



WEST OXFORDSHIRE
DISTRICT COUNCIL

WEST OXFORDSHIRE DISTRICT COUNCIL

Name and date of Committee	Cabinet: Wednesday 22 July 2020
Report Number	Agenda Item No. 6
Subject	Financial and Service Performance Report 2019/2020 Year End
Wards affected	All
Accountable member	Cllr Toby Morris Cabinet Member for Resources and Deputy Leader Email: Toby.Morris@westoxon.gov.uk
Accountable officer	Elizabeth Griffiths, Chief Finance Officer and Deputy Chief Executive Tel: (01993) 861188 Email: Elizabeth.Griffiths@westoxon.gov.uk
Summary/Purpose	This report provides details of the Council's operational and financial performance at the end of 2019/20; and enables Councillors to assess financial and operational performance.
Annexes	Annex A – Revenue Outturn Annex B – Capital Programme Annex C – Summary of Indicators and Key Tasks Annex D – Performance Indicators Annex E – Progress on Key Tasks
Recommendations:	a) That the 2019/20 end of year financial and service performance be noted b) That Council be recommended to: (i) Approve the carry-forward of capital budget of £12,881,843 as detailed in Annex B . (ii) Approve the transfer of £1,000,000 to Earmarked Reserves, as detailed at paragraph 2.5
Corporate priorities	Protect the environment whilst supporting the local economy Working with communities to meet the current and future needs and aspirations of residents To provide efficient and value for money services, whilst delivering quality front line services
Key Decision	No
Exempt	No

1. BACKGROUND

- 1.1. Each quarter, the Council monitors its progress towards achieving its aims and priorities, service delivery and financial performance.

2. FINANCIAL REPORTING - REVENUE

- 2.1. All financial results contained within this report are subject to audit.
- 2.2. The budgets and expenditure within this report are based upon the budget agreed by Council in February 2019. The Council's net revenue budget (Total Cost of Services plus investment income receipts) for 2019/20 is £11,436,930.
- 2.3. The 2019/20 budget for each service and actual expenditure and income for the full year is shown in [Annex A](#) (starting on page 10). Significant variances, and those of particular note, are explained in the body of this report. The variance reported is the difference between the approved budget to the end of the 2019/20 financial year and the expenditure/income for that period.
- 2.4. For the year, the Council can report an underspend of £1,098,311 in its revenue finances for 2019/20. This underspend assumes that the Council will receive an (estimated) surplus from the Oxfordshire Business rates Pool of £600,000.
- 2.5. Based upon the positive outturn position, it is recommended that £700,000 of the surplus be transferred to the Council Priorities Fund. The fund can be used to support Council priorities and help deliver Covid-19 response and recovery initiatives in 2020/21. It is also recommended that an additional £300,000 be transferred to reserves to create a provision for timing differences between the payment of housing benefit and the receipt of housing benefit subsidy from Central Government (this point is detailed later in the report). The remaining £98,311 of surplus will remain in General Fund balances.
- 2.6. Significant variances and those of particular note are explained in the body of this report. A full list of variances by service and cost centre is included in [Annex A](#).

Expenditure variances

- 2.7. Publica Group (Support) Limited now provides the majority of the Council's staffing resource which is used to deliver Council services. The Council's 2019/20 contract sum with Publica is £9,094,300 (excluding the cost of the Transformation programme).
- 2.8. During the year the Council may request additional services or support from Publica. In such cases, the Council contract sum is adjusted and agreed with Publica to represent the extra resource required.
- 2.9. At the end of Q4, Publica reported an overall contract underspend of £262,000. Of this, £112,000 related to the West Oxfordshire contract sum. This contract underspend (and refund to the Council) has been included in the outturn figures contained in this report.
- 2.10. Updates on the position of the Ubico contract, and performance against the budget, are received on a monthly basis from Ubico. The update allows variances to be identified and potential 'corrective action' to be taken to address any overspends. The Council's contract with Ubico overspent marginally, by £1,886 against the budget. Overspends in container management [delivery of bins and receptacles to customers] and green waste collection costs were offset by underspends in grounds maintenance, street cleansing and the refuse collection service, to produce a small net overspend.
- 2.11. Waste container demand was anticipated to increase when the Council launched the new waste and recycling service in 2017. However, demand has remained extremely high across all container types.

- 2.12. Waste and Recycling container purchases in the year have cost approximately £240,000 against the budget of £92,000. Demand for replacement 'blue lidded' wheeled bins has been high as a result of hinges failing on the bins. The Council is working with the supplier and with Ubico to find a solution to this problem.
- 2.13. The ICT Business Solutions service overspent against by £38,000. General inflation and additional ICT requirements across the Council have put pressure upon the Council's budget. The cost of the service will be monitored more closely in 2020/21 to ascertain whether the increase in costs is 'one-off' in nature, or whether it is simply a result of the true cost of providing the Council's ICT business systems.
- 2.14. At the end of Q4 the 'Depot' cost centre is showing a budget under spend of £49,000. This is due to recovery of costs of maintenance compliance work, which was chargeable to Ubico. The costs of the works were primarily incurred in 2018/19, so the income represents a one-off surplus in 2019/20.
- 2.15. Expenditure on building maintenance costs exceeded budget in 2019/20, with overspends within the Corporate Buildings cost centre [ADB305] and Waste Depot [WST301]. Many of these costs are unavoidable as works are required in a reactive manner. Capital maintenance and improvement works expenditure has been kept to a minimum over the past two years as the Council looks to undertake a building maintenance survey to identify where necessary capital work over the next two years. This delay in regular capital expenditure may have contributed to an increase in reactive repair expenditure.
- 2.16. The Council administers and pays Housing Benefit payments and receives rent allowance subsidy from Central Government in respect of these payments. The Rent Allowances [Housing Benefit] cost centre is showing an underspend of £423,000. The 2019/20 budget estimated that the Council would pay out approximately £20,000,000 in housing benefit during the year. Actual benefit payments were approximately £16,600,000. Similarly, the amount of subsidy that the Council has received has also decreased. However, there is a timing difference between benefits paid and subsidy received, which has led to this large variance. It is therefore recommended as part of this report that £300,000 of this positive variance be transferred to a Benefits Subsidy Reserve to provide for the expected catch-up between payments and subsidy that will take effect in 2020/21.
- 2.17. The budget for CCTV includes an element for replacement and maintenance of cameras. No works have been carried out in 2019/20, therefore a budget underspend is being reported. The overall budget for CCTV will be reviewed once discussions on a county-wide future delivery model are complete.

Significant income variances

- 2.18. At the end of Q4, income within Development Control (planning application fees and pre-application advice) was £120,000 under target. Over the past three years Planning Application income has significantly exceeded its income target. 2019/20 has seen a significant slow-down in application income. Application income was £160k short, but an overachievement in pre-application advice fee income reduced the overall income shortfall. Underspends within the expenditure budgets also reduced the 'cost centre' shortfall to £79,000 overall. The shortfall in income will need to be closely monitored into 2020/21, as application fee income is a significant income stream for the Council. Any further reduction in income could have an adverse effect upon the Council finances in 2020/21.
- 2.19. Income within the Land Charges service has underachieved by £48,000 against its budget. The underachievement in 2019/20 follows a similar shortfall in income in 2018/19, with the demand for the service falling in comparison to previous years.

- 2.20. The Building Control fee income target has not been increased since 2014/15. The service has struggled to meet its income target in both 2017/18 and 2018/19, and now 2019/20. At the end of Q4, the service is once again below target, raising £339,000 of income against the budgeted target of £404,000. The service budget and income target are set to be reviewed during 2020/21 as part of the budget setting process.
- 2.21. The Talisman Industrial Estate cost centre is currently showing an adverse variance of approximately £33,000. For the second-half of 2018/19, units 11, 12A and 13 were vacant and these vacancies continued into the start of 2019/20. All units other than unit 13 have been re-let during the year, with income picking-up toward the end of the year as a result of new tenancies being agreed.
- 2.22. The popularity of the chargeable Green Waste service has generated more income than anticipated in 2019/20, and has seen the service continue to increase subscriber numbers year-on-year since its launch in 2017/18. Income for the year has been positive, generating £987,000 against the annual income target of £965,000.
- 2.23. At the end of Q4, the following services have underachieved against income budgets:
Car Parking, Licencing, Markets and Bulky Waste.

Investment Interest

- 2.24. The investment income budget for 2019/20 was set at £635,820 assuming an average investment balance of £35,126m, achieving an overall return of 1.81%. Investment receipts exceeded budget by £116,185 with an average investment balance of £40.982m and an overall level of return of 1.84%.
- 2.25. The overall performance is shown in the table below:

Investment Performance: 1 st April 2019 to 31 st March 2020	Pooled Funds	In-House investments	Housing Association Bond	Total
Budget (£)	£370,020	147,000	£118,800	£635,820
Budgeted return (%)	3.05%	0.58%	4.75%	1.70%
Gross interest (£)	£426,904	£206,709	£118,392	£752,005
Gross rate of Return (%)	3.56%	0.78%	4.75%	1.84%

Business Rates Retention Scheme and Pooling

- 2.26. 2019/20 is the sixth-year that the Council has been part of a business rates pool. The purpose of the pool is to reduce the levy payable to central government on growth in the business rates base, with any growth and savings in levy payable being distributed between the pool members rather than all going directly to central government, thereby allowing the Council to keep more of any revenue raised and use it for the benefit of the District.
- 2.27. The accounting arrangements for Business Rates are complex and introduce timing difficulties into items charged to the revenue account due to mandated treatment under statute.
- 2.28. Due to the impact of the Coronavirus pandemic, the deadlines for preparing the Council's business rate figures (and the completion of the National Non Domestic Rates '3' return) was extended by Government. As a consequence, at the time of writing this report, the pool surplus figures from the Oxfordshire Pool were not finalised. The Council has therefore estimated its pool levy and pool surplus figures and expects the actual figures to be available prior to audit.

2.29. When the pool figures are released the actual figures will be incorporated into the Statement of Accounts - should the difference between actual and estimate be material.

2.30. The original budget and the actual outturn for 2018/19 is as follows:

	Budget 2019/20 £'000	Actual 2019/20 £'000	
Business Rates Income	15,104	15,066	Movement for RV, appeals etc. - Charged next year
Less: Tariff	-11,842	-11,842	
Renewable Energy	220	220	Any variation – Charged / Received next year
NNDR surplus / (deficit) payable to the Collection Fund	285	285	Fixed at budget setting
S.31 Grant	1,821	2,043	Changes to small business rate relief and new discretionary reliefs introduced by central government
	5,588	5,772	
Less: Levy (estimate)	-1,670	-1,662	Charged to revenue in year
Net Business Rates	3,918	4,110	A surplus of £191,278 in year
Contribution from Pool (estimate)	157	600	A surplus of £442,515 in year
Total Business Rates	4,075	4,710	A surplus of £633,793 for the year

2.31. The total impact of the Business Rates Net Income and the Pool contribution has created a net surplus compared to budgeted income of £633,793.

Use of General Fund Balances

2.32. The budget set in February 2019 anticipated a small budget surplus and contribution to reserves for the year of £3,789. If the recommendations in this report are adopted, the Council's General Fund Balance will increase by £102,100 (budgeted increase of £3,789 plus the additional surplus of £98,311).

3. FINANCIAL REPORTING - CAPITAL

3.1. The capital programme approved by Council as part of the MTFP for 2019/20 totalled £17,776,800. Additional slippage of budgets, agreed by Cabinet as part of the 2018/19 outturn report, added a further £4,793,128 to the budget, making a revised total for 2019/20 of £22,569,928.

In-year changes to the Capital Programme:

3.2. The following additions were approved and added to the Capital Programme during 2019/20:

- Chipping Norton sports hall floor £50,000
- Housing Association Loan £4,400,000
- Economic Development Site Acquisition £4,500,000
- Madley Park Playing Field Project £159,000
- In-cab vehicle technology project £100,000

- Chipping-Norton Creative project £10,000
- Carterton/Swinbrook Public Art £10,000
- Extension of loan to Southill Solar £2,000,000

- 3.3. Unused budget for the refurbishment of Witney ATP and a budget for the replacement of vehicles (from 18/19) of £104,000 were surrendered during the year. Re-profiling of Council vehicle purchases to support the Ubico waste and recycling contract has led to a reduction of £508,000 in the vehicle budget for the year. These purchases are now expected to take place during the 2020/21 financial year.
- 3.4. At the end of Q4, expenditure of £11,281,620 had been incurred against the revised capital budget of £37,027,700. Details of the full Capital Budget and expenditure are set out in [Annex B](#) (starting on page 16).
- 3.5. The 2019/20 capital programme included a number of major schemes, many of which were underway or nearing completion in the year, including a £10m capital loan to Cottsway Housing Association [spend of £2,005,831]; £7.3m for the completion of the Carterton Leisure Centre “Phase 2” project [spend of £6.1m] and £3.2m for the deployment of Rural Broadband [spend of 1.1m].
- 3.6. The Council’s 2019/20 building maintenance programme was put on hold, with only urgent works undertaken, while the officers looked to undertake a detailed building condition survey on the Council’s main buildings. Capital spend in year only amounted to £15,000 against a budget of £400,000. The survey findings will inform the maintenance plan from 2020/21 onwards.

Capital allocations to carry-forward from 2019/20 to 2020/21:

- 3.7. A number of capital schemes contained within the budget did not start, or incurred minimal expenditure. Work on which budgets are required to be carried forward into 2020/21 is underway at the time of writing this report. It is therefore proposed that only the budgets listed in [Annex B](#) are carried forward at this stage as they are known commitments or schemes actively underway at this stage.
- 3.8. The remaining budgets will be reviewed to establish whether the budget allocation is still required and is still a priority at this point in time. A revised list of additional carry-forward requests will be presented to Cabinet at a later date to be considered, with recommendations. These reviewed and revised budgets will be added to the approved schemes for 2020/21, which were agreed by Full Council as part of the budget in February 2020.
- 3.9. A full breakdown of the schemes for the year and expenditure at 31st March is attached to this report at [Annex B](#).

4. OVERALL FINANCIAL RESULT FOR 2019/20

- 4.1. The summary position at the end of 2019/20 is that the Council has performed very well against the agreed budget. We know now that 2020/21 will bring the challenges of Covid-19 but we face that from a financial position built on strong management and efficient, well delivered services.

5. CORPORATE PERFORMANCE FRAMEWORK - PERFORMANCE REPORTING

- 5.1. A summary of both the performance indicators and the key tasks is set out in [Annex C](#) (page 17)
- 5.2. There are twelve indicators in the core basket of which eight (67%) achieved their annual targets.

- 5.3. Performance against the core basket of indicators for 2019/20 is set out in [Annex D](#) (starting on page 18). The indicators which did not achieve their targets are considered in more detail below.

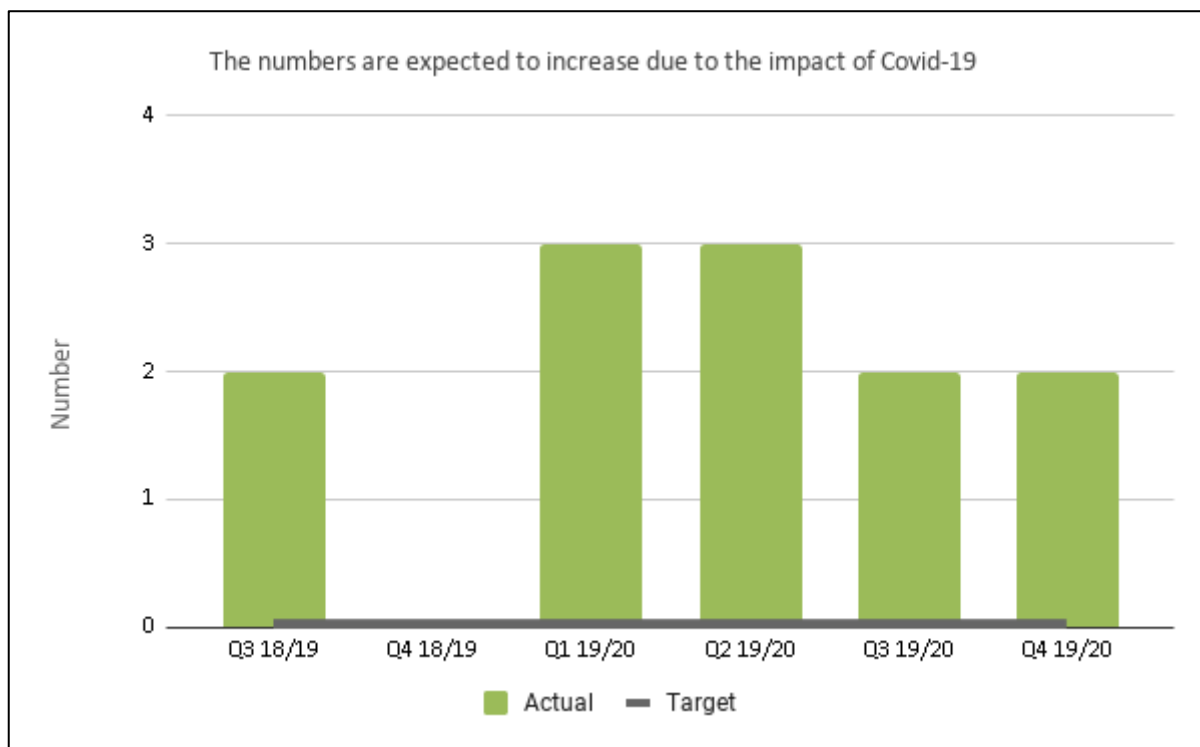
PSH6 – Claimant Count, In top 25% of Councils in the South East

- 5.4. The target was 1.4% (top quartile) and the actual was slightly lower at 1.5% (second quartile).
- 5.5. Historically, the District has consistently been in the top quartile, however, with the introduction of Universal Credit Full Service, this District fell into the second quartile for all of 2018/19 (new claims for all claimant types are put on UC). The claimant count was largely affected by when Full Service commenced with increases in the claimant count being more pronounced in those areas that had been operating Full Service for longer.
- 5.6. Following Full Service roll out at the end of December 2018, the gap between West Oxfordshire’s claimant rate and the top quartile claimant rate started to narrow and West Oxfordshire’s claimant rate moved back into the top quartile for much of 2019/20.
- 5.7. The next phase is to transfer the remaining existing benefit claimants (legacy) to the UC Full Service in a managed migration starting in 2019. The whole process was expected to be completed by December 2023 but a recent announcement has indicated a delay to September 2024. We do not expect any reliable statistics until all cases have transferred to the Full Service.



RHS1 I – Number of households in emergency accommodation over 28 days

- 5.8. The target was 0 and the actual was 2.
- 5.9. At the end of March 2020, two households were waiting to move into Housing Association accommodation. However, due to Covid-19, Housing Associations are pausing house moves to help limit the spread of the virus following instruction from central government.



RHS12 – Number of households in emergency accommodation less than 28 days

5.10. The target was 6 and the actual was 7.

LC4 - Promoting Tourism: % increase in membership of Cotswolds Tourism

5.11. The target was 5% and the actual was -1.75%.

5.12. Cotswold Tourism memberships no longer include Marketing Cheltenham members (c60 members) as it now operates as our partners but separately. The number of members at the end of March 2020 was 336, just a few less than the baseline of 342.

5.13. The annual tourism forum was held in January 2020, and regular roadshows and networking meetings are being held to both engage with members and encourage new members around the area, including Woodstock and Cowley. In addition, sector group meetings for attractions and hotels are held quarterly. A focus on key Cotswold towns including Witney, Woodstock, Cirencester and Tetbury had just started in February to increase engagement but has since been paused.

5.14. In response to the impact of Covid-19, the team is now actively engaging, by telephone where possible, with every tourism business that is a member followed by those that are not actively members. This will help to build better engagement with businesses in the Cotswolds.

Key Tasks

5.15. A new Council Plan 2020-2024 was approved by Council in January 2020, and a programme of work is being established. For 2019-20, we will report on the key tasks set out in the 2018-19 update to the Council Plan 2016 – 2019. A summary of progress is attached at [Annex E](#) (starting on page 22).

Wider Council Performance

5.16. In addition to the core basket of indicators, we collect a number of other indicators across the services to provide a broader view of how we are performing.

- 5.17. Just over seventy-one per cent of all indicators achieved their targets, a relatively similar result to our position a year ago (2018-19: 78.9%).
- 5.18. Wider performance will be presented to the appropriate Overview and Scrutiny Committees for review.

Table I All performance indicators

Result	Total number of PIs reported	%
Target achieved	25	71.4
Target narrowly missed	7	20
Target not achieved	3	8.5
Total	35	

6. RISK MANAGEMENT

- 6.1. The quarterly update of the Corporate Risk Register did not take place due to Covid-19. Instead a register of strategic risks and operational risks related to Covid-19 has been prepared, and is being reviewed and updated by the Covid-19 Management Team. Currently, no Covid-19 related risks are considered to be primary (scoring 15 and above); further actions continue to be planned and carried out to further reduce the level of risk.

7. LEGAL IMPLICATIONS

- 7.1. None

8. RISK ASSESSMENT

- 8.1. As described in the report

9. ALTERNATIVE OPTIONS

- 9.1. None

10. BACKGROUND PAPERS

- 10.1. None

WEST OXFORDSHIRE DISTRICT COUNCIL				
Revenue Budget 2019/20 Outturn				
Quarter 4 - 1st April 2019 to 31st March 2020				
	Original Budget (full-year)	Budget (full-year)	Actual Expenditure (full-year)	(under) / overspend
	£	£	£	£
Service Area				
Democratic and Committee Services	1,022,900	1,008,700	1,010,840	2,140
Environmental & Regulatory Services	401,100	382,500	514,423	131,923
Environmental Services	6,758,191	6,770,996	6,756,171	(14,825)
Finance, Human Resources & Procurement	905,100	831,695	870,984	39,289
ICT, Change & Customer Services	1,784,359	1,691,865	1,728,868	37,003
Land, Legal & Property	952,381	782,890	775,963	(6,927)
Leisure & Communities	931,400	1,122,205	1,150,370	28,165
Planning & Strategic Housing	769,560	736,033	853,903	117,870
Revenues & Housing Support	1,175,300	613,223	18,365	(594,858)
Investment Property and Retained Services	(2,630,041)	(2,412,158)	(2,326,077)	86,082
Total cost of services	12,070,250	11,527,949	11,353,810	(174,139)
Capital Expenditure funded through revenue resources	540,100	540,100	540,100	0
Capital Financing	275,230	275,230	193,769	(81,461)
Transfer to affordable housing [adj. re. 18/19]	0	0	117,000	117,000
Temporary loans interest	2,500	2,500	2,191	(309)
Capital Charges	(1,510,800)	(1,507,959)	(1,507,959)	(0)
Investment Income	(635,820)	(635,820)	(844,226)	(208,406)
Gain on sale of Financial Instruments	0	0	(117,200)	(117,200)
Council Tax Collection Fund surplus	(54,886)	(54,886)	(54,886)	0
Retained Business Rates	(3,262,155)	(3,262,155)	(3,223,756)	38,399
Business Rates Collection Fund surplus	(285,399)	(285,399)	(285,399)	0
S31 grant	(1,821,444)	(1,821,444)	(2,043,923)	(222,479)
Less: Levy (estimated)	1,669,682	1,669,682	1,662,484	(7,198)
Renewable Energy Schemes	(219,573)	(219,573)	(219,573)	0
Retained Business Rates (summary)	(3,918,889)	(3,918,889)	(4,110,167)	(191,278)
Business rates Pool Surplus (estimated)	(157,485)	(157,485)	(600,000)	(442,515)
Revenue Support Grant	(77,568)	(77,568)	(77,568)	0
New Homes Bonus	(1,763,143)	(1,763,143)	(1,763,143)	0
Rural Services Delivery Grant	(126,956)	(126,956)	(126,956)	0
Other government grants		(334,968)	(334,968)	0
WODC Council Tax collection	(4,332,328)	(4,332,328)	(4,332,328)	0
Less: Grant to Parisheds (Council Tax Support)	66,005	66,005	66,002	(3)
Budgeted transfer to / (from) General Fund	3,789	3,789	3,789	0
Movement on Earmarked Reserves - (B8240 total)	-379,999	494,429	494,429	-0
Total of Funding	-12,070,250	-11,527,949	-12,452,122	-924,173
Outturn position:	0	0	-1,098,311	-1,098,311
Proposed transfers to reserves:				
Transfer to Council Priorities Fund			700,000	600,000
Transfer to Housing Benefit smoothing reserve			300,000	300,000
Additional surplus to General Fund			98,311	198,311
			0	0

Democratic and Committee Services

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
SUP001	Administration	318,700	322,970	4,270
Committee Services Total		318,700	322,970	4,270
ELE001	Registration of Electors	59,600	61,838	2,238
ELE002	District Elections	75,700	89,284	13,584
Elections Total		135,300	151,123	15,823
DRM001	Democratic Representation and Management	148,400	150,153	1,753
DRM002	Support To Elected Bodies	406,300	386,594	(19,706)
Member Support Total		554,700	536,747	(17,953)
Grand Total		1,008,700	1,010,840	2,140

Environmental & Regulatory Services

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
BUC001	Building Control - Fee Earning Work	(172,500)	(117,825)	54,675
BUC002	Building Control - Non Fee Earning Work	66,800	65,192	(1,608)
Building Control Total		(105,700)	(52,633)	53,067
EMP001	Emergency Planning	6,500	31,341	24,841
ESM001	Environment - Service Management	106,100	105,033	(1,067)
PSH002	Private Sector Housing - Condition of Dwellings	5,000	0	(5,000)
REG001	Environmental Health General	100	(4,638)	(4,738)
REG002	Licensing	(2,600)	19,698	22,298
REG009	Environmental Protection	186,000	175,268	(10,732)
REG010	Noise Control	400	361	(39)
REG011	Authorised Process	(9,900)	(8,353)	1,547
REG013	Polution Control	108,500	117,967	9,467
REG016	Food Safety	131,200	158,707	27,507
REG021	Statutory Burials	2,600	7,620	5,020
STC011	Abandoned Vehicles	15,900	240	(15,660)
TAC309	Other Trading Services - Markets	(61,600)	(36,190)	25,410
Public Protection Total		488,200	567,056	78,856
Total		382,500	514,423	131,923

Environmental Services

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
COR301	Policy Initiatives - Shopmobility	20,500	17,716	(2,784)
CPK001	Car Parks - Off Street	189,499	214,552	25,053
CPK011	On Street Civil Parking Enforcement	18,200	43,562	25,362
Car Parking Total		228,199	275,830	47,631
CCC001	Climate Change	72,762	82,533	9,771
Climate Change Total		72,762	82,533	9,771
ENI002	Grounds Maintenance	517,300	500,882	(16,418)
ENI303	Landscape Maintenance	29,200	33,442	4,242
REG004	Dog Warden	111,500	162,719	51,219
REG018	Pest Control	11,200	15,650	4,450
REG019	Public Conveniences	181,065	187,363	6,298
RYC001	Recycling	1,922,410	1,948,081	25,671
RYC002	Green Waste	370,556	306,555	(64,001)
STC001	Street Cleaning	47,000	49,254	2,254
STC004	Environmental Cleansing	1,097,700	1,088,966	(8,734)
TRW001	Trade Waste	154,400	159,960	5,560
TRW002	Clinical Waste	16,300	17,122	822
WST001	Household Waste	1,828,100	1,758,548	(69,552)
WST004	Bulky Household Waste.	(91,700)	(76,683)	15,017
WST301	Env. Services Depot, Downs Rd, Witney	36,876	62,322	25,446
Environmental Services Client Total		6,231,907	6,214,180	(17,727)
FLD001	Flood Defence and Land Drainage	154,628	133,200	(21,428)
REG005	Public Health Sewerage	3,000	1,701	(1,299)
Flooding Total		157,628	134,901	(22,727)
REG023	Environmental Strategy	80,500	48,727	(31,773)
Waste & Recycling Policy Total		80,500	48,727	(31,773)
Total		6,770,996	6,756,171	(14,825)

Business Support Services – Finance, HR, Procurement

Cost Centre	Cost centre description	Current Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
SUP009	Accountancy	311,695	303,554	(8,141)
SUP011	Creditors	42,900	41,186	(1,714)
SUP012	Debtors	56,900	54,684	(2,216)
SUP035	Insurances	8,700	7,579	(1,121)
SUP010	Internal Audit and Counter Fraud	91,500	133,797	42,297
SUP033	Procurement	33,900	50,293	16,393
Finance Total		545,595	591,093	45,498
SUP003	Human Resources	171,900	156,743	(15,157)
SUP019	Health & Safety	29,800	34,817	5,017
SUP020	Training & Development	25,900	31,938	6,038
SUP013	Payroll	58,500	56,392	(2,108)
Human Resources Total		286,100	279,891	(6,209)
Total		831,695	870,984	39,289

Business Support Services – ICT and Customer Services

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
SUP002	Consultation, Policy & Research	113,000	109,786	(3,214)
TMR002	Street Furniture & Equipment	(4,500)	(25,182)	(20,682)
Business Transformation Total		108,500	84,604	(23,896)
SUP008	Reception/Customer Services	450,600	485,505	34,905
SUP014	Cashiers	12,600	4,293	(8,307)
TOU002	Tourist/Visitor Information Centre	132,478	121,304	(11,174)
Customer Services Total		595,678	611,101	15,423
SUP005	ICT	715,587	730,298	14,711
SUP006	Telephones	15,000	7,649	(7,351)
SUP041	Business Solutions	257,100	295,215	38,115
ICT Total		987,687	1,033,163	45,476
Total		1,691,865	1,728,868	37,003

Land, Legal and Property

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
ADB301	3 Welch Way (Town Centre Shop)	36,155	14,220	(21,935)
ADB302	Guildhall	1,035	2,996	1,961
ADB303	Woodgreen	188,088	179,571	(8,517)
ADB304	Elmfield	153,926	153,698	(228)
ADB305	Corporate Buildings	379,400	442,923	63,523
ADB306	Depot	(20,120)	(69,330)	(49,210)
LLC001	Local Land Charges	(156,200)	(112,740)	43,460
SUP004	Legal	239,200	203,457	(35,743)
TAC303	Swain Court & Newman Court Ind. Estates	(38,594)	(38,832)	(238)
Land, Legal & Property Total		782,890	775,963	(6,927)

Leisure and Communities

Cost Centre	Cost centre description	Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
ECD001	Economic Development	66,899	41,394	(25,505)
ECD301	WOSP - West Oxfordshire Strategic Partnership	18,453	18,453	(0)
Community Planning Total		85,352	59,847	(25,505)
CCR001	Community Safety (Crime Reduction)	32,400	32,504	104
CCR002	Building Safer Communities	3,700	1,354	(2,346)
CCT001	CCTV	118,200	91,294	(26,906)
Community Safety Total		154,300	125,152	(29,148)
SUP016	Finance - Performance Review	98,600	103,859	5,259
Corporate Planning Total		98,600	103,859	5,259
CSM001	Cultural Strategy	83,500	76,472	(7,028)
CUL001	Arts Development	96,500	100,923	4,423
OPS003	Countryside	4,300	4,206	(94)
REC001	Sports Development	54,800	57,604	2,804
REC002	Recreational Facilities Development	59,200	59,949	749
REC003	Play	43,300	48,632	5,332
REC301	Village Halls	13,000	13,943	943
REC302	Contract Management	214,153	297,533	83,380
Leisure Management Total		568,753	659,261	90,508
TOU001	Tourism Strategy and Promotion	215,200	202,250	(12,950)
Tourism Policy Total		215,200	202,250	(12,950)
Total		1,122,205	1,150,370	28,165

Planning and Strategic Housing

Cost Centre	Cost centre description	Current Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
DEV001	Development Management - Applications	(498,700)	(418,826)	79,874
DEV002	Development Management - Appeals	75,100	73,432	(1,668)
DEV003	Development Management - Enforcement	152,200	149,848	(2,352)
PSM001	Planning - Service Management and Support	176,708	168,525	(8,183)
Development Management Total		(94,692)	(27,021)	67,671
ENI301	Landscape Initiatives	88,260	96,828	8,568
PLP001	Planning Policy	507,114	528,593	21,479
PLP003	Implementation	55,300	59,333	4,033
PLP004	Conservation	59,500	86,720	27,220
Planning Policy Total		710,174	771,474	61,300
ENA001	Housing Enabling	120,551	109,450	(11,101)
Strategic Housing Total		120,551	109,450	(11,101)
Total		736,033	853,903	117,870

Revenues & Benefits

Cost Centre	Cost centre description	Current Budget (full-year)	Actual expenditure (full-year)	(Under) / Overbudget
HBP001	Rent Allowances	(120,600)	(543,860)	(423,260)
HBP003	Local Housing Allowance	10,300	318	(9,982)
HBP005	Benefit Fraud Investigation	129,000	126,591	(2,409)
Benefits Total		18,700	(416,951)	(435,651)
HOM001	Homelessness	184,159	218,309	34,150
HOM002	Homelessness Grants	51,000	31,116	(19,884)
HOM003	Rent In Advance Scheme	57,051	57,051	(0)
HOM004	Refugees	(10,000)	(10,007)	(7)
HOM005	Homelessness Hostel Accomodation	15,913	8,282	(7,631)
PSH001	Private Sector Housing Grants	66,700	44,277	(22,423)
PSH004	Home Improvement Service	(48,000)	(68,160)	(20,160)
Housing Management Total		316,823	280,868	(35,955)
LTC001	Council Tax Collection	300,900	291,962	(8,938)
LTC002	Council Tax Support Administration	39,000	(45,002)	(84,002)
LTC011	NNDR Collection	(62,200)	(92,513)	(30,313)
Revenues Total		277,700	154,447	(123,253)
Grand Total		613,223	18,365	(594,858)

CAPITAL EXPENDITURE SUMMARY – 19/20 OUTTURN

(and recommendations for carry-forward into 20/21)

Scheme	Total Budget 19/20	Spend 19/20	(Under)/ overspend	Recommended to c/f to 20/21
Parish Council Loans Scheme	200,000	0	-200,000	15,000
Developer Capital Contributions	0	149,976	149,976	
IT Systems, Strategy & Equipment	245,299	187,702	-57,597	
Deployment of High Speed Broadband	3,200,000	1,140,349	-2,059,651	2,059,651
Financial Management System (Agresso)	21,100	0	-21,100	
Council Buildings Maintenance Programme	400,000	15,776	-384,224	
New Cannon Printer - planning	21,000		-21,000	21,000
Improvement Grants/Disabled Facilities Grants	638,788	730,704	91,916	
Vehicle & Plant Renewal	434,000	363,843	-70,157	
Flood Prevention Works	101,570	0	-101,570	101,570
Community Grants Fund	664,433	155,733	-508,700	100,000
Chipping Norton LC Provision of ATP	123,510	102,032	-21,478	
Abbeycare Public Art	0	2,125	2,125	
Mortgage support scheme	500,000		-500,000	
Affordable Housing	200,000		-200,000	
Raleigh Crescent Play Area (s. 106 funded)	75,000		-75,000	75,000
Carterton Leisure Centre Phase 2	7,314,000	6,087,486	-1,226,514	1,226,514
Electric vehicle recharging points	400,000		-400,000	400,000
Loans to Cottsway Housing Association	10,000,000	2,005,831	-7,994,169	7,994,169
Housing Association Loan	4,400,000		-4,400,000	
Replacement dog and litter bins	53,000		-53,000	53,000
Weighbridge at Bulking Station	25,000		-25,000	25,000
Replacement Street Sweepers	200,000	200,000	0	
Ubico Fleet - Replace Vehicle Hire Costs	572,000		-572,000	572,000
In-cab technology	140,000		-140,000	140,000
Shop Mobility - Replacement stock	10,000		-10,000	10,000
CCTV upgrading	110,000		-110,000	
Carterton Swinbrook Public Art	10,000		-10,000	10,000
Chipping Norton Creative Project	10,000	3,000	-7,000	7,000
Chipping Norton Sport Hall Floor	50,000		-50,000	50,000
House Purchase (homelessness accommodation)	250,000		-250,000	
Economic Development Site Acquisition	4,500,000		-4,500,000	
Madley Park Playing Field project	159,000	137,061	-21,939	21,939
Southhill Solar Loan	2,000,000		-2,000,000	
	37,027,700	11,281,619	-25,746,081	12,881,843

The budgets carried-forward will be added to the approved capital program for 2020/21, as agreed by Cabinet in February 2020.

Corporate performance framework 2019/20 Q4

ANNEX C

PI code	Indicator	Q4 actual	Q4 target	Q4 RAG	18/19 actual	19/20 actual	19/20 target	Overall RAG
LC3	Crime rate per 1,000 population	Yes	Top 25%	●	Yes	Yes	Top 25%	●
EVS2	Residual waste per household	79.7kg	93kg	●	365.16kg	313.57kg	365kg	●
EVS3	Cum % of household waste recycled	61.6%	61.0%	●	58.8%	61.6%	61.0%	●
PSH6	Unemployment claimant rate	1.5%	1.4%	●	1.1%	1.5%	Top 25%	●
PSH5	Cum number of affordable homes	469	476	●	180	469	476	●
RHS11	Emergency accomodation >28 days	2	0	●	0	2	0	●
RHS12	Emergency accomodation <28 days	7	6	●	0	7	6	●
LC2	Leisure Centre visits	226,581	231,255	●	943,512	895,689	853,335	●
LC4	% inc in members of Cotswold Tourism	Reported annually			11.0%	-1.8%	5.0%	●
	Revenue spend as % of budget	95.4%	<100%	●	94.9%	95.4%	<100%	●
RHS3	Cum % of council tax collected in year	98.6%	99.0%	●	98.7%	98.6%	99.0%	●
	Cost of services per head of population	Reported annually			£74.06	£76.32	Top 10%	●

Progress towards achieving key tasks 2019/20 Q4

Adopt and implement the community infrastructure levy by 31st Dec 2020

Review the vitality and viability of our market towns by 30th Sept 2020

Introduce electric vehicle charging points by 31st Mar 2020

Implement outcomes of the parking strategy by 30th Sept 2020

Establish community engagement arrangements for the OCGV

Publish the submission draft of the OCGV area action plan by 30th Apr 2020

Better broadband and mob phone coverage by 31 Mar 2020

Oxon wide project to deliver the Housing and Growth deal by 31st Mar 2023

Deliver 476 affordable homes in 2019/20

Deliver phase 2 of the Carterton Leisure Centre by 31st Dec 2019

Work with Publica Group to deliver £1.65m per annum savings by 2021

Optimise asset usage to obtain efficiency savings by 31st Mar 2020

Chris Hargreaves ●

Will Barton ●

Claire Locke ●

Claire Locke ●

Andrea Clenton ●

Chris Hargreaves ●

Phil Martin ●

Will Barton ●

Giles Hughes ●

Murry Burnett ●

Martin Holland ●

Jan Britton ●

Frank Wilson ●

Christine Cushway ●

Key:

On track ●

Behind schedule ●

Target date missed ●

Complete ●

Objective under review

CORPORATE PERFORMANCE FRAMEWORK 2019/20 Q4

Priority – Protect the environment whilst supporting the local economy

PI Code	Indicator	Q4 Outturn	Q4 Target	Q4 RAG Status	2018/19 Outturn	2019/20 Outturn	2019/20 Target	Overall RAG Status	Comments
LC3	Crime Rate per 1,000 population	Yes	Top (Best) 25% of councils in Thames Valley	Green	Yes	Yes	Top (Best) 25% of councils in Thames Valley	Green	12 months to February 2020
EVS2	Residual household waste per household	79.7kg	93kg	Green	365.16 kg	313.57kg	365kg	Green	<p>During 2019/20, the District produced less residual waste per household and sent a greater proportion of waste for recycling, reuse and composting than the previous year.</p> <p>The dry recycling rate was 26.9%, the composting rate was 25.7% and the amount of food waste sent for anaerobic digestion was 9.1%.</p>
EVS3	(Cumulative) Percentage of household waste sent for reuse, recycling and composting	61.6%	61%	Green	58.80%	61.6%	61%	Green	<p>The combined recycling rate was up nearly three percentage points on the previous year.</p> <p>There was an eight week door knocking campaign in August/September 2019 aimed at increasing food waste recycling and raising awareness of what items can and cannot be placed in the recycling bin. This type of initiative has been proven nationally to be the most effective way of changing recycling behaviour</p>

Priority – Protect the environment whilst supporting the local economy

PI Code	Indicator	Q4 Outturn	Q4 Target	Q3 RAG Status	2018/19 Outturn	2019/20 Outturn	2019/20 Target	Overall RAG Status	Comments
PSH6	Unemployment Claimant Rate	1.5%	Top (Best) 25% SE Councils (1.4%)	Amber	1.1%	1.5%	Top (Best) 25% SE Councils	Amber	<p>The next phase is to transfer claimants on legacy benefits to the Full Service. This phase is not expected to be completed until September 2024.</p> <p>We do not expect any reliable statistics until all cases have transferred to the full service.</p>

Priority – Working with communities to meet the current and future needs and aspirations of residents

PSH5	(Cumulative) Number of affordable homes delivered (gross)	469	476	Green	180	469	476	Green	<p>Annual target achieved 'within tolerance'</p> <p>There was a shortfall in the delivery of affordable homes in the first six months. The majority of the shortfall was recovered during Q3 and Q4 to bring the total close to the target. In addition, West Witney, Aster was able to secure additional affordable housing (15 homes) during Q3.</p> <p>Sites at Downs Road, Witney and Nethercote Road, Tackley and Thornbury Road, Eynsham have not delivered the anticipated numbers of affordable homes due to a range of planning and site issues. In addition, a small number of affordable homes scheduled for late Q4 have been postponed due to Covid-19.</p> <p>All sites are currently closed due to Covid-19.</p>
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Priority – Working with communities to meet the current and future needs and aspirations of residents

PI Code	Indicator	Q4 Outturn	Q4 Target	Q4 RAG Status	2018/19 Outturn	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
RHS11	(Snapshot) Number of households living in emergency accommodation over 28 days	2	0	Amber	0	2	0	Amber	Both households are waiting to move into housing association accommodation. Housing Associations are no longer letting properties following central government request for households not to move due to Covid-19
RHS12	(Snapshot) Number of households in emergency accommodation under 28 days	7	6	Green	0	7	6	Green	Annual target achieved 'within tolerance' A combination of rough sleepers and sofa surfers. Following lock down and the instruction to get rough sleepers into accommodation, this number is expected to increase. There has also been an influx of sofa surfers as members of households or the sofa surfer has had to self-isolate; and potentially the early release of prisoners could also have an impact on numbers. Some accommodation has been found across the partnership.
LC2	Total number of Leisure Centre Visits (Windrush, Chipping Norton, Carterton and Bartholomew) excluding school visits.	226,581	231,255	Amber	943,512	895,689	853,335	Green	The new facilities and activities introduced as part of the Carterton Leisure Phase 2 project during Q3 was having a positive impact on demand and usage. The overall number of visits for the year was significantly affected by Covid-19 during the weeks prior to and following the instruction to temporarily close all centres on 20 th March.

Priority – Working with communities to meet the current and future needs and aspirations of residents									
PI Code	Indicator	Q4 Outturn	Q4Target	Q4 RAG Status	2018/19 Outturn	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
LC4	Promoting Tourism: % increase in membership of Cotswolds Tourism Partnership (against the baseline)	Reported Annually			11%	-1.75%	5%	Red	At the end of March 2020, there were 336 members, just a few less than the baseline of 342. There are now fewer memberships as Marketing Cheltenham members are no longer included (c60 members); it now operates as our partners but entirely separately.
Priority –To provide efficient and value for money services, whilst delivering quality front line services									
	Revenue Spend as % of Budget	95.4%	<100% (profiled budget)	Green	94.9%	95.4%	<100%	Green	
RHS3	(Cumulative) The percentage of Council Tax collected in year	98.64%	99%	Green	98.71% (MHCLG 98.5%)	98.64%	99%	Green	In 2018/19, the Council's in-year collection rate was 98.5% in comparison to Shire Districts at 97.9% and England at 97%. The service continues to recover council tax on previous years' debt throughout the year
	Overall cost of Council Services per Head of Population (from Revenue Estimates)	Reported Annually			£74.06 (11 th of all shire districts)	£76.32 ¹ (10 th of all shire districts)	Within top 10% nationally	Green	¹ Revenue estimate for 2019/20

	Assignee	Status	Progress
Protect the environment whilst supporting the local economy			
Adopt and implement the Community Infrastructure Levy by 31 December 2020	Chris Hargraves	On Target	<p>The District Council is seeking to introduce the Community Infrastructure Levy (CIL) in West Oxfordshire to help raise additional funds from new development to help pay for new and improved infrastructure across the District.</p> <p>CIL is complementary to the existing system of planning obligations (e.g. Section 106 agreements) but is not tied to particular development sites, benefitting from a greater degree of flexibility in terms of what it can be spent on.</p> <p>Consultation on a draft CIL charging schedule had been expected to take place in March/April 2020 but that consultation has been postponed in light of the current health crisis and will now be undertaken later in the year. It is still hoped that the CIL charging schedule can be adopted and implemented by the end of December 2020.</p>
Undertake a review of the vitality and viability of our market towns in order to feed into future policy development to ensure their sustainability by 30 September 2020	Will Barton	Slightly behind target	<p>Work continues with partners on the vitality and viability of our market towns in a rapidly changing sector to help ensure that our market towns are sustainable in the long term. Officers continue to gather intelligence from a variety of sources to understand how our towns will evolve and if there are interventions that the Council can make to support the changes.</p> <p>A study of the vitality and viability of Witney Town Centre was undertaken over the course of the summer of 2019 including engagement with shoppers, retailers and other key stakeholders. Further work is planned in relation to Carterton Town Centre which will take place in summer 2020 with the outputs available by the autumn.</p>

	Assignee	Status	Progress
Protect the environment whilst supporting the local economy			
Introduce Electric Vehicle Charging Points for both public and council business use by 31 March 2020	Claire Locke	Not Achieved	<p>In July 2019 the Council declared a Climate Change Emergency and stated its determination to be Carbon Neutral by 2030. Work has been underway for some time to introduce an Electric Vehicle Charging infrastructure, which will contribute towards this objective. We prepared the procurement documentation including specification; and in July 2018, Cabinet made recommendations which were endorsed by Council to allocate funding for the preparation of a framework agreement for the Electric Vehicle Charging Point procurement.</p> <p>Due to the complexities of the framework and the different legal arrangements that could result from the range of procurement options, it took external solicitors longer than expected to put the legal framework in place.</p> <p>The framework contracts were approved by Cabinet in October 2019 and mini tenders were then undertaken to get site specific bids. Unfortunately the mini tender process did not attract any bids and the Councils therefore reconsidered the options and have progressed with direct award using an ESPO Agreement, appointing Chargemaster to install charging points at three key locations initially in Witney, Burford and Charlbury.</p> <p>Site visits were carried out in February and Chargemaster is seeking connection costs from the utility provider. This work will be delayed as a result of Covid-19 as the utility providers may be slower in issuing quotes and the physical works cannot be carried out.</p>

	Assignee	Status	Progress
Protect the environment whilst supporting the local economy			
Implement outcomes of the parking strategy (Complete the Woodstock parking review and the feasibility study for decked car parking at the Woolgate) by 30 September 2020	Claire Locke	Behind Target	<p>A development that would support existing retail within Witney is a key priority. We have worked in partnership with USS to progress the feasibility study for the decked car park proposals for the Woolgate. Studies into traffic impacts, environmental impact, potential design and effect on retail sector were completed; and OCC Highways was consulted. Potential designs were refined to consider traffic flow, mitigating impact on neighbours and ease of use for motorists and pedestrians. After some delays to consider outcomes from various studies, the feasibility report has been completed. However, current retail market conditions indicate pausing this project with a review once the market improves, before a decision is taken on the development. Covid-19 may cause a further downturn on the rental market.</p> <p>In October 2018, the Council commenced the Woodstock on-street review, which has yielded a large quantity of data (from residents and businesses in the centre of the town) which has since been reviewed. The Review area has been defined and a survey drafted in consultation with a number of local groups representing the town, which has resulted in a number of iterations of the survey. The online survey has now ended and the data input phase was completed in February 2020; the responses are being analysed to understand the issues and consider potential solutions. This data will initially be the subject of informal discussion with OCC to consider viable changes to the Traffic Regulation Order (TRO), and a report to Cabinet seeking formal recommendations to OCC. Due to Covid-19 and re-deployment of staff, this work has been delayed.</p>

	Assignee	Status	Progress
Protect the environment whilst supporting the local economy			
Establish community engagement and delivery arrangements for the Oxfordshire Cotswolds Garden Village (OCGV)	Andrea Clenton	Achieved	<p>This long term project aims to deliver the much needed 2,200 homes and Science Park as part of the government's programme of Garden Towns and Villages. The purpose of the programme is to create 'exemplar and experimental' new communities in accordance with garden village principles. This requires the Local Authority to take a lead role in the delivery of homes, services, business and community infrastructure, engaging local communities in the process of identifying desired infrastructure for the new Garden Village so that they influence how the new Garden Village will function in the future.</p> <p>The Council has encouraged a community led approach. During the first part of the year, the Council engaged local communities through the garden village community forum, a 4 day 'Design Workshop' in partnership with Grosvenor Developments & Oxfordshire County Council, exhibitions at the Council offices and Eynsham library and the statutory consultation on the Preferred Options Area Action Plan took place over the summer 2019 (including 3 exhibitions of the evolving proposals).</p> <p>Alongside progression of the policies and proposals by WODC via the AAP, Grosvenor Development produced a masterplan towards their Outline Planning Application. Following an independent design review panel by external experts of the draft masterplan in November 2019, GDL made revisions to their proposal accordingly. A second independent design review panel was held (including an integrated energy team and Eynsham community representatives) in which feedback was reported. There is broad agreement on the masterplan between WODC, OCC and GDL. GDL had confirmed submission date of 31 March 2020, but has since deferred following design panel / community feedback reports and Covid-19.</p> <p>In terms of delivery arrangements, a new Publica governance structure has been set up within the GV programme governance structure, to bring on board a wide range of senior managers to enable input of their specialist fields of expertise. WODC have expressed interest in delivering the Science Park element of the Garden Village and a work programme is being developed for that area of work.</p>

	Assignee	Status	Progress
Protect the environment whilst supporting the local economy			
Publish the submission draft of the Oxfordshire Cotswold Garden Village Area Action Plan by 30 April 2020	Chris Hargraves	Behind Target	The Oxfordshire Cotswolds Garden Village is allocated as a strategic location for growth in the adopted West Oxfordshire Local Plan 2031. It is expected to deliver around 2,200 new homes in a highly sustainable location supported by new, high-quality business space, a park and ride and a range of other supporting services and facilities. To guide the future development of the garden village, the District Council is preparing a new Area Action Plan (AAP) which will establish a vision for the new village, supported by objectives and policies addressing a range of issues from housing and transport to the environment and health with a particular emphasis on the climate change emergency. The AAP has been prepared with extensive community engagement to ensure it is reflective of local opinions and priorities. It had been hoped that the submission draft AAP would be reported to Cabinet and Council in April 2020 however that has not been possible due to the current public health situation. It is now anticipated that the AAP will be published in June or July 2020.
Working with communities to meet the current and future needs and aspirations of residents			
Work with providers to ensure better broadband and mobile phone coverage by 31 March 2020	Phil Martin Will Barton	Broadly Achieved	To date the project has delivered superfast broadband capabilities to 3,394 premises across the District despite the ongoing wayleave and contractor issues as well as dealing with the impact of Covid-19 on staff and operations. The second BDUK milestone was successfully achieved in March 2020, which has removed the risk of losing the Government funding associated with the project. Two of the remaining five cabinets have now been successfully commissioned and the remaining three are scheduled in for April /May. The current forecast is that the final premises will be delivered in August 2020 or potentially September 2020. In addition to the planned premises (over 10,500), of which 4,788 have been funded by the Council and BDUK, Gigaclear is proposing to extend its solution out on a commercial basis to a further 5,000 premises across 12 new community build areas over the next 24 months, which will include Combe, Clanfield and Brize Norton.

	Assignee	Status	Progress
Working with communities to meet the current and future needs and aspirations of residents			
Work with colleagues across Oxfordshire to deliver the Housing and Growth Deal by 31 March 2023	Giles Hughes	n/a	There is a need to review the delivery of the Housing and Growth Deal in light of Covid-19. The next Growth Board meeting is set for the 2nd June and it is understood that an initial report on the impact of Covid-19 on the Housing and Growth Deal programme may be on the agenda for this meeting.
Deliver a total of 476 affordable homes in 2019/20	Murry Burnett	Achieved	<p>During the year, 469 affordable homes were delivered, close to the target of 476. Sixty-one percent of the affordable homes are for rent and 39% for shared ownership.</p> <p>During Q4, 132 affordable homes were delivered on the following sites:</p> <ul style="list-style-type: none"> • Bints Yard, Northmoor and Cote Road, Aston (RP Sovereign) • Pinsley Farm Long Hanborough and New Yatt Road, North Leigh (RP Clarion) • Hanborough Gate, Long Hanborough (Blenheim) • Springfield Oval, Witney (RP Platform/Waterloo) • Burford Road, Witney (RP Aster) • Thornbury Road, Eynsham and West Witney (RP Sage) • Downs Road, Witney, Airfield, Stanton Harcourt and Nethercote Road, Tackley (RP Cottsway) <p>Sites at Downs Road, Witney and Nethercote Road, Tackley and Thornbury Road, Eynsham have not delivered the anticipated numbers of affordable homes due to a range of planning and site issues. In addition, a small number of affordable homes scheduled for late Q4 have been postponed due to Covid-19.</p> <p>All sites are currently closed due to Covid-19 and it is not clear when work will recommence. The uncertainty of when sites will re-open will affect our ability to forecast delivery for 2020/21.</p>

	Assignee	Status	Progress
Working with communities to meet the current and future needs and aspirations of residents			
Deliver Phase 2 of the Carterton Leisure Centre by 31 December 2019	Martin Holland	Achieved	<p>The Carterton Leisure Centre Phase 2 extension is estimated to cost circa £8.3m and is being funded by the Council.</p> <p>The new facility mix will meet both the needs of the local community and the needs of people further afield. It is expected to attract people of all ages including groups that are traditionally under-represented. The facility mix will contain:</p> <ul style="list-style-type: none"> • An enlarged gym & New Extreme Zone (indoor trampoline park); • 4 courts Sports Hall Cafés and Crèche; • Dry sports Changing Rooms; • Dance and Spinning Studio. <p>At its meeting in August 2018, Cabinet agreed to award the construction contract to Buckingham Group Ltd, and approved the capital budget for the scheme. The main contractor commenced on site at the end of October 2018.</p> <p>Delivery of Phase 2 (customer usage) has been completed, and the new facilities are in operation including the trampoline park which opened in November. The first bookings for the sports hall commenced on 15 January 2020 and the dance studio and refurbished village changing room were handed over on the 20 January 2020. The official opening of the facilities took place on the 28 February 2020.</p> <p>Initial feedback had been very positive with large numbers of visitors before the instruction from central government to close all leisure facilities in response to Covid-19.</p> <p>The building contractor works were all but finished before the lock down; some snagging works are still outstanding.</p>

	Assignee	Status	Progress
Provide efficient and value for money services, whilst delivering quality front line services			
Work with Publica Group Ltd to deliver £1.65m per annum savings by 2021	Jan Britton	On Target	<p>Savings included within the 19/20 budget remain on track to be delivered and the overall delivery remains slightly ahead of target.</p> <p>Publica's business plan 2019/20 was approved by the Leader at Cabinet in March 2019, and sets out the key tasks against the priorities. A key theme was to develop our core digital capabilities to enhance both personalised contact and our self-serve options with residents and customers. Salesforce was implemented across the partnership and has continued to be enhanced during the year; and a new website for this Council was developed and implemented in March 2020.</p> <p>In addition, the move towards the new operating model is progressing, with a new service delivery team framework which will support the next stage of our transformation and build the capabilities we need. The initial service reviews have identified the staffing capabilities and resources required to deliver services which will inform the service modernisation programme aimed at making services visibly better for customers.</p> <p>Publica's business plan 2020/22 has been prepared and was approved at Cabinet in March 2020.</p>
Continue to improve the use of our assets to obtain further efficiency savings, for instance income from letting office space by 31 March 2020	Christine Cushway Frank Wilson	Not Achieved	<p>Engagement is continuing with partners (Oxfordshire County Council, Police, Health) on the Oxfordshire One Public Estate Programme to consider wider opportunities for collaborative working and review of sites at Welch Way, Witney.</p> <p>Publica has commenced an organisation wide review into smart working and space requirements. One of the aims is to release office space back to the individual Councils so that they can consider options for disposal or commercial leasing of vacated office space. The assessment of office space requirements continues to be a key opportunity to make efficiencies. Work will continue taking into account the needs of the Council, as well as exploiting any potential opportunities with partners.</p>