this time of financial constraints, to fund vital recovery work supported by members to aid our residents and local business community.
- The Council has formally adopted an important investment strategy meaning that all future projects must contribute positively to the long term financial stability of the Council as well as serving Council priorities.
- The members have recognised that the Council faces a difficult financial situation and have strategically reviewed all recent proposed expenditure in that context, taking part in budget discussions and critically evaluating the necessity of projects in order to prioritise focus, staff resource and funding on core activities and urgent needs.

3.12. The detailed breakdown attached in [Annex A](#) has been reported by Business Manager's budget and not by Service Area. This makes reporting subsequent drafts of the numbers quicker and more efficient and relates them back to meetings that members are having with Officers on those budget.

Annex A - detail of base budget changes by cost centre

	20/21 budget	One-off adj	Pay inflation	BM changes	Covid adj	21/22 budget
Assets	2,359,260	94,000	(9,094)	192,882	(320,650)	2,316,398
Commissioning Strategy	(6,254,716)	86,000	(8,286)	(175,364)	0	(6,352,366)
Comms & Marketing	(142,000)	0	(2,330)	14,100	0	(130,230)
Contracts	262,925	(43,562)	(3,500)	436,066	(1,503,729)	(851,800)
Corporate Finance	(5,324,100)	4,000,000	(12,855)	(50,000)	0	(1,386,955)
Corporate Responsibility	(1,340,420)	0	(12,509)	71,950	0	(1,280,979)
Customer Experience	(962,650)	(100)	(22,635)	(32,250)	0	(1,017,635)
Development Management	(232,400)	(3,242)	(34,942)	(91,043)	0	(361,627)
Env & Regulatory Services	(106,200)	0	(1,822)	0	0	(108,022)
Finance	(665,100)	0	(64,160)	3,450	0	(725,810)
Insight & Intelligence	(455,700)	0	(7,696)	32,250	0	(431,146)
Localities	(732,920)	104,100	(5,354)	30,400	0	(603,774)
Operational Services	(1,309,300)	74,300	(32,493)	161,928	0	(1,105,565)
People	(292,200)	0	(5,010)	14,000	0	(283,210)
Technology	(1,052,800)	0	(11,026)	(20,000)	0	(1,083,826)
	(16,248,321)	4,311,496	(233,712)	588,369	(1,824,379)	(13,406,547)

Assets:

This cost centre covers our commercial properties and our climate change programme. The expectations around commercial income have significantly reduced due to the pandemic and staff in this department are carefully managing many requests for deferred and reduced rents.

The climate change programme had an original vision of a budget of £200k per year for three years but the funding for this wasn't set aside and we have no additional capacity to do this. We did however add considerable resource to this team and extend the climate manager's post by two years using the Covid recovery funds so the hope is that with over £100k still in earmarked reserves from the initial tranche of funding, this programme can continue to achieve its objectives for the next two years without placing any additional strain on base budget.

Commissioning Strategy:

This budget covers grounds maintenance and waste and contains large parts of the Ubico budget. There has been pressure on the recycling element of the budget due to an increase in the cost of recycling and the team are working to find solutions to reduce this strain.

The Ubico budget has been held at last year's figures for now pending a conversation with them. Various funding was given last year on the basis that it would generate savings this year so that will be discussed. Some of these one off items make up the reduction in one off funding shown in the table above.

Communications and Marketing:

The way that the Communications department approaches its messaging has changed and the budget has altered to reflect that, reallocating budget from more hard copy approaches to electronic and social media. We are also in discussions with other cost centre managers to centralise the marketing budget. Existing Business Managers would still have input into their marketing spend but it allows the specialists in the Comms dept to bring their expertise to each task and find the most cost efficient way to reach the most people. The initial response from BMs has been that this would be a welcome support.

Contracts:

The main item in this budget is the Leisure contract. The expected improvement in budget comes from the uplift in contractual income we would have received had our Leisure Centres been operating as normal. GLL, who have the contract to operate them, are doing their best to return to a profitable operation but until social distancing ends, it's unlikely we'll see sufficient profits generated to enable them to pay management fees so this income has been provided against. This is the single biggest impact on our base budget and the largest ongoing threat to our financial stability related to income within our control.

Corporate Finance:

This section covers centralised services like Legal and Treasury. The large adjustment was caused by a one off pension payment that was required last year but does not form part of the baseline budget ongoing.

Corporate Responsibility:

These are central governance costs, members costs, election costs etc. We're expecting a reduction in this expenditure as travel remains reduced and we are hoping that some of the efficiencies in comms rolled out in other departments can be mirrored in this one.

Customer Experience:

There's a variety of services contained here from customer service and office reception to homelessness services which see an uplift in budget due to the requirement to house more people caused by Covid.

Development Management:

Planning application, appeals, conservation, flood defence and the Growth Board are covered by this budget which has seen a growth in both income and costs. Part of the excess growth in costs is caused by the Growth Board initiative requesting further time to deliver its objectives but since it has no more budget to fund the staff seconded to it, it has asked all participating Councils to cover their costs next year.

Environmental and Regulatory Services:

This is a relatively small budget for ERS services and hasn't changed.

Finance:

The rise in Finance costs is an increase in the contract cost for Internal Audit.

Insight and Intelligence:

The main focus of this budget is planning policy. Some small savings but otherwise no material change.

Localities:

These are the budgets for communities, arts and tourism. Although it looks like the budget has decreased, it's an adjustment for short term initiatives which were funded from reserves for a specific period of time.

Operational Services:

This department covers all aspects of benefit payments and collection, including fraud investigation. It also covers pollution control, food safety and markets. We are hoping to reduce costs in this area next year including a reduction in the Ubico cost for cleaning up on market days which rose tenfold from 19/20 to 20/21. The budget changes are mostly a projected surplus in housing benefit and an expected reduction in court fees.

People:

People covers human resources and training. No significant change to this budget.

Technology:

This budget predominantly covers IT. There is a small increase relating to increased spend on licenses. These are not all new but the previous budget was being overspent. The Business Manager is doing all he can to hold costs to within the current budget, in spite of the sharp increase in reliance on IT caused by lockdowns and the increase in home working. He has however flagged that going forward there is likely to be an increased funding requirement in the capital programme because laptops have a shorter useful life than desktops.



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Finance and Management Overview and Scrutiny Committee: Wednesday 9 December 2020
Report Number	Agenda Item No. 8
Subject	Proposed Changes to Contract Procedure Rules
Wards affected	All
Accountable member	Councillor Toby Morris, Cabinet Member for Resources Email: toby.morris@westoxon.gov.uk
Accountable officer	Ciaran O’Kane – Senior Procurement Business Partner, Tel: 01285 623311; Email: ciaran.okane@publicagroup.uk
Summary/Purpose	Procurement wish to simplify the procurement process for low value procurements. To support this change, we are looking to change the thresholds outlined in the current CPRs and align with all other Publica Councils. The proposed changes will enable officers to self-serve under £25,000.
Annexes	Annex A – proposed Contract Procedure Rules
Recommendation	That Council be recommended, via Cabinet, to adopt the proposed revised Contract Procedure Rules appended to this report.
Corporate priorities	Modern Council Services and Sustainable Finance
Key Decision	No
Exempt	No
Consultees/ Consultation	Keith Butler– Head of Democratic Services Phil Martin – Group Manager Business Services.

1. BACKGROUND

- 1.1. A key priority highlighted in the Publica Business Plan is to simplify procurement processes across Publica Councils. To support this, we are looking to propose changes to the thresholds outlined in the current Contract Procedure Rules (CPRs). All Councils adopted the Publica Business Plan in March 2020.
- 1.2. Another priority in the Publica Business Plan is to “Get Commissioning Right”. The Procurement team is in the final stages of preparing a Procurement and Commissioning User Guide for all officers. The proposed changes to the Contract Procedure Rules (CPRs) are aligned with the user guide.

2. MAIN POINTS

- 2.1. The proposed changes will enable officers to self-serve under £25,000. The Procurement, Counter Fraud and Legal teams will provide training to coincide with the rollout of self-serve toolkit documentation. The Procurement team currently approve all Purchase Orders over £10,000. This will not change under the new process and therefore the team will retain an element of control over the self-serve process.
- 2.2. It should also be noted that allowing officers to self-serve would result in an increase in spend levels with local contractors (where appropriate) resulting in benefits to the local economy.
- 2.3. The last review of the Contract Procedure Rules was carried out in 2012 and since then the Procurement Department have introduced improvements such as an eProcurement portal which provides improved contract management in response to recent audit reports.
- 2.4. Whilst undertaking the review of the CPRs, the necessary changes have been made to terminology in preparation for the UK’s transition out of the EU on 31 December 2021. These changes are minimal and have no legal implications.

3. FINANCIAL IMPLICATIONS

- 3.1. The report has no financial implications.

4. LEGAL IMPLICATIONS

- 4.1. None.

5. RISK ASSESSMENT

- 5.1. None Identified.

6. ALTERNATIVE OPTIONS

- 6.1. Set out details of any alternative options that have been considered

7. BACKGROUND PAPERS

- 7.1. None.

Contract Rules

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CONTRACT RULES

SECTION 1: GENERAL COMPLIANCE AND SCOPE

1. COMPLIANCE

1.1 Every contract entered into by the Authority shall be entered into pursuant to or in connection with the Authority's functions and shall comply with:

1.1.1 All relevant statutory provisions including codes and statutory guidance e.g. Local Government Transparency Code

1.1.2 The relevant European procurement rules when applicable and whilst they have a direct effect in the UK (i.e. the EC Treaty, the general principles of EC law and the EC public procurement directives implemented by the UK Regulations);

1.1.3 The Authority's Constitution including these Contract Rules, the Authority's Financial Rules and Scheme of Delegation;

1.1.4 The Authority's strategic objectives, Procurement Strategy, Procurement Code (which includes template documentation) and relevant policies

1.2. The policy of the Authority, and the objective of these Contract Rules, is to ensure that all works, goods and services:

1.2.1 Are obtained with probity and propriety to ensure the proper expenditure of public funds;

1.2.2 Are appropriate for the purpose for which they are obtained;

1.2.3 Ensure Best Value for Money.

2. SCOPE

2.1 These Contract Rules apply to any arrangement made by, or on behalf of, the Authority for the carrying out of works, the provision of services or the supply of supplies

2.2. These Contract Rules do not apply to:

2.2.1 contracts of employment which make an individual a direct employee of the Authority;

2.2.2 the acquisition, disposal, or transfer of land (which must be carried out by the Executive Director of Finance and Assets or any other officer with delegated authority)) except where services or works are required by the Authority as part of the land transaction. E.g. development agreements

Comment [CO1]: This may be updated further following publication on the awaited Green Procurement which will deal with any change once we transition out of the EU on Dec 31st

- 2.2.3 contracts relating to the placement of deposits or raising of loans under the treasury management strategy;
- 2.2.4 purchases made at public auction.
- 2.2.5 the giving of grants

SECTION 2: COMMON REQUIREMENTS

3. CALCULATION OF CONTRACT VALUES

- 3.1 Unless otherwise stated, the calculation of the estimated value of a procurement shall be based on the total amount payable in pounds sterling, net of VAT, as estimated by the Authority over the entire contract period, including any proposed extension to the initial contract period.
- 3.2 The estimated value is to be calculated as at the date the contract is first advertised or the Candidates are contacted, whichever occurs first.
- 3.3 Contracts should be for a fixed term, but where this is not possible (e.g. hire agreements) the contract value should be calculated by multiplying the monthly value by 48.
- 3.3 Contracts must not be artificially under or over-estimated or divided into two or more separate contracts where the effect is to avoid the application of these Contract Rules or the Regulations

4. AUTHORISED OFFICERS AND THEIR RESPONSIBILITIES

- 4.1 Authorised Officers are persons responsible for carrying out the procurement in question and who have received corporate training on these Contract Rules, the Regulations and the Procurement Code
- 4.2 The Authorised Officer must proceed with the procurement in a manner commensurate with its complexity and value, by:
 - 4.2.1 appraising the need for the expenditure and its priority;
 - 4.2.2 defining the objectives of the procurement;
 - 4.2.3 assessing the risks associated with the procurement and how to manage them;

- 4.2.4 considering what procurement method is most likely to achieve the purchasing objectives, including internal or external sourcing, partnering, packaging strategy and collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium and frameworks;
- 4.2.5 consulting users as appropriate about the proposed procurement method, contract standards and performance and user satisfaction monitoring;
- 4.2.6 Checking to see if a corporate contract already exists. E.g. stationery contract.
- 4.2.7 Where the procurement involves a potential change to services provided by the Authority the Authorised Officer ensuring compliance with
- the Authority's duty to consult under Section 3 Local Government Act 1999
 - the Authority's duties under the Equality Act 2010.
 - The Public Social Value Act 2012 for contracts for services over the EU threshold to ensure how the procurement might improve the economic, social and environmental well-being of the geographical area the Authority serves
- 4.2.8 Ensuring the Budget Holder has sufficient budget to sustain the contract for the life of the contract.
- 4.2.9 for Quotes with a value of £25,000 or less attaching the relevant standard terms and conditions to the purchase order or otherwise draw the attention of the Supplier to these standard terms and conditions;
- 4.2.10 for Tenders with a value above £25,000, instructing the Council's Solicitor in writing to draft or approve the formal written contract terms and conditions that are to apply to the proposed contract;
- 4.2.11 ensuring that a purchase order is raised for the contract.
- 4.3 Where any procurement may result in any employee either of the Authority or of a service provider being affected by any transfer arrangements, Authorised Officers must ensure that the application of the Transfer of Undertaking Protection of Employment Regulations 2006 (TUPE) is considered and obtain legal advice before proceeding with inviting Tenders or Quotes.

4.4 Any procurement that is:

- over EU threshold and TUPE applies or
- is over budget

shall be referred to the Cabinet for decision, unless otherwise stated elsewhere in the Authority’s Constitution.

CONTRACT VALUES

5.1 Where the total value for a purchase is within the values in the first column below, unless the Holder procures via a compliant Framework Agreement, Draw Down Agreement or Dynamic Purchasing System the award procedure in the second column must be followed:

Estimated Total Contract Value	Contract Letting Requirements & Forms of Contract
£10,000 and below	<p>The Budget Holder can purchase from the source that offers the Best Value for Money to the Authority.</p> <p>This could be demonstrated by the obtaining of two written Quotes, where possible and via the Procurement Portal where appropriate</p> <p>Contracts shall be by purchase order with the relevant standard terms and conditions attached or otherwise drawn to the attention of the Supplier.</p>
Above £10,000 to £25,000	<p>At least three written quotes shall be sought through the Portal using the Request for Quote template</p> <p>Where a procurement opportunity with a value estimated to be £25,000 or above is Advertised, it must also advertised on Contract Finder using the Portal within 24 hours of any adverts appearing with unrestricted and full direct internet access to relevant contract documents.</p> <p>A pre- qualification stage is not permitted but appropriate suitability questions may be asked in the Rest for Quote.</p> <p>If the lowest Quote received exceeds £25,000, the contract shall not be awarded unless the contract is below the relevant Threshold and either</p>

	<ul style="list-style-type: none"> • a waiver is approved in accordance with Rule 6.1 or • approval is given by the Section 151 Officer. • Unless a waiver or approval of the Section 151 Officer is given, a new procurement will be required which must be carried out in accordance with the above £25,000 to Threshold procedures
<p>Above £25,000 to Threshold</p>	
	<p>A full competitive procurement shall be undertaken through the Portal using an Invitation to Tender.</p> <p>The opportunity must be advertised on Contract Finder (within 24 hours of any other adverts appearing) (and/or other public advertisement as determined by the Authorised Officer) together with unrestricted and full direct internet access to relevant contract documents.</p> <p>A pre-qualification stage is not permitted except for procurements of works contracts above the Threshold for supplies and services. A PAS91 pre-qualification questionnaire must be used.</p> <p>A formal written contract prepared or approved by the Authority Solicitor must be used</p> <p>If the lowest Tender received exceeds the relevant Threshold then the contract shall not be awarded. A new procurement will be required which must be carried out in accordance with the Threshold and Above procedure</p>

<p>EU Threshold and Above</p>	<p>A full competitive procurement shall be undertaken through the portal using an Invitation to Tender</p> <p>Procurement opportunities shall be advertised</p> <ul style="list-style-type: none"> • Either in the Find a Tender Service as required by law • On Contract Finder within the time limit specified in the Regulations <p>The Procurement Advisor, consultation with the Authority's Solicitor, shall advise on the most appropriate procurement procedure to be used when conducting a procurement. The Regulations set out the permitted procurement procedures; the two most common procedures are:</p> <ul style="list-style-type: none"> • Open Procedure – a one stage process where anyone can submit a tender • Restricted Procedure – a two stage process where a Selection Questionnaire is used to shortlist Candidates who are then invited to submit a tender. <p>The following procedures can only be used in certain circumstances. See the Procurement Code for further detail.</p> <ul style="list-style-type: none"> • Innovation Partnership; This may be used when the Authority is seeking innovative ideas where solutions are not already available on the market and there is also an intention to include both the development of the outcome and its subsequent purchase (subject to meeting agreed performance levels and maximum costs) in the procurement. <p>A structured partnership will be established for the development of an innovative product, service or works and the subsequent purchase of the resulting supplies, services or works, provided that they correspond to the agreed performance levels and costs.</p> • Competitive dialogue This can be used where either of the following apply: <ol style="list-style-type: none"> I. the need of the Authority cannot be met without adaption of the readily available
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Comment [CO2]: Official Journal of the European Union will be replaced by Find a Tender, from the 1st January

	<p>solutions;</p> <p>II. they include design or innovative solutions;</p> <p>III. specific circumstances relaxed to the nature, the complexity or the legal and financial makeup or because of the risks attaching to them;</p> <p>IV. the technical specifications cannot be established with sufficient precision with reference to a standard UK Technical Assessment, common technical specification or technical reference;</p> <p>V. where, in response to an open or a restricted procedure, only irregular or unacceptable tenders were submitted, provided that the Authority includes in the procedure all of, and only, the Candidates that meet certain criteria and submitted tenders in accordance with the formal requirements of the failed procedure</p> <p>• Competitive Procedure with negotiation</p> <p>This procedure can be used for the same reasons as competitive dialogue. With this procedure, the Authority can negotiate with Candidates who have submitted tenders to seek improved offers.</p> <p>A formal written contract prepared or approved by the Authority's Solicitor must be used.</p>
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Light Touch Regime	<p>Contracts involving the following goods and services are subject to a 'light touch' regime if the value of the contract is below the prescribed threshold contained in the prescribed Threshold</p> <ul style="list-style-type: none"> • Health, social and related services • Administrative social, educational, healthcare and cultural services • Compulsory social security services • Benefit services
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Item 8 – Annex A

		<ul style="list-style-type: none"> • Other community, social and personal services including services furnished by trade unions, political organisations, youth associations and other membership organisation services • Legal services • Other administrative services and government services • Provision of services to the community • Prison related services, public security and rescue services • Investigation and security services • International services • Postal services • Miscellaneous services listed in schedule 3 of the Public Contract Regulation 2015 <p>Advice must be sought from the Procurement Adviser before undertaking a light touch regime procurement.</p>
	<p>A formal written contract prepared/approved by the Authority's Solicitor must be utilised.</p>	
<p>Concessions</p>	<p>A concession contract is an agreement where Suppliers are given the right to exploit works or services provided for their own gain. Suppliers can either receive consideration for their services solely through third party sources or partly through payment from the contracting authority along with income received from third parties e.g. a services concession is where a supplier has a contract to manage an Authority's catering services for its staff. The Authority does not pay the Supplier to run the services and its income is solely through the staff using the facilities. The risk in the concession making a profit is with the Supplier and not the Authority.</p> <p>A formal written contract prepared/approved by the Authority's Solicitor must be utilised</p>	

Disposal of assets (other than land)	Where the Authority is selling or disposing of assets without the provision of services then the Authority's obligation is to achieve the best value for the items. This could be achieved by obtaining quotes or conducting a full tender depending upon the items being disposed of. Any disposal must be in accordance with the Authority's Finance Rules.
Disposal of Land	These contract rules apply where the Authority is disposing of or acquiring land and there is an element of services or works required by the Authority as part of the transfer (E.g. regeneration projects)

6. WAIVERS

6.1 Subject to the written approvals referred to in Contract Rule 6.2 below, waivers of any of these Contract Rules shall only be given in the following exceptional circumstances:-

6.1.1 Where the supplies, works or services are of a unique or specialised nature or are identical or similar to or compatible with an existing provision so as to render only one or two sources of supply appropriate, including:

- an upgrade or
- where the contract concerns, wholly or mainly, repairs to or the supply of parts for existing proprietary machinery, plant or equipment and the repairs to or the supply of parts cannot be carried out practicably by alternative Suppliers

or

6.1.2 The goods or materials to be purchased are proprietary articles or are sold only at fixed prices; or

6.1.3 The price of services, or supplies to be purchased is controlled by trade organisations, or if for other reasons there would be no genuine competition; or

6.1.4 Where in the opinion of the Authorised Officer in consultation with the s151 Officer and the Authority's Solicitor considers that the services to be provided or the work to be executed or the goods or materials to be purchased are urgent; (subject to the action being reported to the next Cabinet Meeting) or

6.1.5 Specialist consultants, solicitor, barrister, agents, artist or professional advisers are required and:

- There is no satisfactory alternative; or
- Evidence indicates that there is likely to be no genuine competition; or
- It is, in the opinion of the Authorised Officer, in the Authority's best interest to engage a particular consultant, solicitor, barrister, agent, artist or adviser;

or

6.1.6 Where the Authority is purchasing a property, or is taking a service back in-house, which has associated contracts and in the opinion of the Authorised Officer it is in the Authority's best interests to acquire those contracts; or

6.1.7 The works to be executed or the goods or materials to be purchased can only be carried out or supplied by a statutory body.

6.2 These Contract Rules cannot be waived for the procurements above the prescribed relevant Threshold.

Where it is possible to waive these Contract Rules, any such waiver must be agreed by:

6.2.1 Cabinet for contracts above £100,000.00 or the Head of Paid Service in consultation with the Leader of the Authority, the Section 151 Officer and the Authority's Solicitor if the matter requires an urgent decision and a meeting of the Cabinet cannot be called; or

6.2.2 The Budget Holder (if authority do so has been delegated to them in accordance with the Constitution) , in consultation with the Section 151 Officer and the Council's Solicitor if the contract does not exceed £100,000.00

6.3 A record of the decision and the reasons for it shall be kept and the waiver itself shall be kept by the Authority's Solicitor.

SECTION 3: QUOTATION AND TENDERING PROCESS

7. ADVERTISING (above£25,000)

7.1 Adverts shall include as a minimum:

- Date and time response to be received by the Authority
- How and to whom the Supplier must respond
- Any requirements for participating in the procurement

7.2 Where adverts are placed on Contract Finder unrestricted and full direct internet access to relevant contract documents shall be available on the Authority's website and the Authority's Procurement portal free of charge when the advert is placed.

7.3 Opportunities with a value over the relevant relevant Threshold must also be advertised on the Find a Tender website by submitting a Contract Notice using the Authority's Procurement portal

8. SUITABILITY ASSESSMENT (under threshold) AND PRE-QUALIFICATION (above threshold only)

8.1 Authorised Officers are responsible for ensuring that all Candidates for a contract are suitably assessed. Financial and due diligence checks must be undertaken for all contracts where the value of the contract is above £10,000

Under Threshold

8.2 As part of the tender or quotation process Authorised Officer shall establish that the potential Candidates meet minimum requirements or minimum standards of :

- Suitability.
- Capability.
- Legal status; and
- Financial standing
-

8.3 The assessment questions must be

- relevant to the subject matter of the procurement and
- proportionate

8.4 For works contracts above the lower EU threshold (supply and services level) a pre-Qualification Questionnaire (PQQ) stage is permitted. Officers must use PAS91 or such other required template required by law or by the Government.

8.5 Above Threshold

Procurements above the Threshold can use a pre-Qualification stage. Officers must use the Selection Questionnaire form issued by the Government or for works contract form PAS91 or such other templates as required by law or by the Government.

Any deviations from the standard form must be reported to the Cabinet Office. Changes to the form are not permitted without the consent of the Procurement Advisor, Section 151 Officer and the Authority's solicitor

8.6 Any Candidate eliminated from a procurement where a pre-qualification process has been undertaken must be notified following evaluation of that

stage in the process

8.7 for all contracts

8.8 the EU Regulations shall comply with the

9. ELECTRONIC TENDERING

9.1 On the 18th October 2018, electronic procurement and electronic communications became compulsory for above Threshold procurements. Except in the limited circumstances contained in the Regulations, all communication and information exchange, including electronic submission of tenders, shall be performed using electronic means of communication in accordance with the requirements of the Regulations.

9.2 Except for procurements with a value of £10,000 or below, the procurement shall be carried through the Portal unless otherwise permitted by these Contract Rules or by the Procurement Advisor and the Section 151 Officer. For quotes under £10,000 the Portal should

10. DIVIDING TENDERS INTO LOTS

10.1 Authorised Officers may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots.

10.2 For an above Threshold procurement, if the contract is not split into lots the main reasons for this decision shall be included in the procurement documents and the Regulation 84 Report.

10.3 Authorised Officers shall include in the notice and or tender documents whether:
10.3.1 tenders can be submitted for one, for several or for all of the lots or.
10.3.2 if there is a limit on the numbers of lots that can be tendered for.

- 10.4 Where more than one lot may be awarded to the same tenderer, Awarding Officers may award contracts combining several or all lots where they have specified in the contract notice or in the invitation to tender that they reserve the possibility of doing so and indicate the lots or groups of lots that may be combined.

11. SUBMISSION AND OPENING OF TENDERS AND QUOTES

- 11.1 Tenders and Quotes shall be submitted in accordance with requirements set out in in the Invitation to Tender or Request for Quote
- 11.2 Tenders and Quotes must be submitted electronically via the Portal and the Authorised Officer shall ensure that the submissions are kept secure and unopened until the specified date and time. The Authorised Officer shall carry out opening of the Tenders and Quotes in accordance with instructions given by the Procurement Adviser.
- 11.3 No Tenders or Quotes received after the specified date and time for receipt shall be accepted or considered by the Authority unless the Authorised Officer, after consulting with the Procurement Adviser, the Section 151 Officer and the Authority's Solicitor is satisfied that there is sufficient evidence that either;
- the Tender or quote was dispatched in sufficient time for it to have for it to have arrived before the closing date and time
 - Technical difficulties with the Portal prevented the Tender or Quote from being submitted before the closing date and time

12.5

12 ARITHMETICAL ERRORS, POST TENDER CLARIFICATION AND ABNORMALLY LOW TENDERS

- 12.1 Candidates can only alter their Tenders or Quotes after the date specified for their receipt but before the formal acceptance of the Tender or Quote, where examination by officers of the Tender or Quote reveals arithmetical errors or discrepancies which affect the Tender or Quote figure. The Candidate shall be given details in writing of such errors or discrepancies and afforded an opportunity of confirming, amending or withdrawing their offer in writing.
- 12.2 in and above Threshold Procurement, the Authority must require tenderers to explain the price of costs proposed in the tender where the tender appears to be abnormally low in relation to the works, supplies or services.

All other post-tender clarifications shall:

- 12.2.1 only be undertaken following consultation with the Procurement Adviser and the Authority's Solicitor; and
- 12.2.2 not disclose commercially sensitive information supplied by other Candidates

13 EVALUATION

- 13.1 Tenders and Quotes shall be evaluated in accordance with the relevant regulations and the award criteria set out in the Invitation to Tender or Request for Quote.
- 13.2 All contracts shall be awarded on the basis of the offer which represents the most economically advantageous, taking into account price and/or quality, to the Authority.
- 13.3 The award criteria shall be predetermined and listed in the Invitation to Tender or Request for Quotation documentation. In addition, the criteria shall be strictly observed at all times throughout the contract award procedure by any officer involved in the tender evaluation.
- 13.4 For all Contracts regardless of value, no person with a personal or financial interest in any of the Contractors submitting a proposal should be involved in any way in influencing the decision as to which Contractor is to be awarded the Contract. A declaration of interest form must be completed by each officer involved in the evaluation process and held on file by the Authorised Officer.
- 13.5 Where Authorised Officers intend to carry out site visits, presentations or interviews as part of the evaluation process, this must be made clear in the invitation to tender and include whether this will be scored separately to the tender submission or used to moderate scores. If scored separately, Candidates must be informed of the evaluation criteria and weighting in the Tender documents.

14. AWARDING CONTRACTS

- 14.1 The Authority shall only accept a tender and award a contract to the Candidate submitting the Most Economically Advantageous Tender/Quote

14.2 Depending on what is being procured and whether or not it is an above Threshold procurement, the Most Economically Advantageous Tender/Quote can be assessed as follows;

- Price (i.e. the lowest bid)
- Cost (where the assessment is based on cost-effectiveness basis such as an asset life-cycle assessment (cost of the asset, maintenance costs, end of life costs)
- Best Price/Quality Ratio. (the award criteria can include quality, including technical merit, aesthetic and functional characteristics, delivery date, delivery process, after-sales service and technical assistance as well as environmental and/or social matters and any other matters relevant to what is being procured.

The award criteria and the scoring methods must be disclosed in the Invitation to Tender or Request for Quote.

14.3 A contract may only be awarded by an Awarding Officer with the requisite delegated authority to award contracts. Prior to award, the Authorised Officer should ensure that the Budget Holder responsible for the contract has sufficient funds in place to sustain the contract.

14.4 For contracts with a value of £25,000 or above, regardless of whether the contract award opportunity was advertised, a contract award notice containing the name of the Supplier, the date the contract was entered into and the value of the contract must be published on Contract Finder no later than 90 days after the contract award. If below Threshold, the award notice must state, whether or not the Supplier is a Small and Medium-sized enterprise (SME) or voluntary, community and social enterprise (VCSE)

15. DEBRIEFING

15.1 The Authorised Officer shall provide a written debriefing to unsuccessful Tenderers as required by the law.

16. EXECUTION OF CONTRACTS

16.1 All contracts not exceeding £25,000 shall be signed by the relevant Budget Holder, unless the Authority's Solicitor requires that the contract be sealed.

16.2 All contracts exceeding £25,000 but not exceeding £50,000.00 shall be signed by the Authority's Solicitor unless the Authority's Solicitor requires that the contract be sealed.

16.3 All contracts exceeding £50,000.00 shall be executed as a deed by the Authority's Solicitor and the common seal affixed to the contract unless the Authority's considers it more expedient to sign the contract.

16.4 Electronic signatures may only be permitted as a method of executing contracts with prior consent of the Section 151 officer having first obtained advice from the Authority's Solicitor

Comment [C03]: Is this ok, given that we are predominantly working from home we must have a mechanism in place to sign contracts in isolation?

RECORDS OF QUOTES TENDERS AND CONTRACTS

17.1 The Procurement Adviser shall maintain a list of all Tenders and Quotes over £25,000 received. For procurements not exceeding £25,000, the Authorised Officer is responsible for keeping records of Tenders and Quotes received in such form as required by the Procurement Adviser.

17.2 All contracts with a value of £25,000 and above shall be kept by the Authority's Solicitor and a copy shall be sent to the Procurement Adviser.

17.3 All contracts below that value shall be kept securely by the Budget Holder in accordance with the Authority's retention policy and a copy sent to the Procurement Adviser.

18. BONDS AND PARENT COMPANY GUARANTEES

18.1 Bonds or Parent Company Guarantee will be required on all works contracts above £1,000,000.00 or for a contract of a lesser value if considered appropriate by the Section 151 Officer following consultation with the Authority's Solicitor

18.2 Bonds or Parent Company Guarantee may be required for any contract if considered appropriate by Section 151 Officer following consultation with the Authority's Solicitor

18.3 Bonds shall be a minimum of 10% of the contract value.

19. EMBEDDED LEASES & EMBEDDED DERIVATIVES

19.1 Prior to the award of a contract the Authorised Officer must notify the S151 officer where under the contract:

19.1.1 the Authority will have use or control of or will be paying for the use of a specific asset or group of assets; or

19.1.2. contains a clause that caps the price the Authority has to pay for supplies or services or there is floor price on the price the Authority has to pay for supplies or services; or

19.1.3 the prices the Authority has to pay under the contract, increase by more than 2 times RPI; or

19.1.4 the prices the Authority has to pay, increase by some other form of Indices or commodity price.

SECTION 4: SPECIFIC TYPES OF TENDERING

20. FRAMEWORK AGREEMENTS

20.1 FRAMEWORK AGREEMENTS AND DYNAMIC PURCHASING SYSTEMS SET UP BY OTHER CONTRACTING AUTHORITIES

20.2 External Framework Agreements and Dynamic Purchasing Systems (DPS), where the Authority is named or identified as part of a class of permitted users, can be used where the Authority wishes to contract for the sourcing of supplies, services or works without conducting a new procurement exercise.

20.3 The Framework Agreement and DPS may include within its terms a requirement for a mini competitive exercise between some or all of those Suppliers who are parties to the Framework Agreements and can provide the goods/services being tendered. Other Framework Agreements and DPS may allow for a direct award or the choice of either direct award or mini completion.

Any Call-Off from a Framework Agreement shall be tendered in accordance with the procedure set out in the Framework Agreement or DPS.

20.4 The approval of the Procurement Adviser or Council's Solicitor shall be sought before signing up to a new Framework Agreement or DPS.

20.5 A Call-Off contract as set out in the Framework Agreement or DPS will need to be entered into. If no pre agreed contract is provided for a contract approved by the Council's Solicitor, shall be entered into.

FRAMEWORK AGREEMENTS SET UP BY THE AUTHORITY

20.6 The Authority may carry out procurement exercises to set up Framework Agreements or DPS to allow it to choose Suppliers who meet its pre-qualification requirements. The Authority can then Call-Off Suppliers from the Framework Agreement or the DPS without having to carry out a further procurement exercise. This could be useful where the Authority has need to call on Contracts urgently or often. The Authority could also set up a framework agreement for itself and other local authorities to use in order to make efficiency savings.

20.7 Once a Framework Agreement or DPS is established, Quotes and Tenders for contracts may be invited from Suppliers included on Framework Agreement up to the limit stated in the Framework or DPS.

20.8 The Authority will need to carry out a procurement exercise to select the Suppliers to include on the Framework Agreement or DPS. This procurement will need to be advertised in accordance with these Contract Rules. The Contract Value is to be determined by the anticipated level of spend per Framework Agreement or DPS.

PUBLISHING THE AWARD OF CALL-OFF CONTRACTS UNDER ALL FRAMEWORK AGREEMENTS

20.10 The call off of a contract under a framework with a value of £25,000.00 or over shall be published on Contract Finder

21. DRAW DOWN AGREEMENTS

21.1 Authorised Officers may award Draw Down Agreements to individual suppliers where services, supplies or works are required on an ad hoc basis. E.g. JCT measured terms agreements. More than one Draw Down Agreement may be awarded to different Suppliers for the same services supplies or works.

21.2 Authorised Officer shall carry a procurement process for the award of the Draw Down Agreement in accordance with these contract rules

22. COLLABORATIONS AND JOINT PROCUREMENT

22.1 The Authorised Officer may participate in any collaborative or joint procurement arrangements with other Local Authorities or public bodies including membership or use of a Purchasing Consortia subject to the prior approval of the relevant Director and Procurement Adviser.

23. PROCUREMENT BY CONSULTANTS

23.1 Any consultants used by the Authority shall be appointed in accordance with these Contract Rules. The Authorised Officer shall ensure that the consultant's performance is monitored.

23.2 Where the Authority uses consultants to act on its behalf in relation to any procurement, then the Authorised Officer shall ensure that the consultant carries out any procurement in accordance with these Contract Rules.

23.3 Consultants may advise the Authorised Officer as to the most suitable candidate. The Authorised Officer can use the advice given by the Consultant to make their recommendation to the Awarding Officer.

23.4 No Consultant shall make any decision on whether to award a contract or who a contract should be awarded to. This decisions rests with the Awarding Officer who should sign the Tender Acceptance Form

24. NOMINATED AND NAMED SUB-CONTRACTORS

24.1 Tenders for sub-contracts to be performed or goods and materials to be supplied by nominated suppliers shall be dealt with in accordance with the provisions of these Contract Procedure Rules

SECTION 5

CONTRACT MANAGEMENT AND AMENDMENTS TO CONTRACTS DURING THEIR TERM

25. AMENDMENTS TO CONTRACTS

Above Threshold Contracts

25.1 An above Threshold Contract, Framework Agreement or DPS can only be changed if permitted by the Regulations. Advice must be sought from the Authority's Solicitor before making any changes to an above Threshold Contract or Framework Agreement

Below Threshold Contracts

5 In limited circumstances and having regard to the Regulations and advice from the Authority's solicitor, the Awarding Officers may authorise changes to be made to contracts below Threshold Contracts.

26. CONTRACT MANAGEMENT

27.1 Authorised Officers need to actively monitor and manage a Suppliers performance throughout the contract life to ensure milestones, KPI's, deliverables and outcomes are achieved and risks and, where appropriate, business continuity is managed as detailed in the tender and Contract documentation. Management data needs to be published in accordance with the Government's Transparency Code.

27.2 Plans should be made well in advance to re-procure the contract (if applicable) in line with the Commissioning and Procurement User Guide An exit strategy included in the tender and procurement documentation and the contract.

DEFINITIONS

Advertised	As defined in Regulation 110 of the Public Contracts Regulations 2015. “An opportunity is advertised if the Authority does anything to put the opportunity in the public domain or bring the opportunity to the attention of economic operators generally or to any class or description of economic operators which is potentially open-ended, with a view to receiving responses from economic operators who wish to be considered for the award of the contract”
Authorised Officer	An officer who is authorised to undertake the procurement in question and who has received corporate training on these Contract Rules.
Authority’s Solicitor	Means the senior legal adviser for the Authority
Awarding Officer	The officer with the delegated authority to award the contract
Best Value for Money	The best solution for the Authority taking into account price, quality and deliverability.
Bond	An insurance policy: if the Contractor does not do what it has promised under a contract with the Authority, the Authority can claim from the insurer the sum, of money specified in the bond (often 10% of the contract value). A bond is intended to protect the Authority against a level of cost arising from the Contractor’s failure.
Budget holder	The officer responsible for the budget for the relevant procurement
Candidate	Any person who asks or is invited to submit a Quote or Tender.
Call-Off Contract	Means a contract awarded to a supplier under a Framework Agreement
Concession Contracts	an agreement where Suppliers are given the right to exploit works or services provided for their own gain.
Consultant	Someone appointed (but not under a contract of employment) for a specific length of time to work to a defined project brief with clear outcomes to be delivered, who brings specialist skills or knowledge to the role.
Contracting Authorities	Bodies which are subject to the EU Regulations.
Director	Means the chief officers for the Authority, director or the Council’s Solicitor
Draw down contract	A contract with a single supplier where goods, services or works are requested on an ad hoc basis

Dynamic Purchasing System (DPS)	A DPS is a procedure available to purchase commonly used goods, works or services. It is similar to a Framework Agreement but suppliers can join at any time
Find a Tender	Where notices for all above Threshold procurements opportunities and contract awards must be placed
Framework Agreement	An agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.
Head of Paid Service	Means the officer designated as head of paid for the Authority under section 4 of the Local Government and Housing Act 1989
Invitation to Tender (ITT)	Invitation to tender documents in the form required by these Contract Rules.
Most Economically Advantageous Tender	The most economically advantageous tender will be evaluated on the basis of either <ul style="list-style-type: none"> • Price (i.e. the lowest price) • Cost (on the basis of a cost-effectiveness approach e.g. life-cycle costing) • Best price/quality ratio
Parent Company Guarantee	A contract which binds the parent of a subsidiary company as follows: if the subsidiary company fails to do what it has promised under a contract with the Authority, the Authority can require the company to do so instead.
Procurement Adviser	The procurement officer for the Authority
Procurement Contract Regulations (PCR15)	The UK regulations implementing the public procurement directives
Quote	A quotation of price and any other relevant matter (without the formal issue of an Invitation to Tender).
Regulation 84 Report	Means the report about the procurement required to be compiled under Regulation 84 of the Public Contracts Regulations 2015

Substantial	<p>In relation to a change to an existing contract of framework agreement means where one of the following conditions is met:-</p> <ul style="list-style-type: none"> (a) the change renders the contract or the framework agreement materially different in character from the one initially concluded; . (b) the modification introduces conditions which, had they been part of the initial procurement procedure, would have— . <ul style="list-style-type: none"> (i) allowed for the admission of other candidates than those initially selected, . (ii) allowed for the acceptance of a tender other than that originally accepted, or . (iii) attracted additional participants in the procurement procedure; . (c) the modification changes the economic balance of the contract or the framework agreement in favour of the contractor in a manner which was not provided for in the initial contract or framework agreement; . (d) the modification extends the scope of the contract or framework agreement considerably; . (e) a new contractor replaces the one to which the contracting authority had initially awarded the contract in cases other than those provided for in Rule 28(1)(d).
Supplier	A person or body of persons providing, or seeking to provide, supplies, services or works to the Authority.
Tender	A Candidate’s proposal submitted in response to an Invitation to Tender.
Threshold	Means the values set out in the Public Contract Regulations which determine if a procurement needs to be carried in accordance with the Public Contract Regulations



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Finance and Management Overview and Scrutiny Committee - Wednesday 9 December 2020
Report Number	Agenda Item No. 9
Subject	Council Priorities and Service Performance Report 2020-21 Quarter Two
Wards affected	All
Accountable member	All relevant Cabinet Members
Accountable officer	Giles Hughes, Chief Executive Tel: (01993) 861658 Email: giles.hughes@westoxon.gov.uk
Summary/Purpose	This report provides details of the Council's progress towards achieving its aim and priorities set out in the Council Plan 2020-2024, and service performance during Q2
Annexes	Annex A – Council Priority report Annex B – Performance Indicator report
Recommendation	That the Committee reviews, and challenges as appropriate, performance for 2020-21 Q2
Corporate priorities	Climate Action: Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council
Key Decision	No
Exempt	No

I. BACKGROUND

- 1.1. The Council monitors service performance and progress towards achieving the aim and priorities set out in the Corporate Plan.
- 1.2. Each quarter, performance and progress in those service areas relating to the work of this Committee are provided in this report.

2. PERFORMANCE MANAGEMENT FRAMEWORK - PERFORMANCE REPORTING

- 2.1. A new Council Plan 2020-2024 was approved by Council in January 2020. Although reporting on progress against the four year Plan commenced in Q1, the main priority for the Council over the last six months was its response to Covid-19, and the subsequent recovery work.
- 2.2. In June 2020, Council approved the recommendation that a Local Recovery Plan should be prepared to complement the delivery of the Council Plan 2020-24. The Cabinet and Council approved the draft Local Recovery Plan in October. The Covid-19 Recovery Themes are Economy, Community, Climate and Council, Service Delivery and Finance, and are closely aligned with the six Council Plan priorities to ensure that actions prioritised as part of the Covid-19 recovery will also positively contribute to the achievement of the Council Plan.
- 2.3. A high level Commissioning Framework was approved by Cabinet in October 2020. The Commissioning Framework identifies that the provision of robust performance data – quantitative and qualitative, together with a robust analysis of that data and evidence – is vital to ensure that the Council has the information to assess whether its commissioned services are being delivered to a high quality.
- 2.4. A new performance management framework is being developed; a much broader framework than previous frameworks. It sets out six key strands of information on which assurance needs to be provided, with a key shift in focus from performance monitoring to performance management:
 - Business analytics and service assurance
 - Place based measures and comparators
 - Publica Business Plan strategic actions
 - Council Plan priority actions
 - Project and programme management assurance
 - Risk and opportunity management
- 2.5. As part of the Business Analytics and Service Assurance strand, a new set of performance indicators was implemented in Q1 as part of a newly styled performance report. The indicator set and performance report will evolve over time based on feedback from senior officers and Members.
- 2.6. The Commissioning Framework also sets out the relationship between Publica and the Council and their respective responsibilities. Publica's Executive Director (Commissioning) is accountable to the Council for the services commissioned from Publica, and also for the services commissioned by Publica from third parties on behalf of the Council. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and

standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.

- 2.7. The Council's Chief Executive has received a report on progress towards achieving the Council's priorities and service performance. He has assessed performance in line with the high level Commissioning Statement, and confirms that overall, services have been delivered to the agreed quality and standard; and he was pleased to note that work has progressed on some of the actions set out in the Council Plan. The Chief Executive has also noted the continued impact of Covid-19 on communities, customers, services, staff, and businesses as they attempted to recover over the summer; and the recent announcement of a second lockdown. He has drawn particular attention to the following:
- i. When the nation went into lockdown in March 2020, a significant number of staff were redeployed to support our communities; following the intense period of activity, seconded staff have returned to their substantive roles. Furthermore, he has noted that during Q2 many services continued to support residents, communities and businesses that have been impacted by Covid-19, together with the recovery of the high street and tourism as part of their every day job;
 - ii. The Local Recovery Plan has been approved and provides a framework to help guide the Council's recovery effort. Our partners will also be developing their recovery plans so it will be important to be flexible in our joint collaborative efforts. It has always been recognised that the Council might need to pivot back and forth between organising a response and community support effort and the recovery effort as the pandemic develops;
 - iii. By August 2020, leisure facilities, parking enforcement and food safety inspections had restarted. The Council agreed a financial package with GLL to reopen on 25 July in a phased approach; the core activities of gym, group exercise, and swimming were operational until 2 November, when they were required to close down again in line with the requirements of the second lockdown;
 - iv. Affordable housing has continued to be delivered in the District and demonstrates the success of the strategic sites included in the local plan in bringing forward housing numbers. The first affordable housing plots at East Chipping Norton Strategic Development Area were completed in Q2. The delivery of affordable housing is on track to exceed the Local Plan target of 274 for the year;
 - v. The number of households living in emergency accommodation has started to decrease; the Housing team has created exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. Furthermore, the 'Housing First' project went 'live', the Council has worked with Aspire and Cottsway to place six complex cases into permanent accommodation where they will receive one-to-one support to address their needs.

3. COUNCIL PRIORITY REPORT

- 3.1. Over the last six months, the Council's main priority was the response to Covid-19 and the recovery phase, which continue to be key themes running through this report.
- 3.2. In addition, to the response and recovery work, progress is being made on the actions in the Council Plan including:
 - i. The Climate Action Working Group endorsed the new Sustainability Standards in Planning as a mechanism for reducing carbon levels within new developments; and a net

gain biodiversity mechanism has been developed to ensure that major developments deliver a net gain;

- ii. The fly tipping service has been redesigned based on customer and user need with the introduction of new on-forms and web pages. The new process was introduced in October and will make it easier and quicker for residents to report flytips. It will also reduce duplication and therefore create a more efficient and responsive service.
- iii. The new revenues and benefits system, Civica, is on schedule for 'go live' in mid-January 2021. Data migration work has commenced and the first cut of data was returned to the service during September for testing. Customers will be able to self-serve for the majority of their revenue and benefit transactions.

3.3. A full report is attached at Annex C.

4. SERVICE PERFORMANCE REPORT

4.1. The services which relate to the work of this Committee are Customer Services and Revenues and Benefits; the relevant indicators are listed at the front of the Performance Indicator report at Annex B with pages [x to y](#) providing the further relevant information.

4.2. The majority of staff have continued to work from home, and some services have had to find new ways of working. Overall, many services have performed well in the current conditions and restrictions with no significant detriment to limiting the delivery of services to online, virtual or phone.

4.3. Of the nine targeted indicators, four indicators achieved their targets (Green), three indicators achieved its target 'within tolerance' (Amber), and two indicators did not achieve their targets (Red). A full report is attached at Annex B.

5. LEGAL IMPLICATIONS

5.1. None

6. RISK ASSESSMENT

6.1. None

7. ALTERNATIVE OPTIONS

7.1. None

8. BACKGROUND PAPERS

8.1. None



COUNCIL PRIORITIES REPORT

June 2020 - September 2020

West Oxfordshire District Council Corporate Plan 2020-24

Our vision is to support West Oxfordshire to be fit for the future through:



1. Climate Action

Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity.



2. Healthy Towns and Villages

Facilitating healthy lifestyles and better wellbeing for everyone.



3. A Vibrant District Economy

Securing future economic success through supporting existing local businesses and attracting new businesses to deliver the economic ambitions of the Oxfordshire Local Industrial Strategy.



4. Strong Local Communities

Supporting and building prosperous and inclusive local communities.



5. Meeting the Housing Needs of our Changing Population

Securing the provision of market and affordable housing of a high quality for the wide range of householders making their home in West Oxfordshire.



6. Modern Council Services and Sustainable Finance

Delivering excellent modern services whilst ensuring the financial sustainability of the Council.

What has been happening since the last Council Priorities Report for Quarter I (covering April – June 2020)?

As with the last Council Priorities Report covering April – June 2020, the following 12 week period (July – September 2020) has seen continued focus on Covid-19 by the Council, with efforts shifting from ‘response’ to ‘recovery’, whilst also working towards delivery of the Council Plan 2020-24 and maintaining essential services and supporting local business and the economy, the voluntary and community sector and local residents.

This report provides an update on progress against each of the Council Plan’s priorities but also takes the opportunity to highlight work towards planning for the District’s Covid-19 recovery from the impacts of the pandemic and in the longer term, the District’s renewal. During the summer months cross-party discussions informed the development of the West Oxfordshire Covid-19 Recovery Plan, demonstrating the Council’s commitment to working with others to recover from the impacts of the pandemic. This Recovery Plan complements the delivery of the Council Plan through the Covid-19 Recovery Themes of Economy, Community, Climate and Council , Service Delivery and Finance and provides a helpful framework for ensuring that the wide ranging impacts of the pandemic are mitigated against and adapted to. These Recovery Themes are closely aligned with the six Council Plan priorities to ensure that actions prioritised as part of the Covid-19 recovery will also positively contribute to the achievement of the Council Plan (see Table 1)

Table 1 – Covid-19 Recovery Theme	Related Council Plan Priorities
Economy	<u><i>A Vibrant District Economy</i></u> - Securing future economic success through supporting existing local businesses and attracting new businesses to deliver the economic ambitions of the Oxfordshire Local Industrial Strategy.
Community	<p><u><i>Healthy Towns and Villages</i></u> - Facilitating healthy lifestyles and better well being for everyone.</p> <p><u><i>Strong Local Communities</i></u> - Supporting and building prosperous and inclusive local communities.</p> <p><u><i>Meeting the Housing Needs of our Changing Population</i></u> - Securing the provision of market and affordable housing of a high quality for the wide range of householders making their home in West Oxfordshire.</p>

Climate	<u>Climate Action</u> - Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity.
Council, Service Delivery and Finance	<u>Modern Council Services and Sustainable Finance</u> - Delivering excellent modern services whilst ensuring the financial sustainability of the Council.

Climate Action: Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity

Quarter 2 Update (key highlights of activity during July – September 2020)

- The Climate Change Strategy is due to be presented to Full Council in early 2021. This will be an overarching document which will provide a framework for work across the District addressing the impacts of Climate Change.
- The Wychwood Project has been working with the Council to carry out site visits and make recommendations for ecologically-sensitive land management of Council owned land and also to identify sites with potential for larger scale biodiversity enhancement.
- The Council is exploring the potential of applying a 'natural capital approach' to land management in the District in conjunction with Oxfordshire County Council to identify strategic land management priorities.
- The Government now requires, through the emerging Environment Bill, a mandatory Biodiversity Net Gain from new development. A Biodiversity Net Gain mechanism (a biodiversity metric calculator) has been implemented into development management to measure biodiversity losses and gains from development to ensure that a net gain is delivered. This is currently being applied to all major planning applications in accordance with Local Plan Policy EH3. Five applicants have proactively applied the biodiversity metric calculator to their proposals and produced a biodiversity net gain strategy for their development, one of these being the redevelopment of Eynsham Hall. On a similar theme, the draft Area Action Plan for Salt Cross Garden Village requires a 25% Biodiversity Net Gain.
- Following work completed by the Council to assess the financial viability of delivering net-zero carbon as a standard across all development at Salt Cross Garden Village, Climate policies within the draft Area Action Plan require alignment with net-zero carbon development and are included in their entirety as a 'golden thread' through the AAP.
- A Sustainability Standards in Planning (for Development Management) has now been produced and endorsed by the Climate Action Working Group as a mechanism for raising the sustainability standard of new development through planning.

Healthy Towns and Villages: Facilitating healthy lifestyles and better wellbeing for everyone

Quarter 2 Update (key highlights of activity during July – September 2020)

- The Health Impact Assessment toolkit has been drafted and will be tested on some major planning applications ahead of publication. It is anticipated that this will be taken to the Oxfordshire Growth Board for endorsement in January 2021.
- The first draft of the Indoor Built Leisure Facilities Strategy has been received and Officers are reviewing its recommendations, ahead of consideration by Cabinet. At this point the report will be sent to consultants, Ellis Williams, in order to progress the site identification work for the potential new Windrush Leisure Centre. Additionally, Sport England has completed its assessment of leisure facility need against projected population growth for the District.
- The focus during this period for health and social care has been on re-introducing some services back to the areas where it is safe to do so. The Community Wellbeing service adopted a Locality focussed approach during the emergency which has continued this during this period. The potential for developing Wellbeing Hubs as a means to make services more visible and accessible to people, closer to where they live is being explored.
- The Community Activities grant has continued as a route to ensuring that the Council's grants programme facilitates the enhancement of community facilities and the provision of activities which promote health and wellbeing, although the investment level has been lower than in previous years. This has been supplemented by the Covid-19 small grant scheme.
- In partnership with other Oxfordshire authorities the Council has designed a mechanism to distribute the government funded Emergency Assistance grant to individuals, and groups.
- The West Oxfordshire Voluntary Sector (VCS) consultative and development group has been established to bring together representatives from each VCS sector in West Oxfordshire, eg Faith, transport, food, children mental health, etc. for the purpose of encouraging local collaboration and enabling joint bids for funding.
- The Go Active Get Healthy (Diabetes) programme funded by the Clinical Commissioning group is continuing albeit via online and telephone contact.
- GLL has withdrawn funding for the 'Inclusion Officer' during Covid-19 and so the Council is providing limited disability adult and after school activity online. Alternative options for reinstating the support of the Inclusion Officer are being explored, including an alternative role to provide this support directly with service users.

A Vibrant District Economy: Securing future economic success through supporting existing local businesses and attracting new businesses to deliver the economic ambitions of the Local Industrial Strategy

Quarter 2 Update (key highlights of activity during July – September 2020)

- Most of this period has been spent responding to the COVID pandemic – through responding to business enquiries and frequently communicating with all businesses to keep them informed of relevant government announcements, resources and legislation. The Council has also worked closely with the Oxfordshire LEP to ensure additional appropriate levels of support for businesses.
- Specific focus on our market towns and villages saw the implementation of a new pavement license regime and the undertaking of further works in the town centres to enable the safe reopening of the high streets from early July.
- Two government grant programmes in support of local businesses were also administered with the following sums distributed:
 - £17,420,000 to small businesses within the retail, hospitality and leisure sector with a rateable value of £15k or below. 1,742 businesses received this £10,000 grant;
 - £9,375,000 to the retail, hospitality and leisure sector with a rateable value of between £15k and £51k. 375 businesses received this £25,000 grant; and
 - £1,286,708.67 was paid to businesses that did not qualify for the above grants. This was a discretionary scheme. 155 businesses/people received grants of £10k or below and a further nominal number received a £25,000 payment.
- Progress is being made to bring Electric Vehicle Charging Points to the District Council owned car parks in 2021. WODC are a partner in the Oxfordshire-wide Park & Charge project and working with OCC and the commercial partners. A report is being prepared for November Cabinet with information on the six Council car parks shortlisted for EVCP in Spring/Summer 2021. The shortlisting has been carried out by the project team and partners with reference to Innovate-UK criteria, landscape/environmental issues including flood risk considerations, planning considerations and commercial viability
- The Council is contributing as a funding partner and Steering Group member in the update of a Low-Carbon Economy Report for Oxfordshire, working with Oxfordshire Local Enterprise Partnership (OxLEP) and District Councils across the County.

Strong Local Communities: Supporting and building prosperous and inclusive local communities

Quarter 2 Update (key highlights of activity during July – September 2020)

- The implementation of Public Art schemes as a means of delivering positive place making is ongoing although progress has slowed during the pandemic. The main projects underway are in Chipping Norton and Carterton and local steering groups have been established to guide progress.
- The Community Safety Partnership reconvened during this period with a revised action plan and this is an excellent example of effective joint working and intelligence sharing to help build resilience in our local communities.
- The shift to virtual working as a result of the pandemic has had the benefit of enabling greater engagement with countywide partnerships and raising the profile of West Oxfordshire's needs within these. Examples of this include
 - Attending the Multi agency Early Help group established by OCC to support schools worried about individual students;
 - Attending the Domestic Abuse countywide cell to link with service providers;
 - Supporting Thames Valley Police (TVP) who run the Joint Agency Tasking and Coordinating (JATAC) meeting to focus statutory and community services on areas of need relating to young people; and
- Working jointly with TVP, the Violence Reduction Unit and other Councils to reduce violent crime.
- In response to the Council Plan commitment to amplify the voice of residents (especially those who have traditionally been heard less) a newsletter is in production to proactively respond to concerns over lack of information from the Council and this will focus on topics which are of greatest interest or concern. As part of this ongoing engagement we will particularly focus on drawing on the experiences of residents, including people with disabilities, their families and the services that support them to inform our activity.
- In terms of working to promote West Oxfordshire as a visitor destination a £90k grant has been secured from the Discover England Fund which will contribute to the Uncover the Cotswolds project. This will focus on the domestic tourism market but also provide support for enabling the online capabilities of local businesses. The 'Real Cotswolds' project in Woodstock has been launched in partnership with Wake up to Woodstock (www.cotswolds.com/woodstock) and aims to promote businesses in Woodstock (for the benefit of journalists and visitors). This approach will be rolled out to Witney in November 2020.
- The wider support for all sectors of the visitor economy continues with regular virtual networking meetings to signpost them towards guidance and financial support, and to promote best practice and practical ideas for recovery.

Meeting the Housing Needs of our Changing Population: Securing the provision of market and affordable housing of a high quality for a wide range of householders making their home in West Oxfordshire

Quarter 2 Update (key highlights of activity during July – September 2020)

- The consultation on the Affordable Housing Supplementary Planning Document generated a number of responses – a revised draft is being produced for review by Cabinet in December in response to this feedback which will be subject to further consultation.
- Rushy Bank and Stanton Harcourt self and custom build sites are now in design discussion with the developers. A further recent self-build plot that Cottsway are selling has also been advertised to the self-build community through the council website.
- A workshop for prospective community and self-build housing was held for the Garden Village site and there is interest in forming a Co-housing group and possible Community Land Trust going forward.
- Work with Langford Parish Council on developing the site at The Elms, Langford is progressing.
- Flexibilities have been built into the Oxfordshire Growth Deal programme to make the affordable housing grant more competitive. A fourth year has been added to the programme that will run from 2021-22. Permission has been obtained from WODC cabinet to develop a programme of 30 more shared ownership homes with Heylo that will be additional to the 4 mentioned in the Quarter 2 summary. This will blend Growth Deal funding and S106 developer contribution receipts.
- Growth Deal funded schemes currently under construction are Rockhill, Chipping Norton with Housing 21 for 80 x Extra Care units and two schemes with Cottsway in Carterton and Bampton that will deliver a total of 49 apartments for Social Rent.
- In year 2019/20 there were 469 affordable homes completed in West Oxfordshire (by comparison in 2018/19 there were 180 completions). The programme for 2020/21 has Covid-19 related caveats, but Registered Providers are currently forecasting delivery of 389 affordable homes in the District which demonstrates the success of the strategic sites included in the local plan in increasing affordable housing delivery.
- The Housing team have submitted a bid for £1.3 million Government funding from the Next Steps Accommodation Program (NSAP) which will enable the Council to acquire a 16 unit self-contained property in Witney to help ease the homelessness situation. NSAP will be sharing a grant determination letter with the Council in due course, officially confirming its final funding allocation. A report has been put on the Cabinet work agenda for November/December which will give full details of the outcome of the bid with proposals and recommendations.

Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council

Quarter 2 Update (key highlights of activity during July – September 2020)

- As mentioned in the last update, Publica released the Salesforce BOT onto the Councils websites. The Salesforce BOT is available 24/7 and replaces the Live Chat functionality. It answers questions and signposts visitors to the necessary information. If the BOT is unable to answer a query, it will transfer the enquiry to Customer Services using the Live Chat feature. The data shows the BOT is able to answer around 80% of all enquiries without having to transfer the request to Customer Services and/or leave a message. We continue to monitor and improve the BOTs performance and modify its configuration as new Council Services are added to it. Between July and September 2020, the BOT held 4,632 conversations with customers across the three councils, and on average was 85% successful in answering customer queries without needing to transfer them to a Customer Service Advisor.
- Over the past 3 months, the ICT team have been working closely with the new Customer Experience Improvement Team. Applications currently being developed cover new Fly Tipping and Abandoned Vehicle processes and improving the customer services interface. Work has also commenced on integration with the new Waste Management system for Cotswold DC which could also be used by West Oxfordshire next year.
- The new revenues and benefits system, Civica, is on budget and has been meeting all of its key dates this quarter. Data migration work has commenced and the first cut of data was returned to the service during September for testing. Officers have also started setting up the system security, users and user groups. The Council is on schedule to implement the new system in mid January 2021, with customers being able to self-serve for the majority of their revenue and benefit transactions. This will offer customers greater flexibility, and will free up resources within the Council to support other customers who are unable to self-serve. Online self-serve options also uphold the Council's commitment to protecting the local environment, allowing staff to work more remotely. To ensure residents are still receiving the same service whilst the new system is being prepared, the team has sought extra support from external colleagues at Civica On-Demand.
- The Customer Service Improvement Team have been working to ensure all automated features on the Council website are 'fit for purpose' through the utilisation of customer feedback, and the communications team have been liaising with services to improve the website's content.
- In response to Covid-19, the ICT team have built and deployed an online application for the Test and Trace £500 support payment, which is now live across the three council websites.

For further context for this Q2 update please refer to Q1 Council Priorities report from Cabinet September 2020

<https://cmis.westoxon.gov.uk/cmisis/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3480/Committee/13/Default.aspx>



WEST OXFORDSHIRE
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:
July 2020 - September 2020

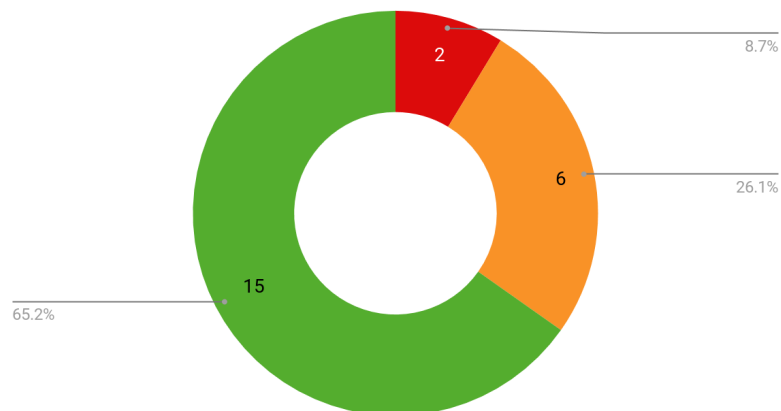
KEY PERFORMANCE METRICS LIST

Finance and Management O & S Committee	Economic and Social O & S Committee	Environment O & S Committee
Customer satisfaction – face to face	Number of households living in emergency accommodation for under 28 days	Number of fly tips collected
Customer satisfaction – web	Number of households living in emergency accommodation for over 28 days	Percentage of fly tips that result in an enforcement action taking place
Customer satisfaction – telephone	Number of Long Term Empty properties	Percentage of high risk notifications risk assessed within one working day
Customer satisfaction - email	Percentage of major planning applications determined	Percentage of high risk food premises inspected within target timescales
Percentage of calls responded to within 20 seconds	Percentage of minor planning applications determined	Residual household waste per household (kg)
Percentage of telephone calls abandoned by the customer	Percentage of other planning applications determined	(Cumulative) Percentage of household waste recycled
(Cumulative) Percentage of council tax collected	Percentage of planning appeals allowed	(Cumulative) Percentage of household waste by waste streams
(Cumulative) Percentage of business rates collected	(Cumulative) Number of affordable homes delivered	Number of missed bin per 100,000 scheduled collections
(Cumulative) Average number of days taken to process new housing benefit claims	Percentage of land charge searches dispatched within 10 working days	Total hours spent undertaking on and off-street parking enforcement visits
(Cumulative) Average number of days taken to process housing benefit change of circumstances	Number of visits to leisure centres	
(Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay	Number of gym memberships	

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



OVERALL PERFORMANCE

Due to Covid-19, some services were unable to operate in Q1. Following the lifting of restrictions in July, all services (except shop mobility) were operational for the most of Q2 including the leisure centres, food safety, and parking enforcement.

Overall, services are performing well but some services continue to be impacted by Covid-19 such as collection rates and homelessness; and further impacts on our resources and finances can be expected as England progresses through the second lockdown.

Services have adapted to a new way of working, and the majority of staff continue to work from home. There does not appear to be a significant detriment to limiting the delivery of services to online, virtual or phone; and customer satisfaction for services delivered by phone remains high

Indicator	Status
Customer satisfaction - phones	Green
Customer satisfaction - F2F	n/a
Customer satisfaction - website	Orange
Customer satisfaction - email	no target set
% calls responded within 20 secs	Red
% abandoned calls	Red
CT collection rate	Green
NNDR collection rate	Orange
Average days to process HB new claims	Green
Average days to process HB change events	Green
% HB overpayment	Orange
Households in Emergency Accommodation under 28 days	Green
Households in Emergency Accommodation over 28 days	Orange
% major applications determined within time	Green
% minor applications determined within time	Green
% others applications determined within time	Green
% planning appeals allowed	Green
Affordable homes delivered	Green
% land charge searches dispatched within time	Green
% high risk notifications assessed within time	Green
% high risk food premises inspected within time	Orange
Residual waste per household (kg)	Green
% overall recycling rate	Green
Missed bins per 100,000	Green
Leisure visits	no target set
Gym memberships	no target set
Parking enforcement hours	Orange

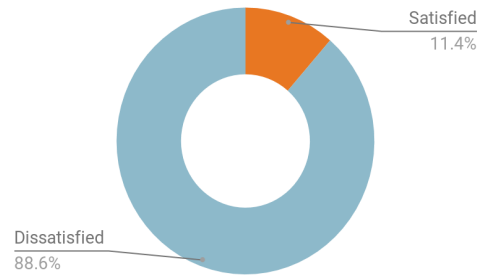
CUSTOMER SERVICE

Customer satisfaction

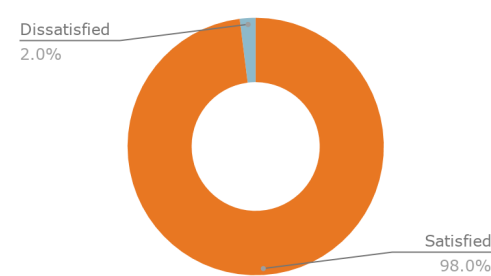
Face to face - no surveys due to Covid19



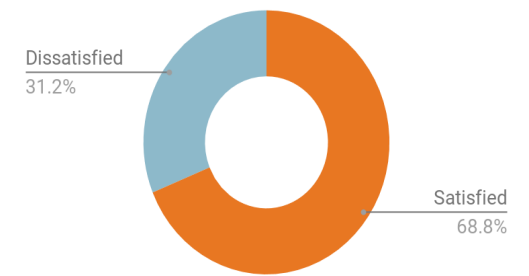
Website - 44 respondents



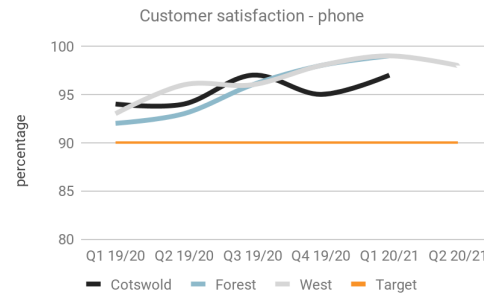
Phone - 1421 respondents



Email - 170 respondents



What's the trend?



OBSERVATION

Due to Covid-19, the Council closed its reception areas and therefore no face to face surveys have been completed so far for the year.

Overall, satisfaction ratings for services delivered by phone continue to be high, while satisfaction for services via the website appear to be low. Just 44 website users responded to the survey; this indicator has been set to 'Amber' to recognise that 44 responses is an extremely small proportion of the 395,318 visitors to the website in Q2. A new website went live on 12 March 2020 designed to be more user friendly and allow people to transact with us, as well as acting as a source of information. Officers are continuing to make improvements to the content; and documents are also being reviewed to ensure that they are compliant with accessibility guidelines. The Council has a duty to provide the same level of access to services and information to all our customers and those using our website, regardless of their abilities.

The Council commenced collection of satisfaction ratings for services delivered via email on 2 April 2020; all outbound emails sent by customer services from Salesforce contain a link to the survey

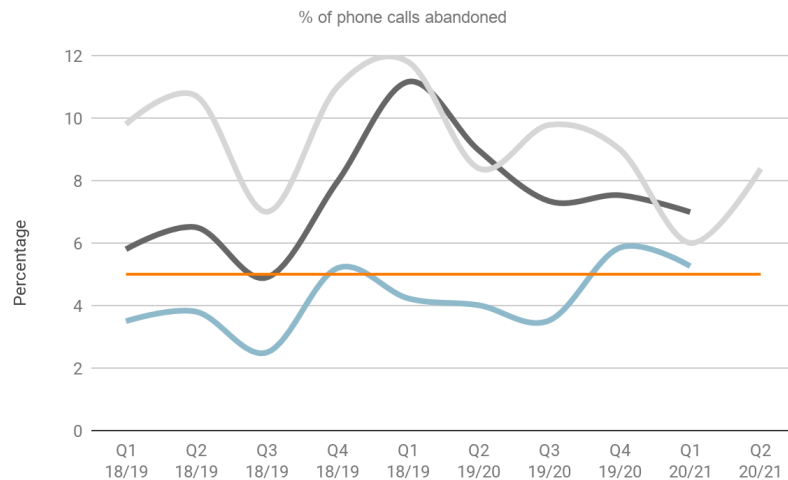
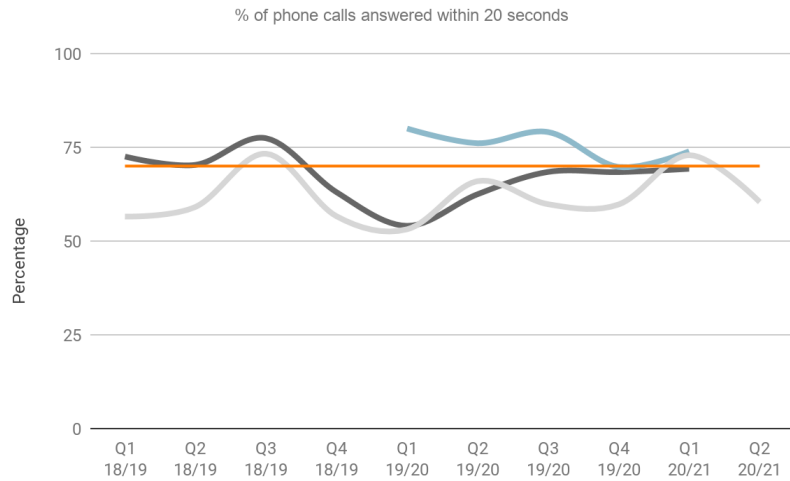
Telephone calls - response and abandonment

Target

Cotswold

Forest of Dean

West Oxfordshire



OBSERVATION

For a large part of 2019/20 performance was affected by the implementation of the new CRM system and further enhancements that took time to 'bed in', as well as turnover of staff.

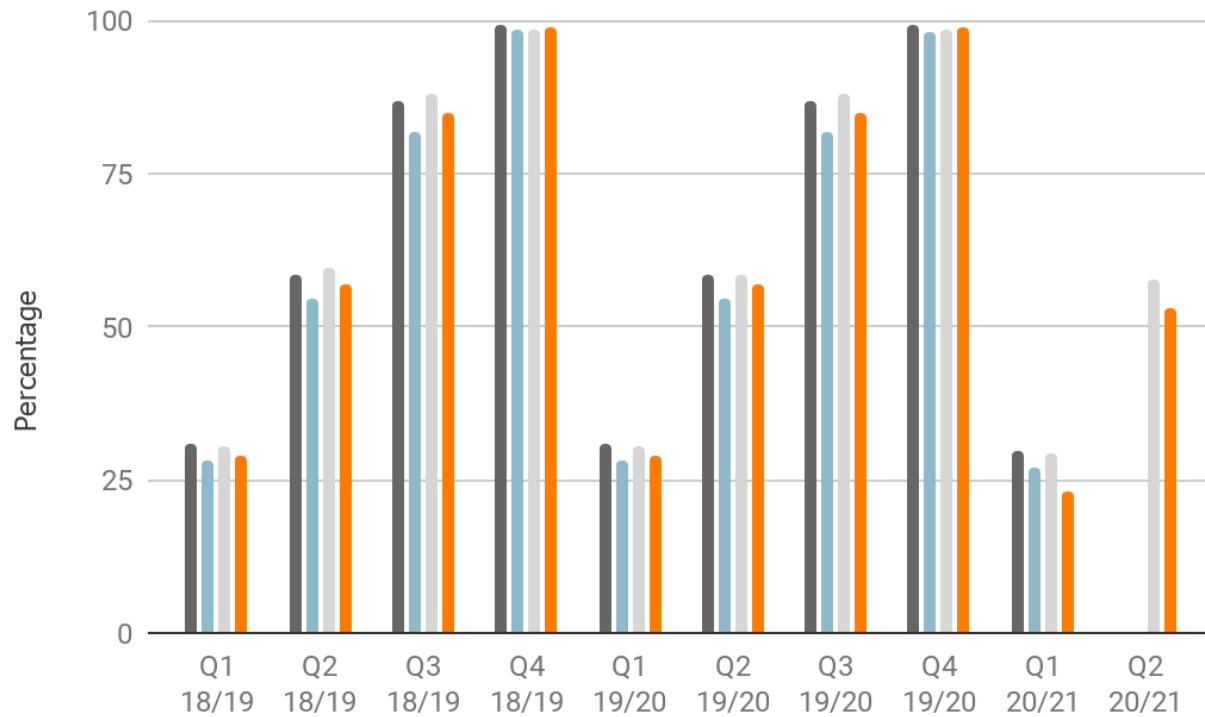
There were higher workloads in 2019-20 Q4 including a spike in calls relating to garden waste renewals, and to Covid-19. The transfer of four staff who usually provide face to face services to the phones was helping to improve performance levels.

Historically, performance has struggled to meet targets; and performance has once again dipped during Q2. The impact of home working on team work is being reviewed, and a renewed focus on team activities and meetings has been initiated

Revenues and Benefit

(Cumulative) Percentage of council tax collected

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



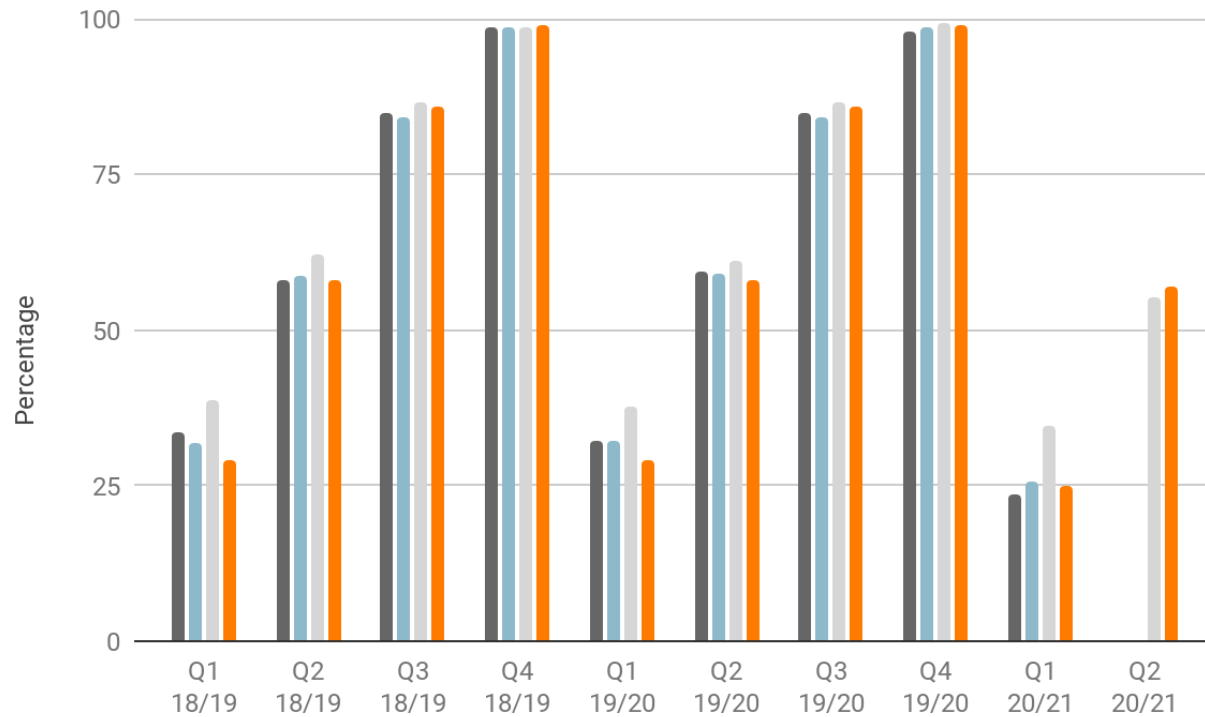
OBSERVATION:

At the end of Q2, the collection rate was ahead of the re-profiled target, although down on previous years.

Due to the impact of Covid-19, all recovery action was paused following government guidance and Member decision. The service is working with customers to re-align payment instalments to potentially run between June 2020 and March 2021.

The service had the go-ahead at the end of September to re-commence recovery actions which will consist of reminders and final payment letters. Currently, the Magistrates Courts are not holding any liability order hearings which will mean the Council is unable to enforce any debts incurred in 2020/21

(Cumulative) Percentage of business rates collected



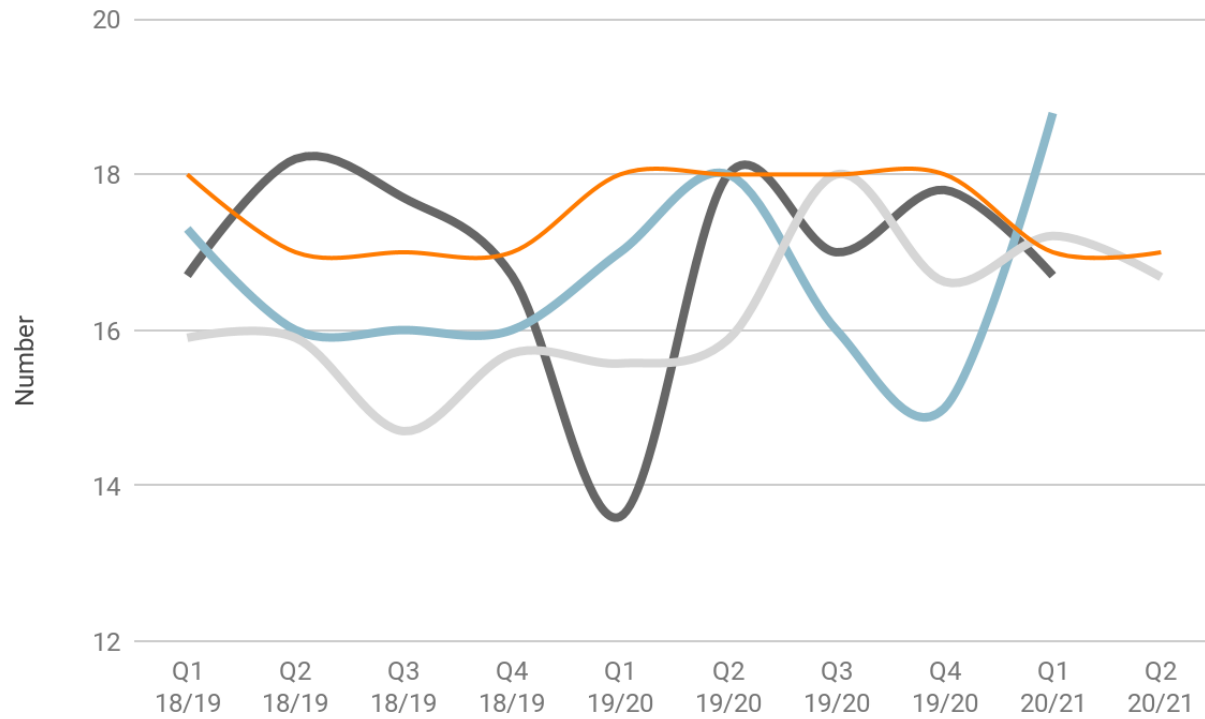
OBSERVATION:

The Q2 target was slightly adjusted to take account of the impact of Covid-19. Although the collection rate was slightly down on the reprofiled target at the end of A2, it still remains somewhat lower than previous years.

Due to the impact of Covid-19 and the lock down, many businesses were closed in Q1, and part of Q2; and all recovery action was paused.

Covid-19 is having a major impact on business rate collection figures throughout the country. Government have gone some way in helping certain businesses with 100% business rate relief, but there are still those businesses which have seen an impact on their out turn which have not received any assistance and are therefore struggling financially. We are working with businesses where we are able to and supporting them through manageable repayment plans

(Cumulative) Average number of days taken to process new housing benefit claims

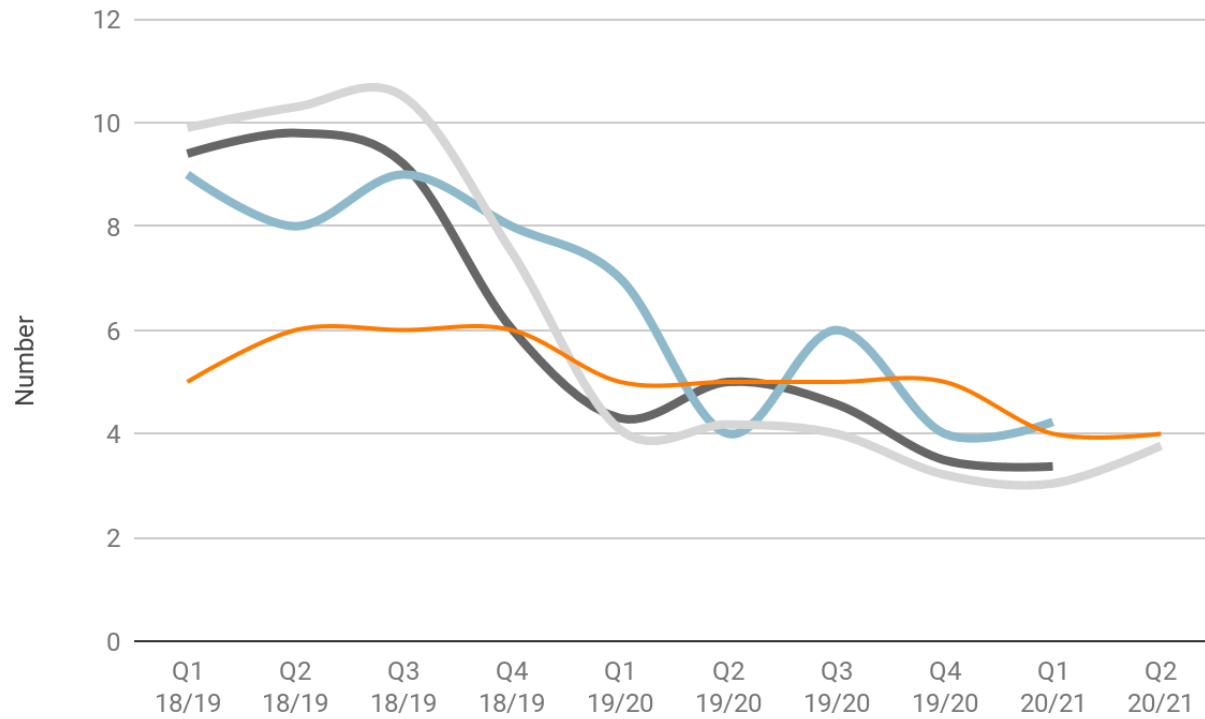


OBSERVATION:

Overall, the number of new claims has been falling as claimants are moved to Universal credit. However, there has been an increase in temporary accommodation claims (which the council is responsible for) due to the impact of Covid-19. These types of claims can be difficult for some councils to administer as the claim requires a signature and claimants may be placed outside of the District or have difficulty returning forms to the Council especially during lock down.

Note that historically the quarterly targets have been profiled and have generally been maintained at 17 or 18 days

(Cumulative) Average number of days taken to process housing benefit change of circumstances



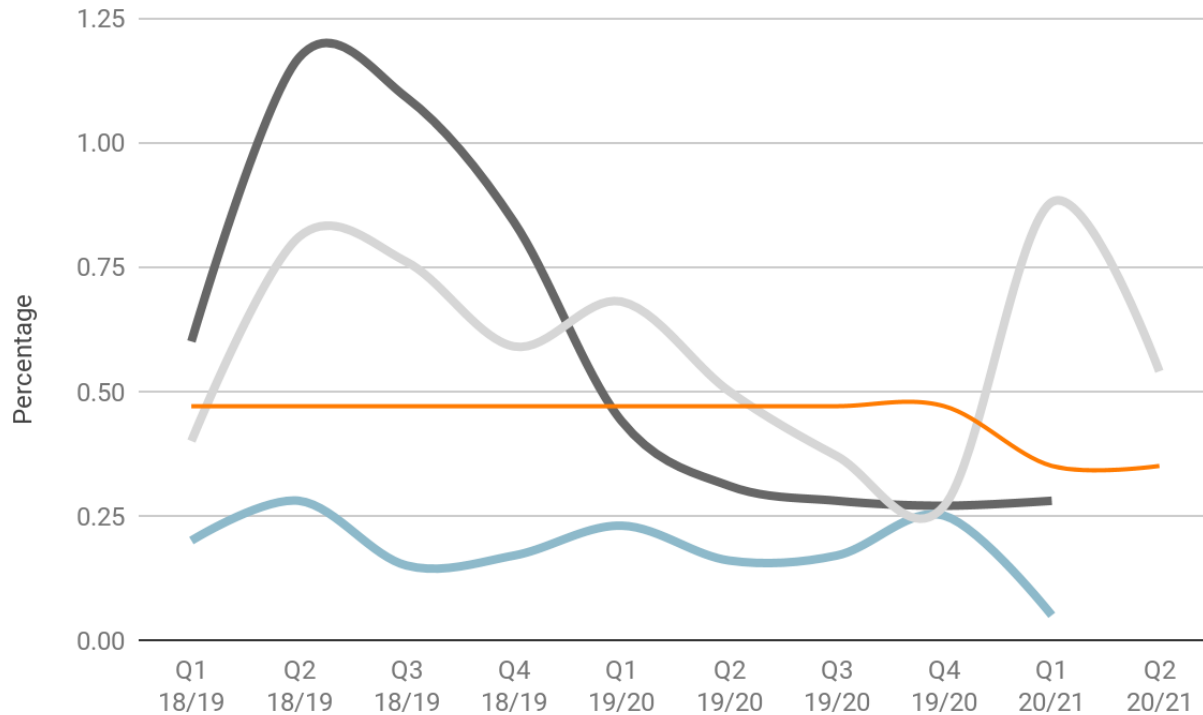
OBSERVATION:

The number of Universal Credit claims has increased due to the impact of Covid-19, which in turn has resulted in an increase in changes that affect housing benefit and council tax support (the latter is not included in this indicator).

Overall, performance remains comfortably within the target; however, staff have started to support the data migration and testing activities related to the roll out of the new revenues and benefits system which is likely to take capacity out of the service during Q3.

Note that historically the quarterly targets have been profiled and have generally been maintained at 5 or 6 days. A more stringent target of 4 days has been set for 2020-21

(Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay



OBSERVATION:

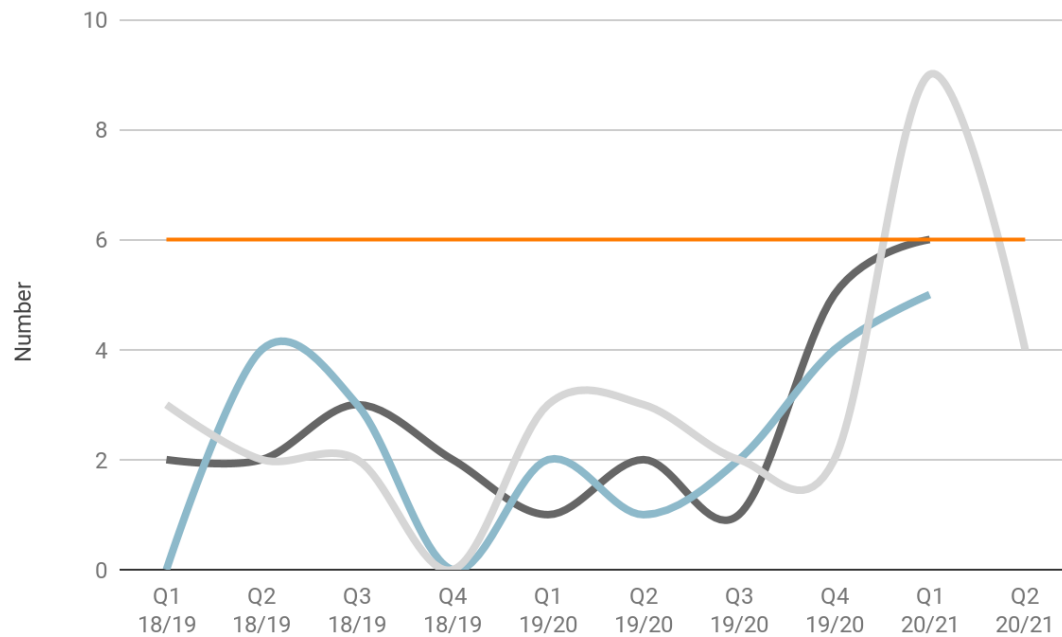
We are continuing to involve a number of staff in quality assurance. Due to the high volume of change of circumstances, we take a sampling approach and target areas which we know have high error rates such as calculation of earnings.

There was a small number of errors relating to high value overpayments in Q4 which were amended in Q1. This spike will flatten out over the course of the year, and the annual target of 0.35% is expected to be achieved. Therefore, this indicator has been set to amber

Housing Support

(Snapshot) Number of households living in emergency accommodation for under 28 days

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

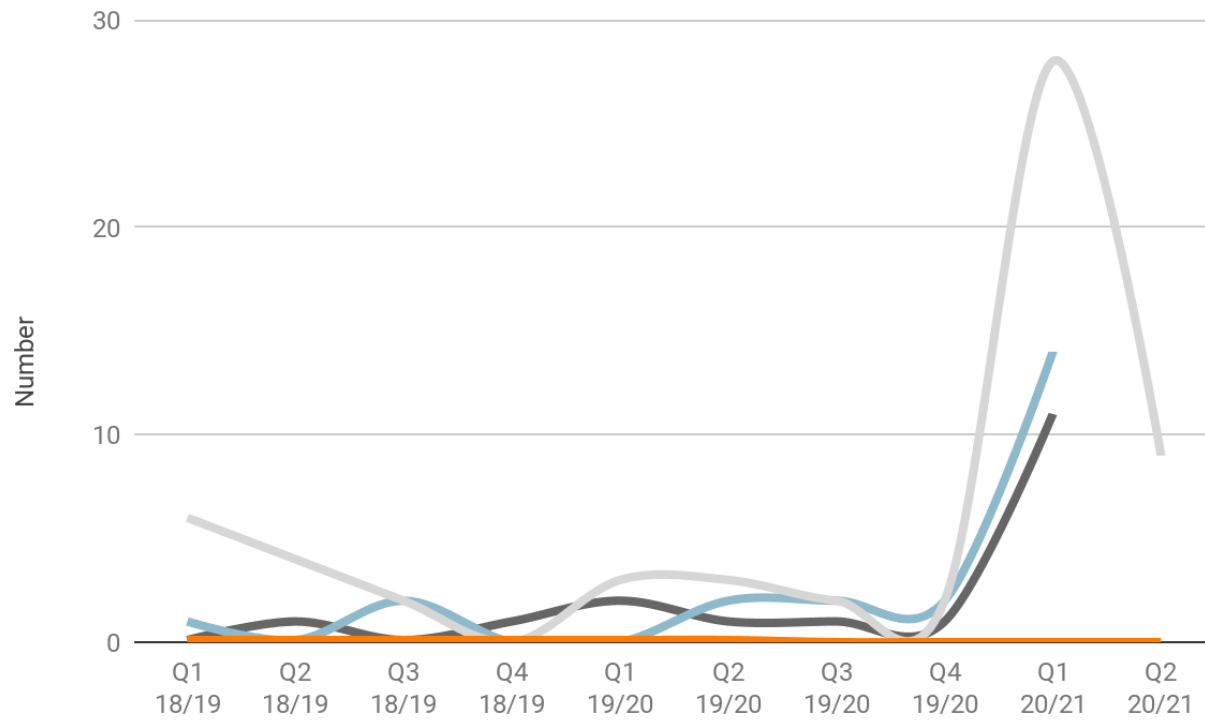
Due to Covid-19, councils are required to place all clients who are rough sleeping or at risk of imminent homelessness regardless of priority need who have approached the Council, into emergency accommodation.

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation.

As part of the Housing First project, the Council has worked with Aspire and Cottswoy to place six complex cases into permanent accommodation where they will receive one-to-one support.

As Covid-19 infections increase and further restrictions come into place during the Autumn and Winter months, it is likely that numbers will start to rise again

(Snapshot) Number of households living in emergency accommodation for over 28 days



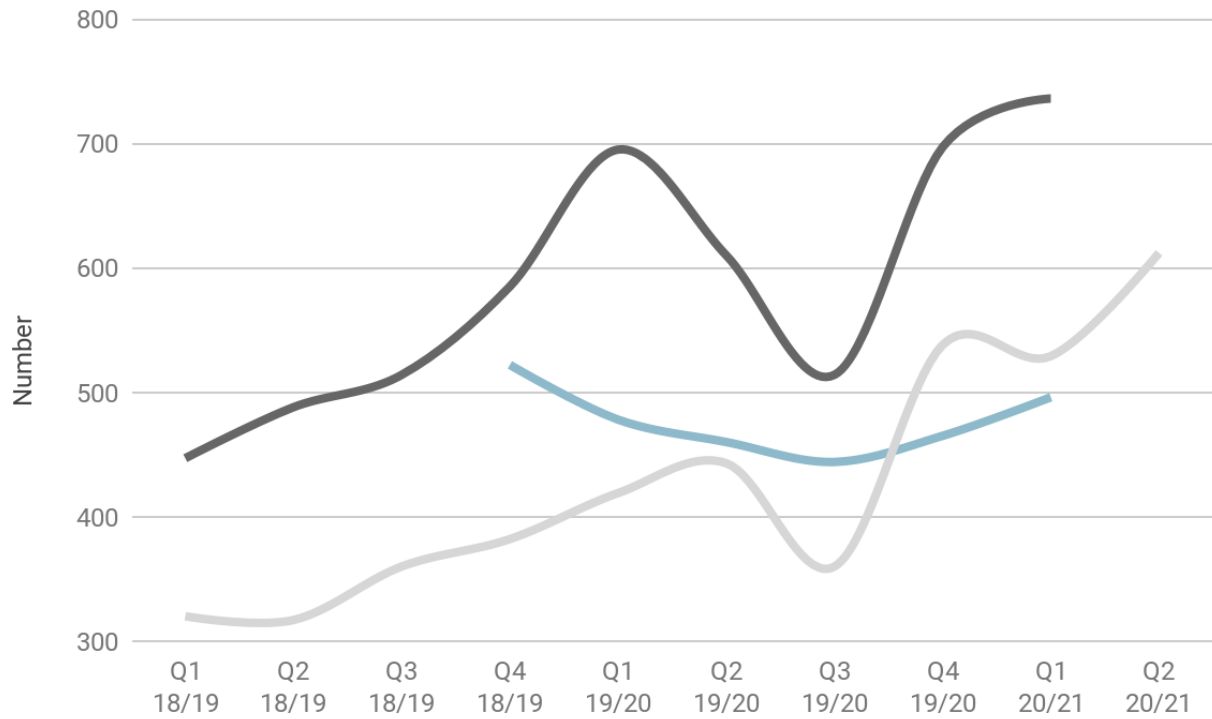
OBSERVATION:

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation.

This indicator has been set to 'Amber' to recognise that the service has been significantly impacted by Covid-19 and the first lockdown; it has followed government guidelines and worked hard to place all households that have approached the Council

(Snapshot) Number of Long Term Empty properties

Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

The number of long term empty properties has increased due to a combination of reasons; initially house moves were paused to help contain Covid-19 in the first wave, and there have been delays to planned demolitions including the 44 housing association properties. In addition, there are a number of retirement properties which have not sold.

The LTE officer post is responsible for monitoring properties and working with landlords to support them to bring their properties back into use, however, this post is currently vacant. The post is currently grant funded for two years and will expire at end of March 2021. Therefore, it will require Cabinet approval to extend the contract

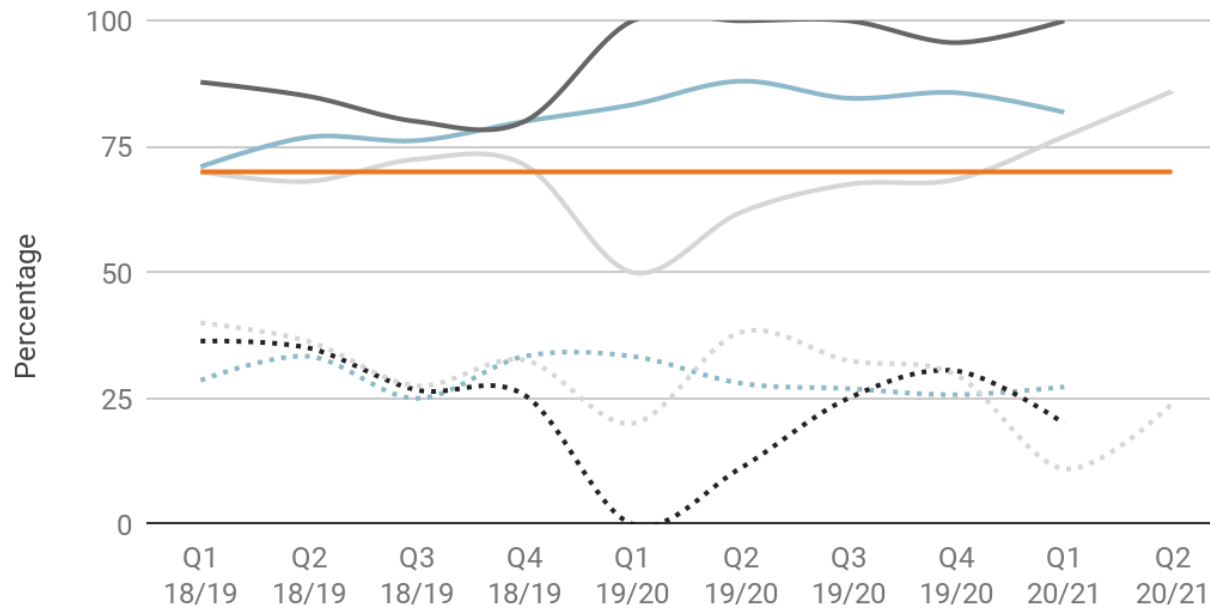
Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe



% of all application completed within 13 weeks



OBSERVATION:

Twelve major applications were determined in the quarter, and 21 for the first six months compared to 26 for the same period a year ago.

The service reports that the number of applications received over the summer has been a record nationally. The Council experienced a dip in numbers around the time of the first lockdown which has been almost entirely eliminated by the higher volumes received since May. The Planning team has found the restrictions imposed by Covid (no meetings, limited site visits, largely home based working, limited availability of consultees etc) have impacted on efficiency and with higher than normal volumes coming through, performance is likely to fall.

Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application .

Note that the charts for the planning performance measures have been separated to demonstrate the number of applications that are completed within the set time frames and the number that are completed as a result of an agreed extension of time.

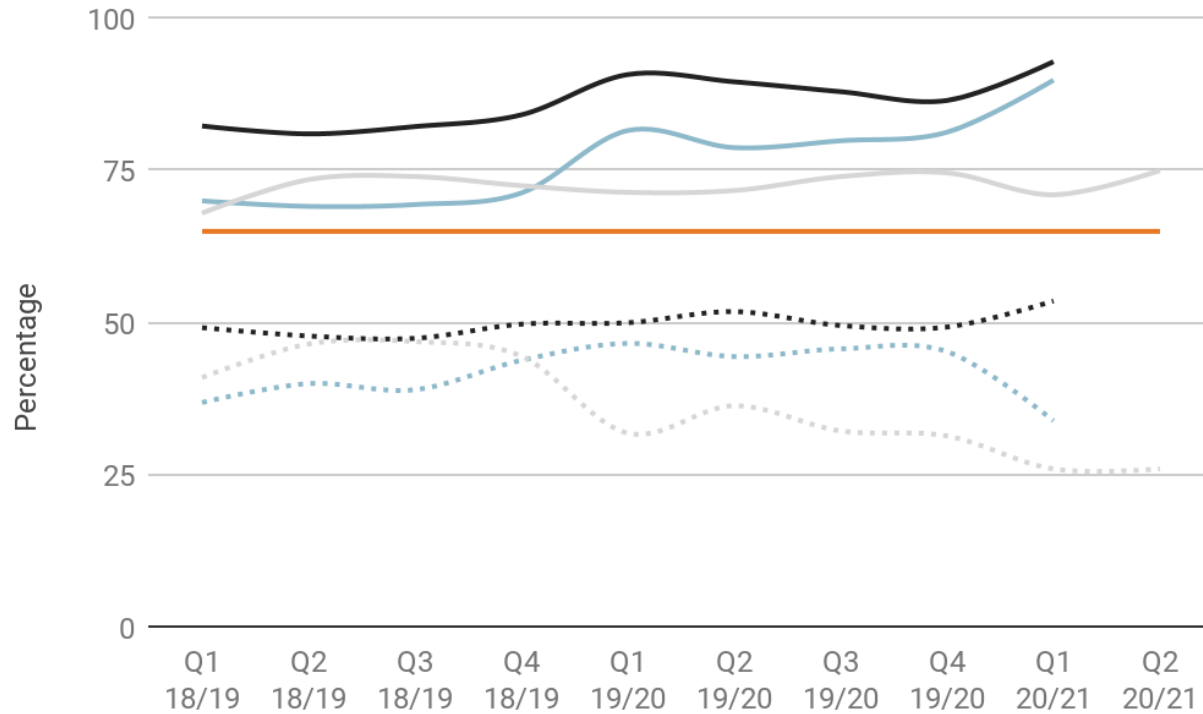
Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales



% of all applications completed within 8 weeks



OBSERVATION:

83 minor applications were determined in the quarter, and 159 for the first six months compared to 269 for the same period a year ago.

The challenging work conditions coupled with higher volumes of applications coming through is likely to start impacting on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

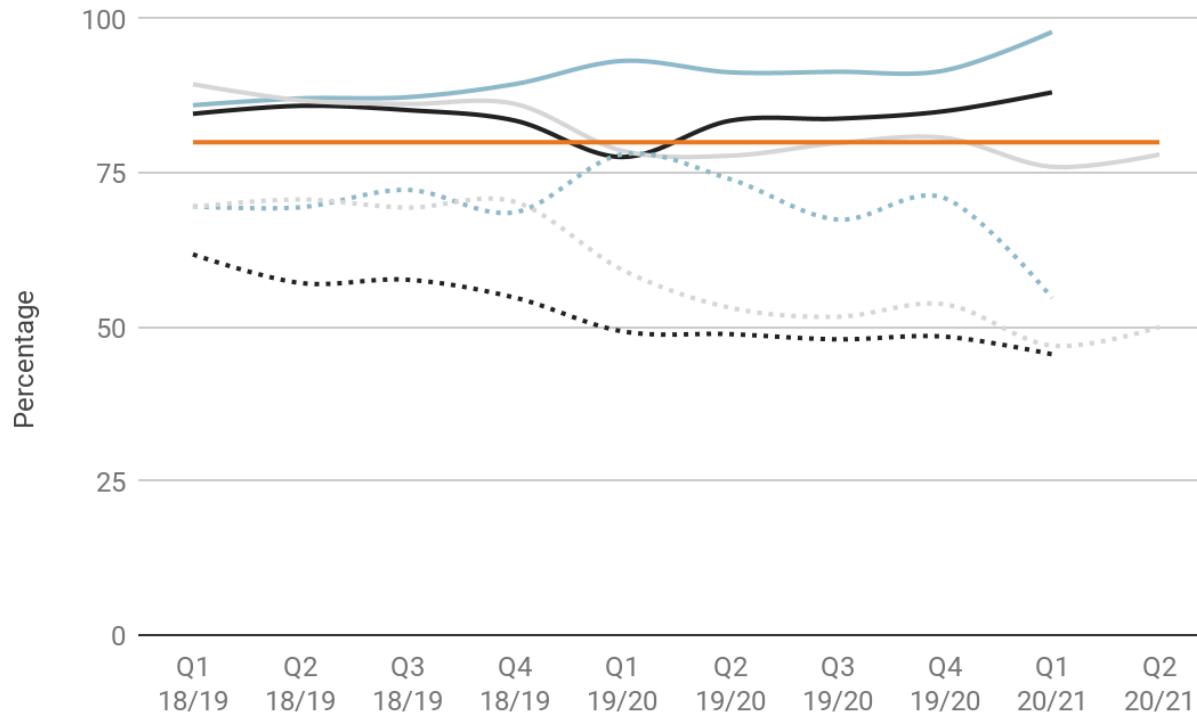
(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales

Target
 Cotswold
 Forest of Dean
 West Oxfordshire

% of all applications completed within 8 weeks

Cotswold
 Forest of Dean
 West Oxfordshire

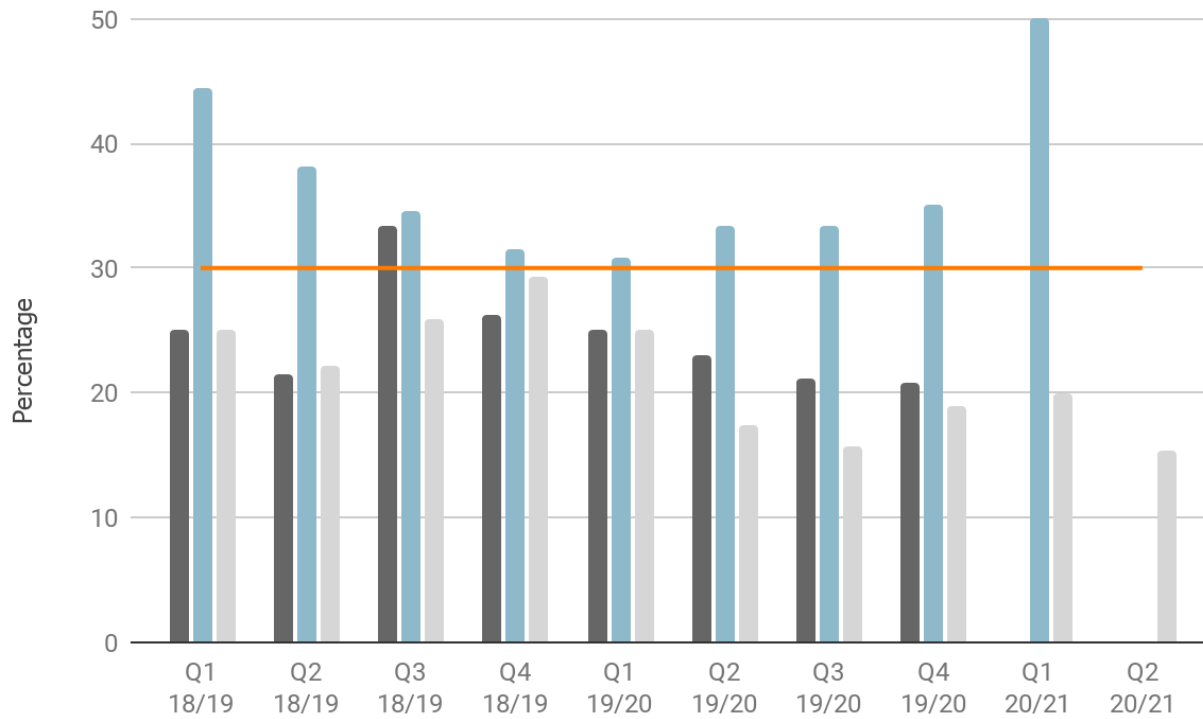


OBSERVATION:

233 other applications were determined in the quarter, and 461 for the first six months compared to 629 for the same period a year ago.

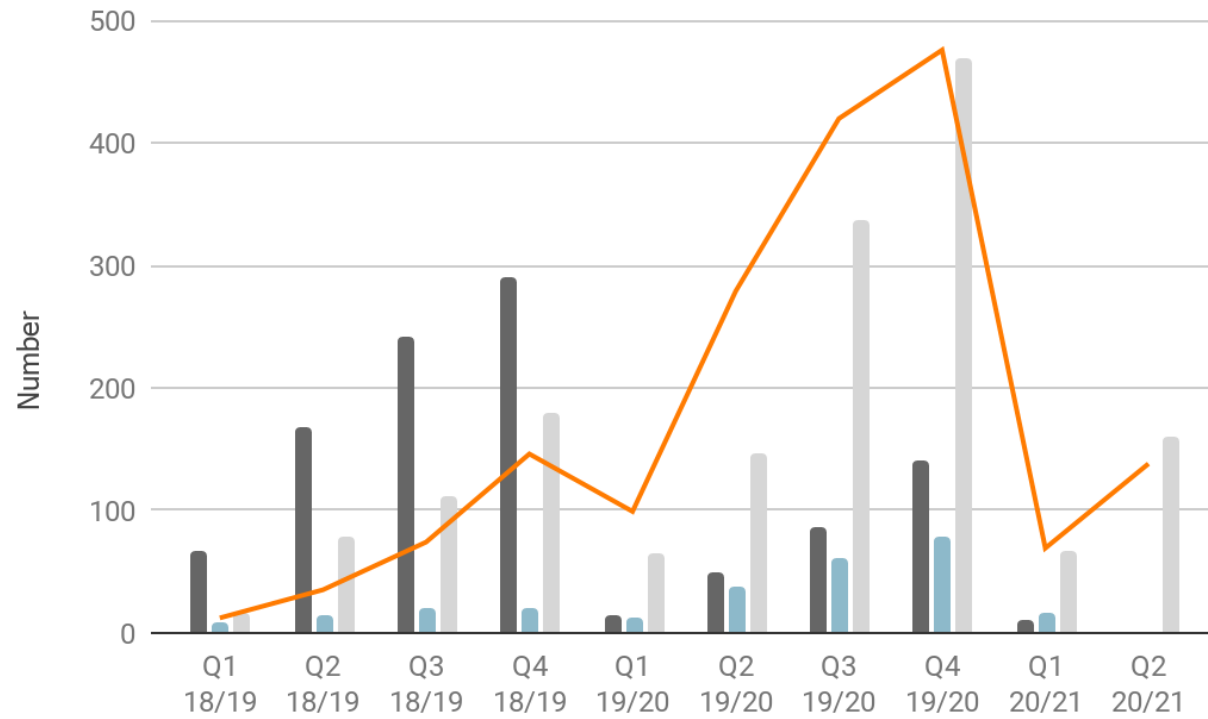
The challenging work conditions coupled with higher volumes of applications coming through is likely to start impacting on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

(Cumulative) Percentage of planning appeals allowed



OBSERVATION:
 Eight planning appeals were determined in the quarter with one appeal allowed.
 Cumulatively from 1 April 2020, two of the 13 planning appeals were allowed

(Cumulative) Number of affordable homes delivered



OBSERVATION:

Ninety-four affordable homes were delivered in Q2 for rent (52) and low cost home ownership (42) including plots in Carterton and Stanton Harcourt (Cottsway, Aston (Sovereign)).

While the first affordable housing plots at East Chipping Norton Strategic Development Area were completed in Q2, the Pinsley Farm site in Long Hanborough has now delivered all of its planned affordable housing.

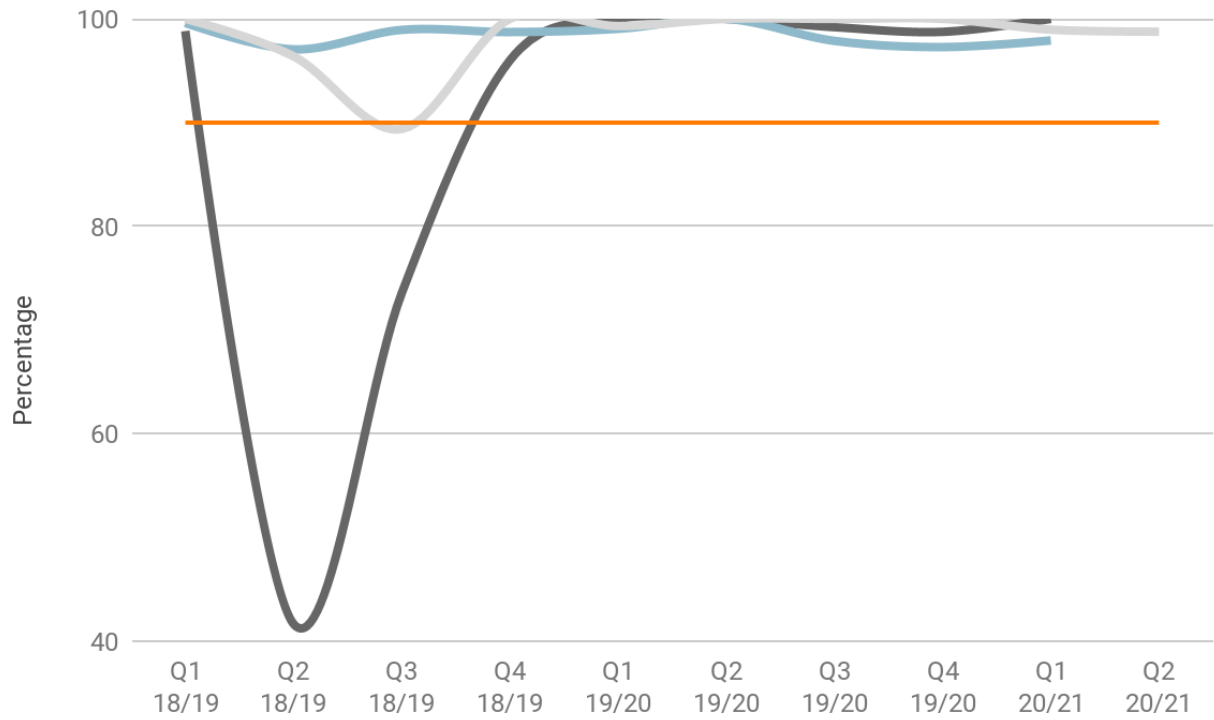
There have been delays at West Witney and Eynsham (Sage) where there have been material supply chain issues related to Covid. Despite this, 32 affordable homes were delivered, with the remainder scheduled for delivery in Q3.

There has been an upward revision to the number of affordable homes to be delivered by the end of the year on the Downs Road, Witney site. The shortfall of affordable homes delivered on this site in Q2 are expected to be delivered in Q3.

For the first six months of the year 161 affordable homes were delivered; the annual target of 274 based on the local plan is expected to be exceeded

Percentage of land charge searches dispatched within 10 working days

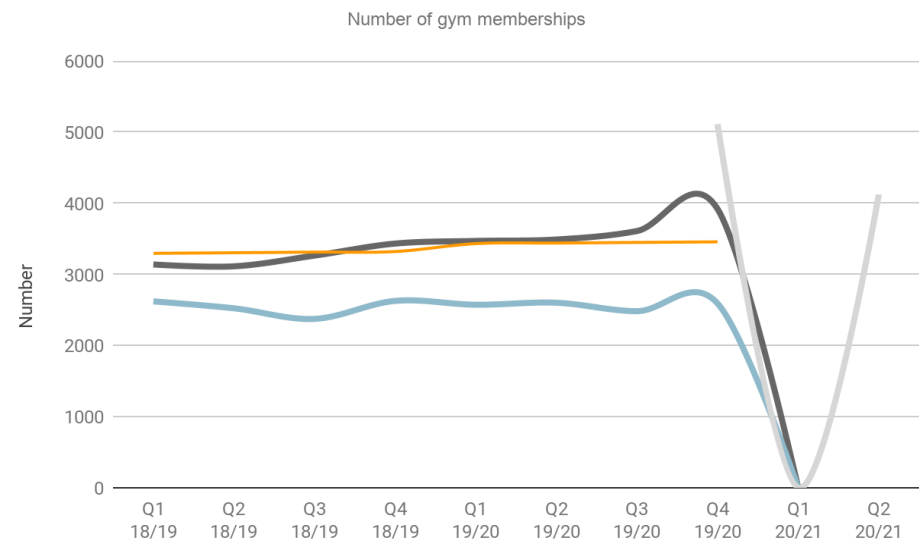
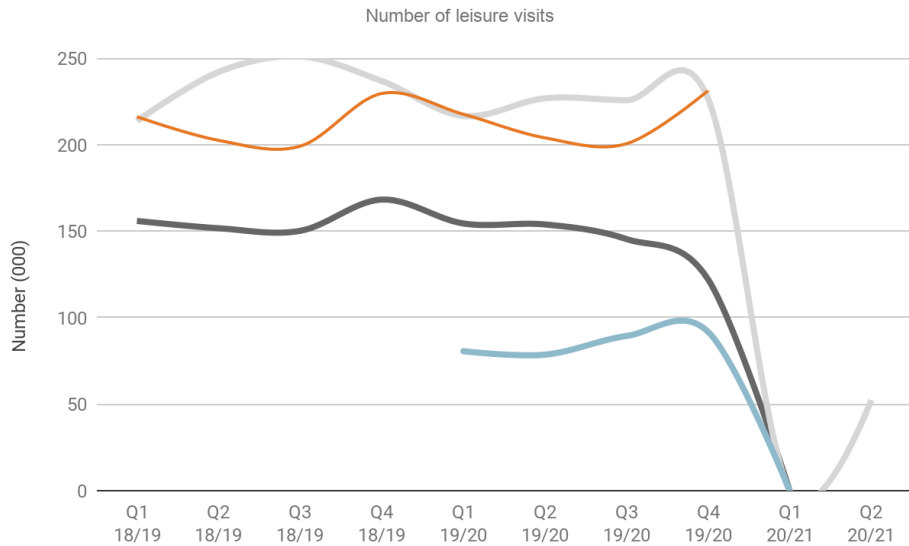
Target Cotswold Forest of Dean West Oxfordshire



OBSERVATION:
The service processed 464 official land charge searches; 453 searches were dispatched within 10 working days.
There has been an increase in the number of official land charge searches compared to the same period of the previous year (346) which may be due to the 'stamp duty holiday' and/or Brexit. Overall, the service is maintaining a high level of service delivery.

Leisure

Number of visits to leisure centres & (Snapshot) Number of gym memberships



OBSERVATION:

Following the re-opening of some of the Council's leisure facilities on 25 July, all facilities had reopened providing the core activities of Gym, Group Exercise, and Swimming with additional activities to be restarted in line with government advice and in conjunction with Covid-19 protocols on social distancing, pre-booking, enhanced cleaning. At the end of Q2, gym memberships have decreased by 19% from pre-Covid times

The recent announcement of a second lockdown will result in the closure of the leisure services for another four weeks.

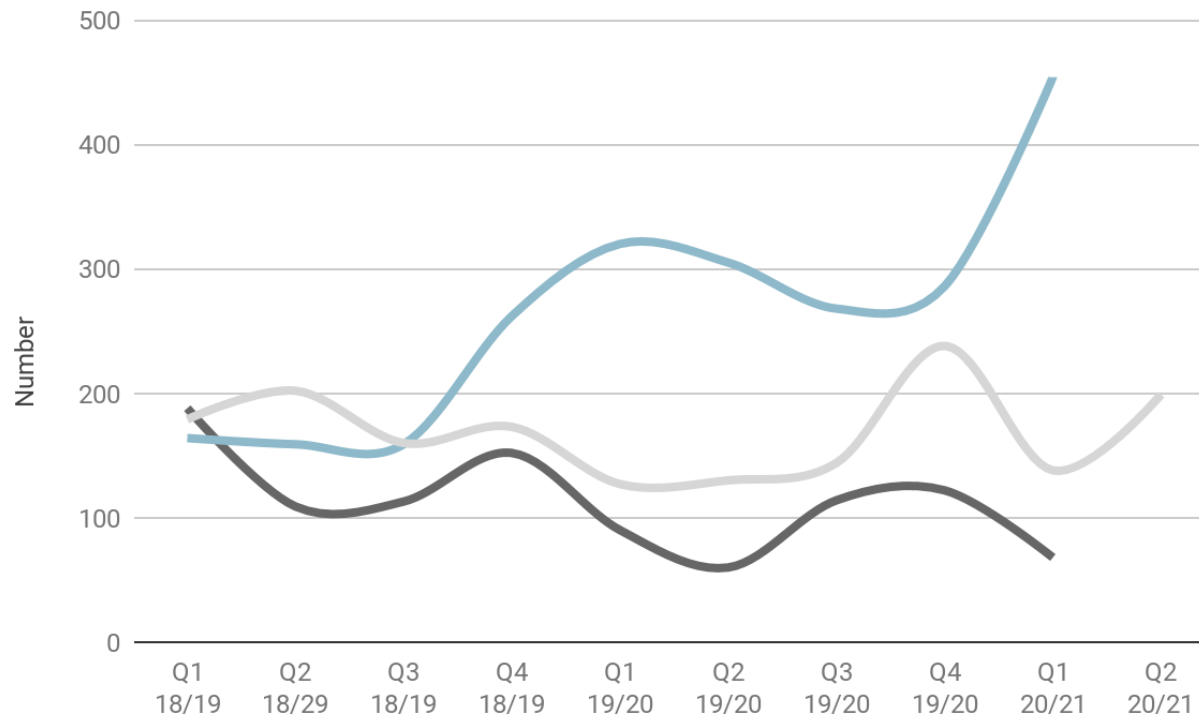
A contract variation has been put in place and a financial recovery package agreed until March 2021

Note that no targets have been set for 2020-21

Environmental and Regulatory

Number of fly tips collected

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

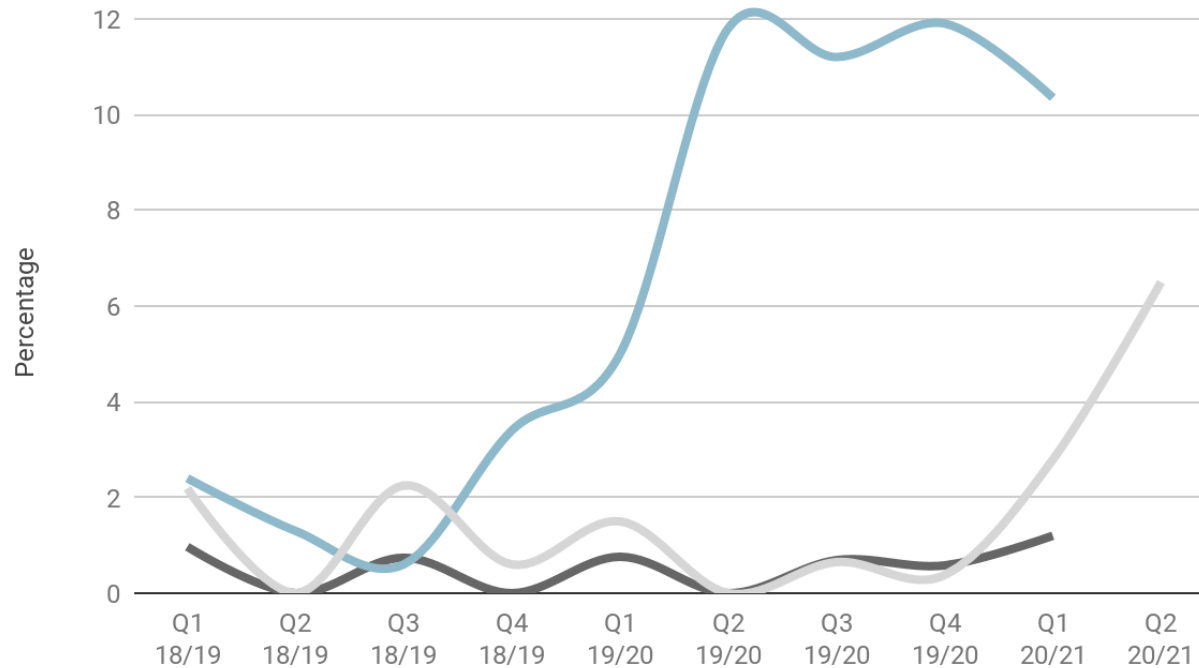
Due to Covid-19, increases in fly tips have been reported nationally, however this is not yet evident in West's figures

The fly tipping service has been redesigned based on customer and user need with the introduction of new on-line forms and web pages. The new process was introduced in October and will make it easier and quicker for residents to report flytips. It will also reduce duplication and therefore create a more efficient and responsive service.

A high percentage of the fly tips at the Forest of Dean are at recycling sites, which are not counted by West and Cotswold

Percentage of fly tips that result in an enforcement action taking place (defined as a warning letter, fixed penalty notice, simple caution or prosecution)

Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

There were 246 notifications of fly tips in Q2 which resulted in 17 enforcement actions (seven FPNs, one simple caution and nine warning letters).

At West and Cotswold, fly tipping is investigated by ERS who take a risk based triage approach to investigation. Officers use their professional judgement to decide whether it is likely that the fly tip will contain evidence that could lead to enforcement action; this is based on an assessment of the waste type reported, for example, black rubbish bags are likely to contain evidence that could lead to enforcement action being taken while a fly tip of car tyres would be highly unlikely to contain the necessary evidence. In Q2, the ERS team visited 43 fly tips.

In contrast, at Forest of Dean, the Street Warden team usually investigate all fly tips but is now also taking a risk based approach due to Covid-19 and the redeployment of some resources.

The Council will always take enforcement action if fly tipping is witnessed.

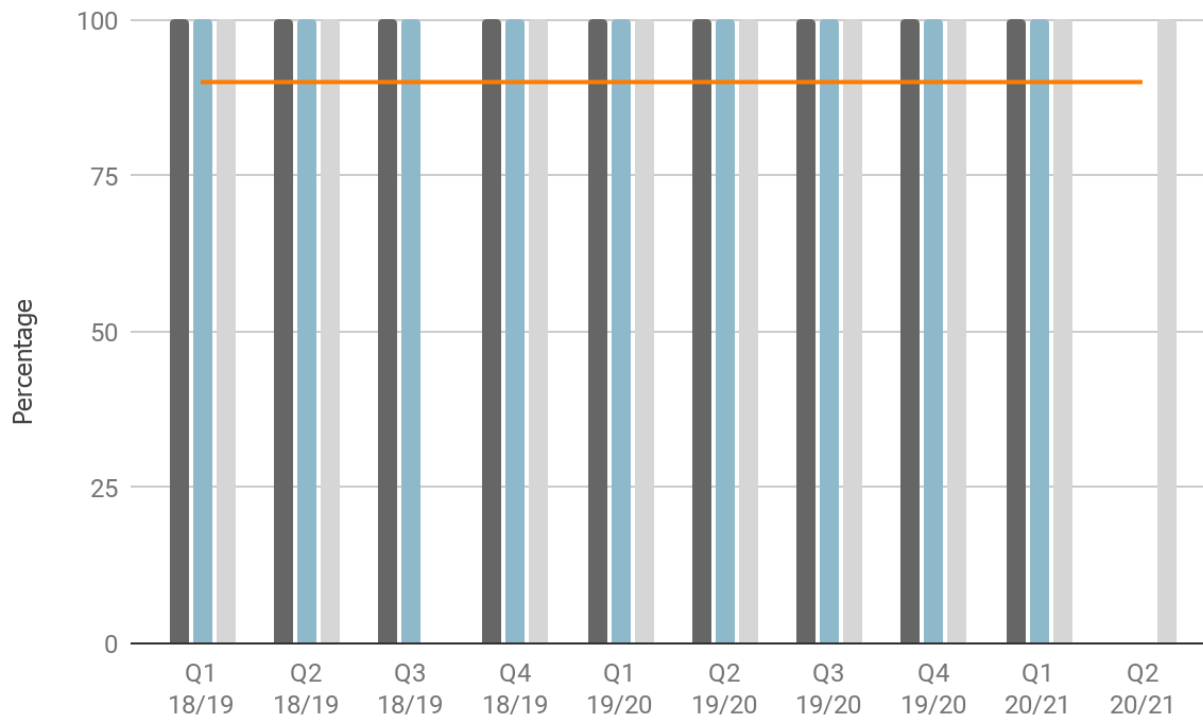
Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day

Target

Cotswold

Forest of Dean

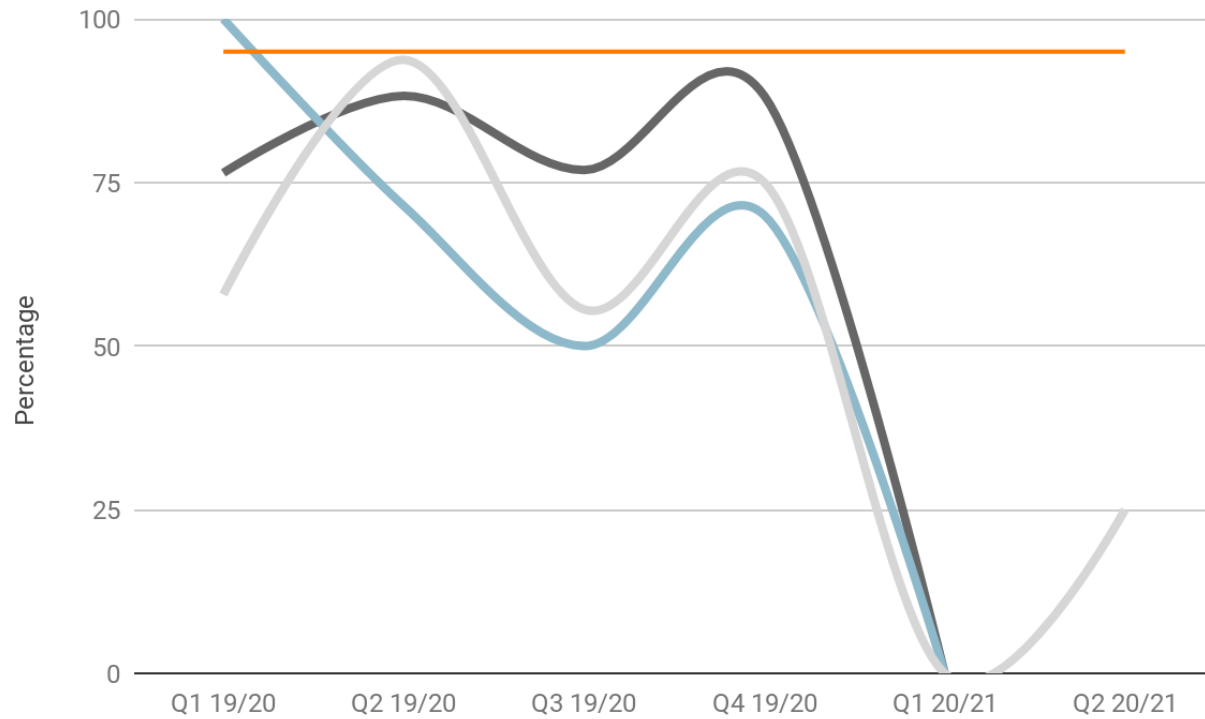
West Oxfordshire



OBSERVATION:

Three notifications were received in Q2 and assessed within one day; there were two reports of oil spills and one e-coli case.

Percentage of high risk food premises inspected within target timescales



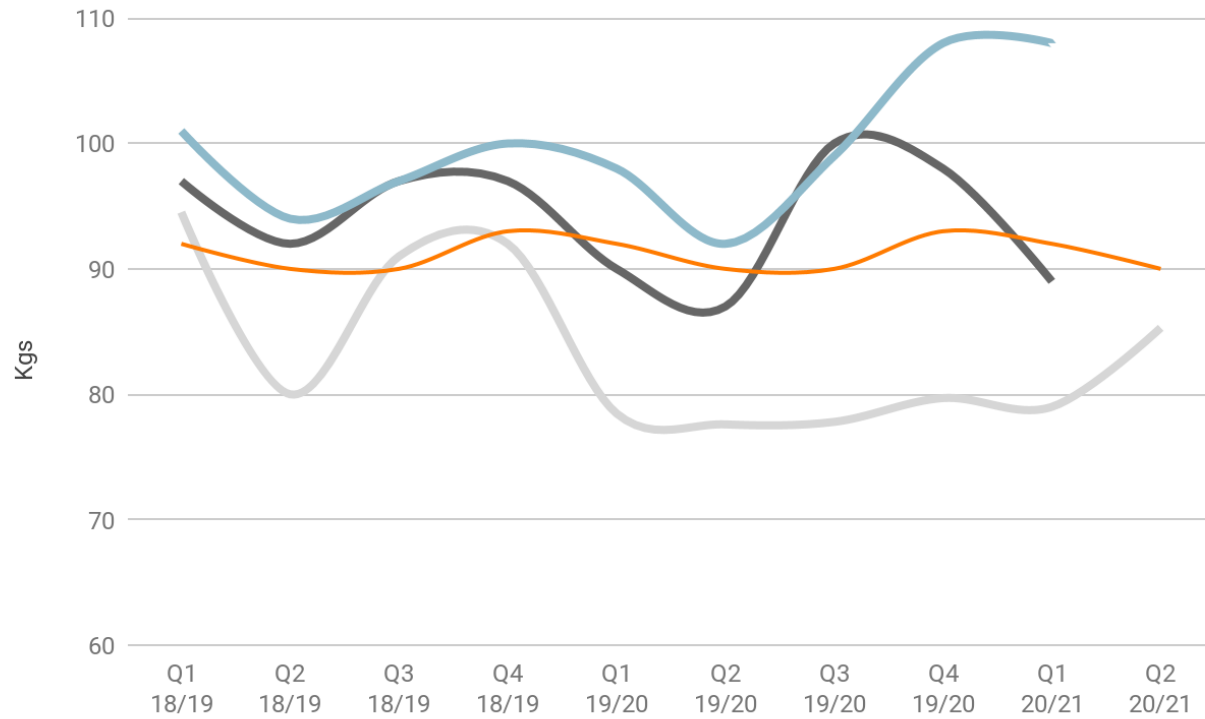
OBSERVATION:

This indicator has been set to 'amber' to recognise that the service had to cease site visits in mid-March following Covid-19 advice. Further guidance was received from the Food Standards Agency to cease all Food Hygiene Interventions until 18 July.

The FSA published guidance on 17 July advising that routine inspections in high risk food businesses should recommence, excluding businesses catering for vulnerable people. A backlog of inspections is now being undertaken in line with the guidance. Four inspections (for high risk premises) were due in Q2, one was completed within the 28 day timescale.

With the recent announcement of the second lockdown, it is likely that performance will continue to be impacted

Residual household waste per household (kg)



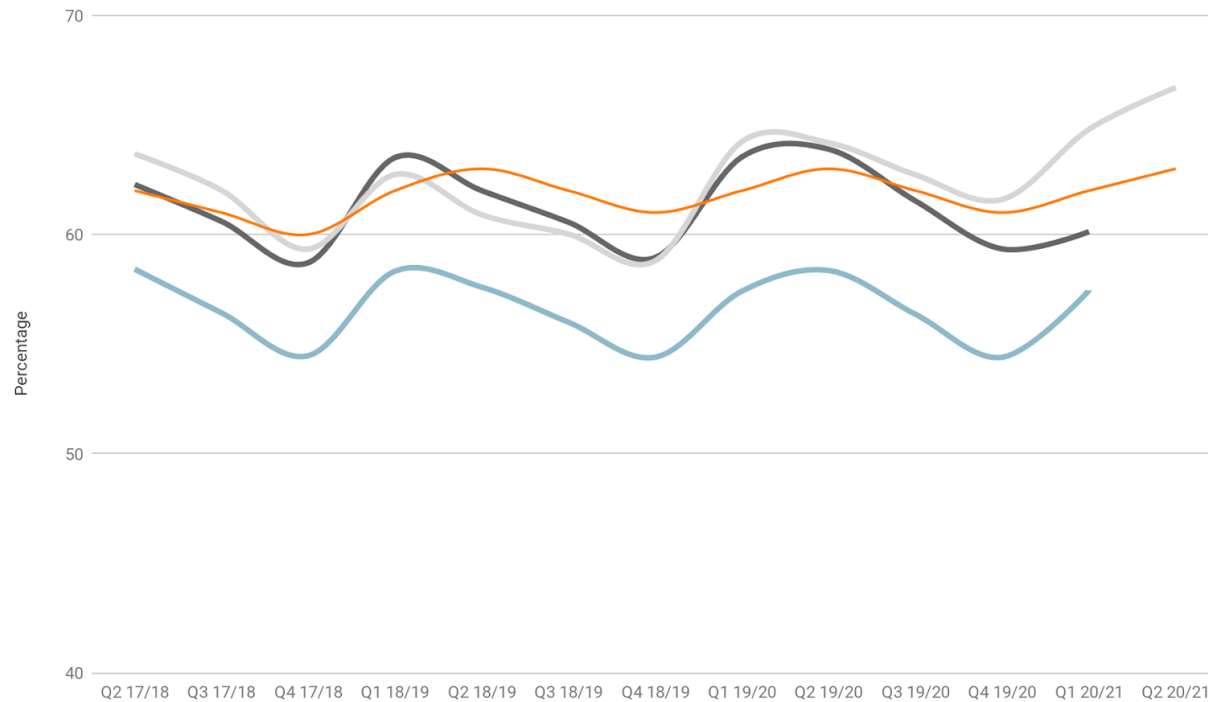
OBSERVATION:

Due to the impact of Covid-19, all waste and recycling streams have increased.

Residual waste has increased over 12% compared to Q2 of the previous year; All excess recycling and food waste is being collected at the kerbside if presented correctly. Excess residual waste is being directed to the HWRCs as they are now fully open.

Both the Council and the Oxfordshire Recycles (OCC partnership work) are using their social media channels to promote waste reduction

(Cumulative) Percentage of household waste recycled



OBSERVATION:

Due to the impact of Covid-19, residents are presenting higher amounts of all types of waste.

Dry recycling tonnages were up over 50% on the previous year, while food tonnages were up over 21%.

The combined recycling rate for the first six months of the year was 66.7% compared to 64.8% a year ago; and is well ahead of the target.

The dry recycling rate was 28% (an increase of 3.5 percentage points compared to the same period a year ago), the composting rate was 29.4% and food waste sent for anaerobic digestion was 9.3%.

The service is working closely with UBICO; and all additional recycling and food waste presented correctly at the kerbside by residents is being collected.

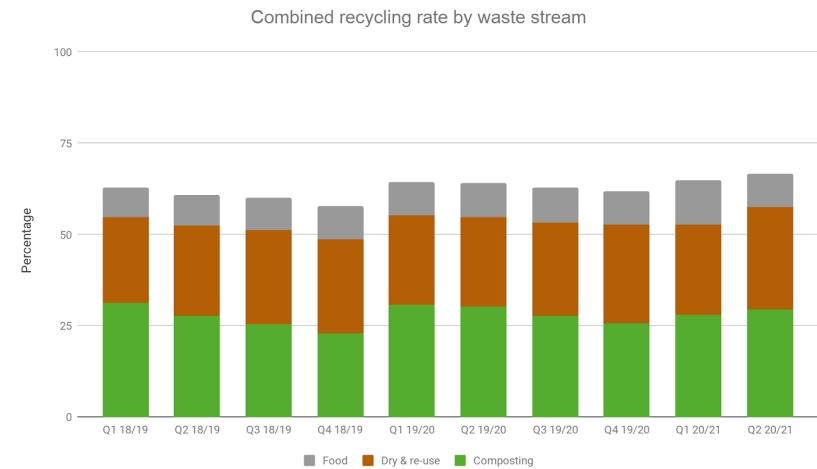
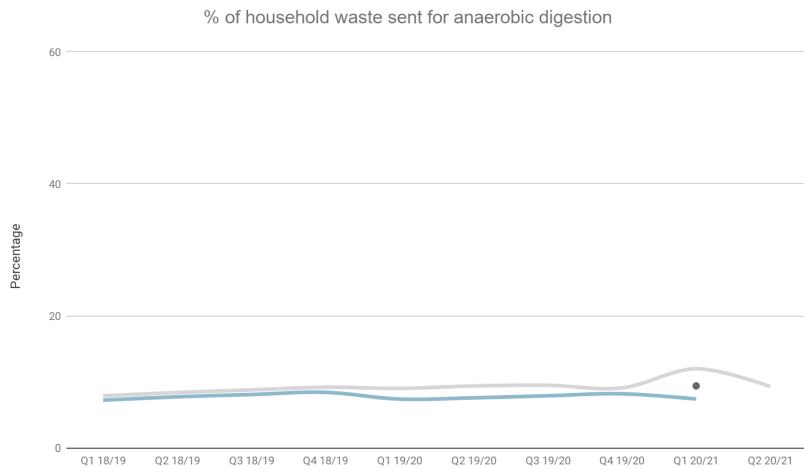
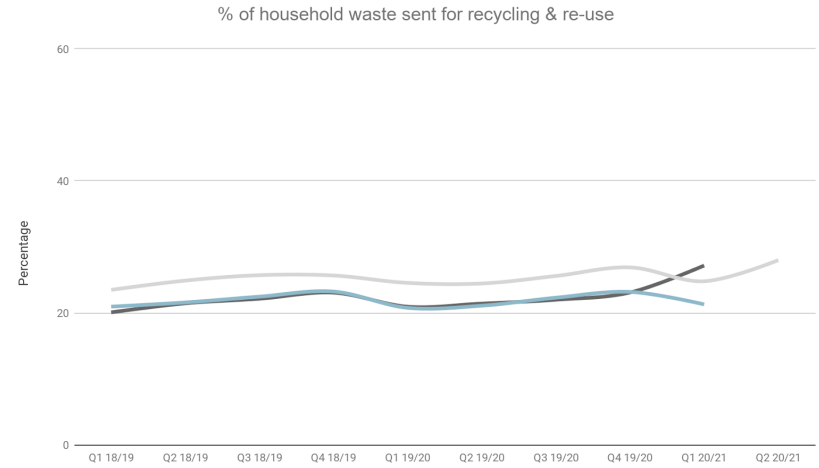
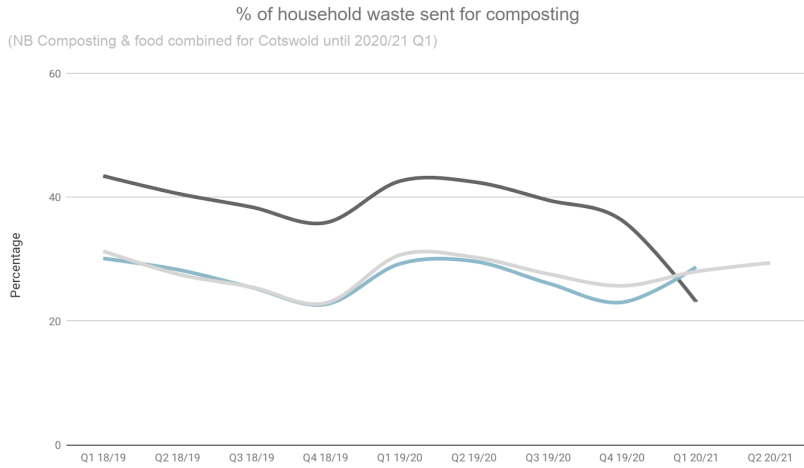
Note that the quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

(Cumulative) Percentage of household waste recycled by waste stream

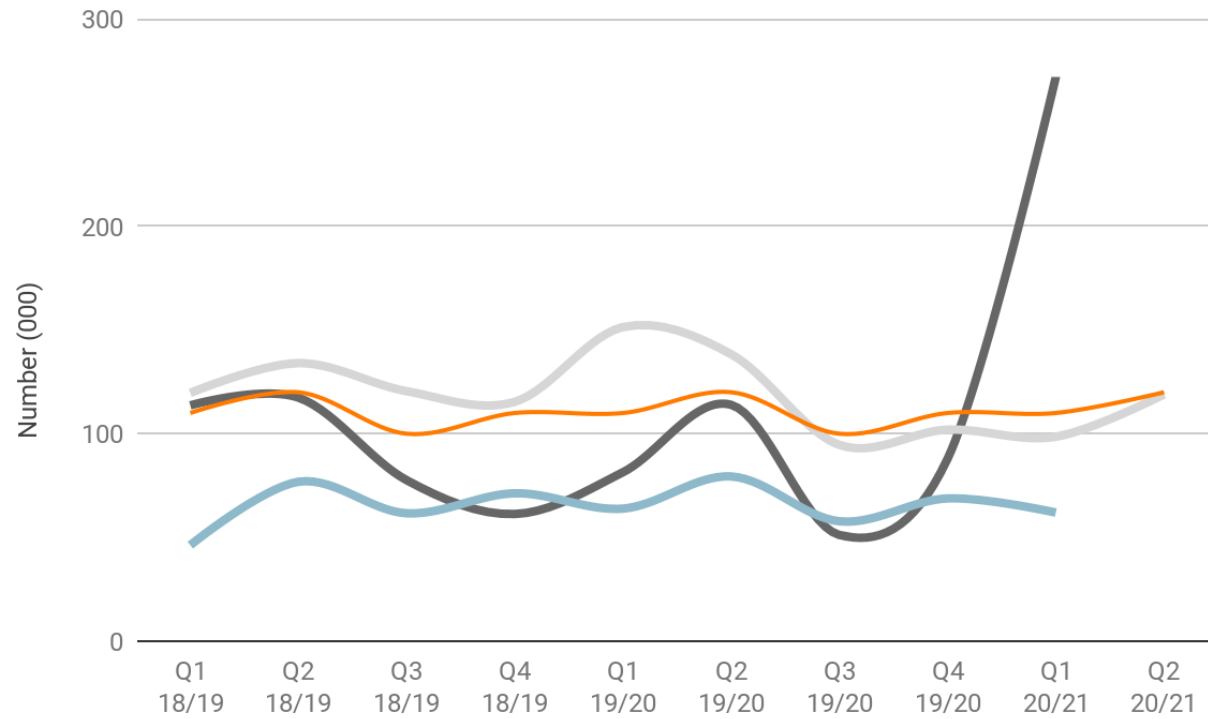
Cotswold

Forest of Dean

West Oxfordshire



Number of missed bin per 100,000 scheduled collections



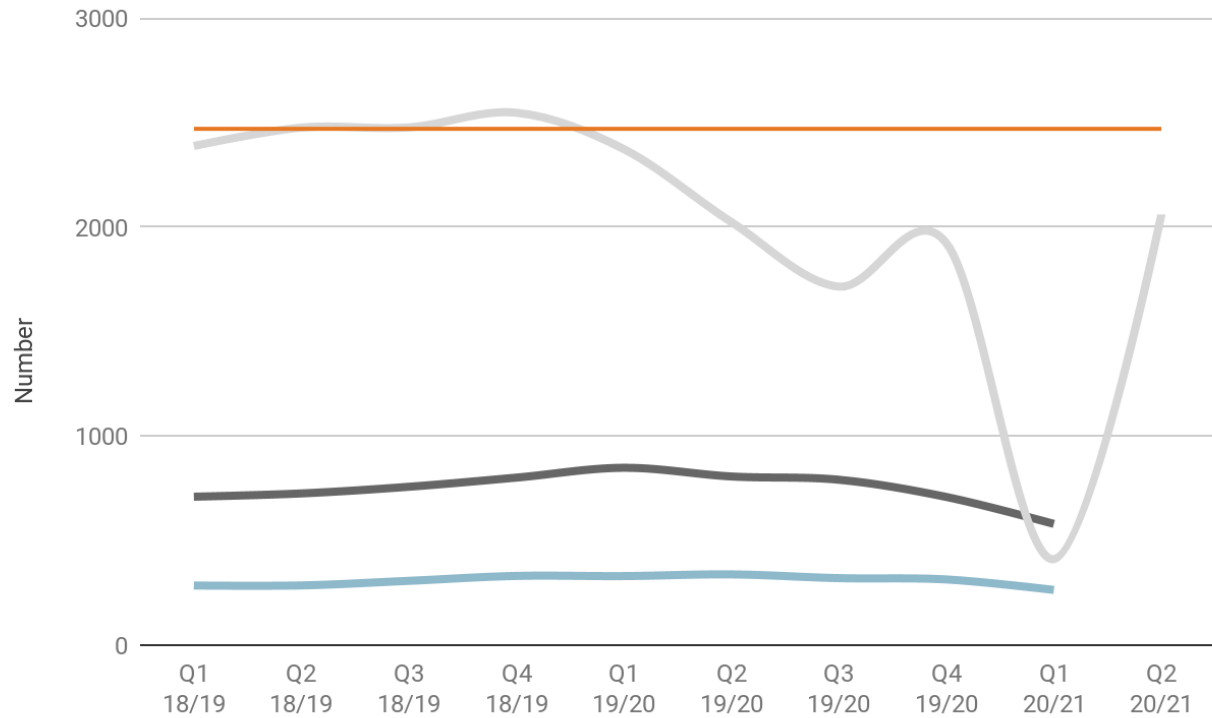
OBSERVATION:

Overall, there have been improvements over the last year. Previously, the service experienced a high staff turnover in waste crews, and the lack of local knowledge amongst new staff and agency staff caused an increase in the number of missed collections.

There was an increase in the number of misses in March 2020 due to staff absences related to Covid-19, and the use of more agency staff who did not possess local knowledge. Although the service had anticipated that there would be further increases in misses due to increases in waste and recycling tonnage, performance remains within the target. The service is working closely with UBICO to reduce the number of missed bins

Parking

Total hours spent undertaking on and off-street parking enforcement visits



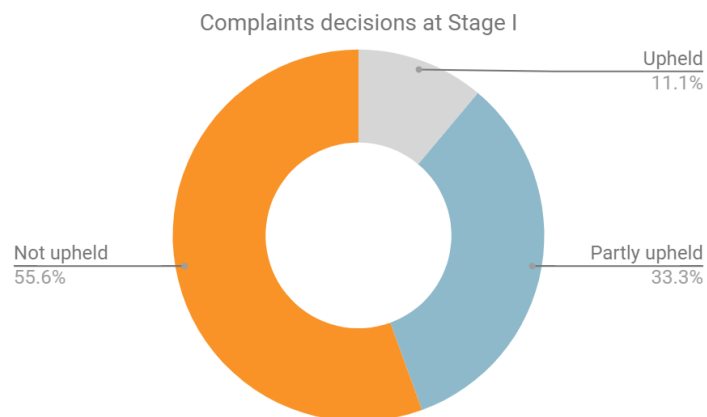
OBSERVATION:

All enforcement activities were suspended on 23 March until 15 June 2020 due to Covid-19, and staff were redeployed to support communities.

During Q2, the number of enforcement hours started to return to pre-covid levels; however capacity levels were still down with one vacant part time post and one officer on long term sick. Enforcement officers were also undertaking other duties such as traffic management related to temporary pavement widening and one way systems for social distancing. Therefore, this indicator has been set to amber.

During the second lockdown, there will be a focus on enforcing dangerous parking and illegal use of disabled bays. Enforcement officers will also be supporting track and trace, and food parcel deliveries

COMPLAINTS - ARE WE DOING THE 'DAY JOB' REALLY WELL FOR OUR COUNCILS?



OBSERVATION:

A new Customer Feedback Procedure went live on the 1st July 2020. The Corporate Responsibility team is managing all complaints allowing services to focus on delivery.

The complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Development Management	Unhappy with the process followed during naming of the Garden Village	The outcome of Stage II complaint was appealed and escalated to Stage III, which concluded that there had been some inaccuracies in a cabinet report and a press release which was subsequently corrected. A series of recommendations has been developed to ensure that these types of issues do not arise again. The appeal also concluded that the Stage II investigation had been inadequate and officers will receive further training. The Council has apologised to the complainant	III	Upheld	14 days
Waste & Recycling	Dissatisfied with bulky waste collection service	The first incidence of missed collection was due to the complainant not providing access to the bulky waste items. The Council acknowledged that there was an error on their part during the booking of a second bulky waste collection slot, and apologised for this. A new collection slot has been rebooked	II	Upheld	10 days

Revenues & Benefits	Unhappy with processing of Coronavirus Discretionary Grant application	Confusion over location of business on behalf of the assessor meant that the grant was not paid. This has been rectified	I	Partly upheld	1 day
Development Management	Misconduct of Public Officers and failure to uphold Equality duties	The Council failed to acknowledge some of the complainant's communications which we accept is not good practice. The Council also apologised for the mishandling of the case when it was transferred to an enforcement officer. However, no evidence has been found to substantiate any other claims made in the complaint	I	Partly upheld	4 days
Building Control	Poor level of service provided including failure to respond to queries	Investigation concluded that the Council conducted the processing of the application in accordance with the regulations. However, the time taken to resolve the issues was unacceptable, as was the failure to respond to three communications from the complainant. An apology was given	II	Upheld	14 days

