

Tuesday, 5 April 2022

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FINANCE AND MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

You are summoned to a meeting of the Finance and Management Overview and Scrutiny Committee which will be held in the Council Chamber, Woodgreen, Witney OX28 1NB on **Wednesday, 13 April 2022 at 2.00 pm.**



Giles Hughes
Chief Executive

To: Members of the Finance and Management Overview and Scrutiny Committee

Councillors: Derek Cotterill (Chairman), Geoff Saul (Vice-Chair), Joy Aitman, Alaa Al-Yousuf, Julian Cooper, Rupert Dent, Harry Eaglestone, Steve Good, Gill Hill, Dan Levy, Mathew Parkinson, Alex Postan, Andrew Prosser and Harry St John.

Recording of Proceedings – The law allows the public proceedings of Council, Cabinet, and Committee Meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted. By participating in this meeting, you are consenting to be filmed.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Democratic Services officers know prior to the start of the meeting.

AGENDA

1. **Members Questions**
To receive any questions from Members of the Committee
2. **Minutes of Previous Meeting**
To approve the minutes of the meeting held on 9 February 2022, Minutes Report to follow.
3. **Apologies for Absence**
To receive any apologies for absence.
4. **Declarations of Interest**
To receive any declarations from Members of the Committee on any items to be considered at the meeting
5. **Participation of the Public**
To receive any submissions from members of the public, in accordance with the Council's Rules of Procedure.
6. **Draft Publica Business Plan 2022 - 2025. (Pages 5 - 24)**
Purpose:
To provide the Committee with an overview of the Draft Publica Business Plan 2022 – 2025.
Recommendation:
That the Committee notes the Draft Publica Business Plan 2022 – 2025 and provides comment where needed.
7. **Ubico Business Plan 2022 - 2023 (Pages 25 - 50)**
Purpose:
To provide the Committee with an overview of the Ubico Business Plan 2022 – 2023.
Recommendation:
That the Committee notes the Ubico Business Plan 2022 – 2023 and provides comment where needed.
8. **2021-22 Q3 Performance Monitoring v2 (Pages 51 - 72)**
Purpose:
To provide the Committee with an overview of the 2021- 2022 Q3 Performance Monitoring Report.
Recommendation:
That the Committee notes the 2021- 2022 Q3 Performance Monitoring Report and provides comment where needed.
9. **Committee Work Programme (Pages 73 - 74)**
Purpose:
To provide the Committee with an updated Work Programme for 2021/2022.
Recommendation:

That the Committee notes the work programme and provides comment where needed.

10. **Cabinet Work Programme (Pages 75 - 82)**

Purpose:


To give the Committee the opportunity to comment on the Cabinet Work Programme published on March 2022.

Recommendation:

That the Committee decides whether to express a view to the Cabinet on relevant issues in its Work Programme.

(END)

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 WEST OXFORDSHIRE DISTRICT COUNCIL	WEST OXFORDSHIRE DISTRICT COUNCIL
Name and date of Committee	Finance & Management Overview and Scrutiny Committee 13 April 2022
Report Number	Agenda Item 6
Subject	DRAFT PUBLICA BUSINESS PLAN 2022-25
Wards affected	All
Accountable members	Cllr Michele Mead, Leader of the Council Email: Michele.mead@westoxon.gov.uk
Accountable officer	Giles Hughes, Chief Executive Email: giles.hughes@westoxon.gov.uk
Report authors	Jan Britton, Managing Director, Publica Group (Support) Ltd Email: jan.britton@publicagroup.uk Bill Oddy, Group Manager – Commercial Development Email: bill.oddy@publicagroup.uk
Summary/Purpose	To consider the draft Publica Business Plan 2022-25 and provide comments for the Cabinet to review before it recommends that the Leader (as Shareholder Representative) approves the plan, subject to any comments the Cabinet wishes to make.
Annex	Annex A – Draft Publica Business Plan 2022-25
Recommendation	<i>That members provide comments on the draft Publica Business Plan 2022-25 for the Cabinet to consider before approval of the Plan by the Leader, as Shareholder Representative for Publica.</i>
Corporate priorities	Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council
Key Decision	NO
Exempt	NO
Consultees/ Consultation	<ul style="list-style-type: none"> Publica Board and Publica Shareholder Forum (Council Leaders and Chief Executives/Heads of Paid Service) All Publica shareholder Councils

1. BACKGROUND

- 1.1. As part of the establishment of Publica Group (Support) Ltd. (Publica), twelve items were identified as Reserved Matters for Shareholder approval to ensure that shareholder Councils retained the necessary control over their Teckal company. The Reserved Matters were approved by the Council in October 2016 as part of the governance principles underpinning the establishment of Publica and are set out in Schedule I of the company's Members' Agreement, signed by the Council in May 2017.
- 1.2. The Reserved Matters decisions fall to the Shareholder Representatives to determine. For each shareholder Council the Shareholder Representative is designated as the Leader of the Council.
- 1.3. "Adopting or amending the Business Plan in respect of each Financial Year" is one of the Reserved Matters. To assist the Leader in reaching her decision both the Finance and Management Overview and Scrutiny Committee and the Cabinet will review the draft business plan for 2022-25 before it is approved by the Leader. The plan will be reviewed and approved by the Leader on an annual basis, in accordance with the company's governance.

2. MAIN POINTS

- 2.1. A new, three year, draft Publica Business Plan (2022-25) is attached at Annex A. This business plan sets out the high level, strategic objectives and ambition for Publica over the next three years and how it will deliver both day-to-day services and the key priorities for each shareholder Council. The three year plan enables a medium term financial horizon to be taken as the increasingly challenging financial circumstances of the Councils will be a major driver for the focus of Publica's work. The three year horizon of the plan will also enable a sustained focus on delivering Council priorities and improving service delivery.
- 2.2. Each shareholder Council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these, complementing them by providing the flexibility to deliver different priorities in an individual way for each Council but also making the most of shared services and ambitions.
- 2.3. Three key themes are addressed in this business plan that flow from the shareholder Councils' priorities and will underpin everything Publica does over the lifespan of this business plan. These are:
 - **Planet** - Tackling the climate and ecological emergency. This is the challenge of our generation and a priority for all of the shareholder Councils and Publica.
 - **People** - People are at the heart of Publica as a company, so it needs to employ and retain the right people and be a 'best in class' employer in order to deliver successfully for the shareholder Councils.
 - **Place** - Delivering great services and local priorities for the Councils' communities, residents, and businesses.
- 2.4. Detailed actions emanating from the business plan will be incorporated into individual service plans and/or addressed through Publica's project management framework to ensure delivery is closely aligned to Council priorities and reported appropriately.

- 2.5. The consultation process for the production of the new plan is quite extensive. Early discussions were held with the Chief Executives/Heads of Paid Service from the four shareholder Councils to check that the plan was evolving in line with expectations. The initial draft was also discussed with the Publica Board in mid January 2022.
- 2.6. The Publica Shareholder Forum (comprising the Leader and Chief Executive/Head of Paid Service from each of the four shareholder Councils, together with the Publica Board Chair and Managing Director) met in late January to review the draft plan and the feedback received from the Publica Board and the Chief Executives/Heads of Paid Service.
- 2.7. Comments and additional feedback from the Shareholder Forum have now been incorporated in the final draft plan attached at Annex A. The draft plan is being presented to the relevant scrutiny committee at each of the four shareholder Councils, seeking comments prior to its presentation to the Cabinet meeting at each Council in April. Each Cabinet will be asked to consider feedback from the scrutiny consultation and recommend to their Council Leader that the plan be approved. As it is a three year plan, there will be an annual review and approval process put in place for the following two years, in line with Publica's governance.
- 2.8. The plan will be designed and published on the internet and shared with the shareholder Councils once it has been approved by the Council Leaders.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from approval of the business plan.
- 3.2 The business case approved by the shareholder Councils in September/October 2016 set a target of a cumulative reduction in the Councils' base revenue budgets of £2.1m by the end of 2022/23. Publica is on track to deliver a baseline budget saving of £2.7m by the end of 2022/23 – some £0.6m ahead of target. In addition, c.£1.8m of one-off savings have also been made and returned to the Councils for reinvestment in their service priorities.
- 3.3 The new business plan acknowledges the financial challenge that all the shareholder Councils are facing over the next few years and sets out Publica's role in supporting the Councils to address this challenge.

4. LEGAL IMPLICATIONS

- 4.1 The Publica Business Plan has to be approved on an annual basis by the Council's Shareholder Representative (the Leader) in accordance with the Articles of Association and Members' Agreement for Publica Group (Support) Limited.

5. EQUALITIES IMPACT

- 5.1. The People theme within the new business plan encompasses how Publica will lead, support and develop its employees, celebrating diversity and challenging inequality.

6. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 6.1. Tackling the climate and ecological emergencies is a key theme within the new business plan, setting out how Publica will work to embed this into all its work.

7. RISK ASSESSMENT

- 7.1. The draft business plan has been subject to early consultation with the Council's Head of Paid Service and the Leader (through the Publica Shareholder Forum) to reduce the risk that it does not meet this Council's expectations and needs.
- 7.2. If the Council's Shareholder Representative (the Leader) does not approve the plan there is a risk that Publica will not be able to commence activities that are necessary for supporting the Council to deliver against its Corporate Plan priorities and meet its financial challenges.

8. BACKGROUND PAPERS

- 8.1. None.

DRAFT



Business Plan 2022 to 2025

Delivering more locally by working together

PUBLICA

DRAFT

The Publica partnership: Delivering more locally by working together

PUBLICA

Publica Business Plan 2022 to 2025

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PUBLICA

We are proud to present to the shareholder councils the Publica Business Plan for 2022 to 2025.



Sally Walker
Chair of the Board



Jan Britton
Managing Director

Over the past year Publica has consolidated some of the changes that have been made since we were set up and we have demonstrated the benefits of our approach. We are very proud of our staff and their achievements, and that more than 80% of residents are happy with the customer service they receive. As we emerge from the pandemic we have an opportunity to be more ambitious and radical; to capitalise on our unique partnership model to deliver even better services for local communities, residents, and businesses. This business plan sets out the strategic approach for Publica over the next three years and how we will deliver great services every day alongside the key priorities for each shareholder council.

Each council has its own delivery plans and this business plan is designed to show how Publica will operate to deliver these council plans, complementing them by providing the flexibility to deliver different priorities in an individual way for each council but also making the most of shared services and ambitions.

We have identified three key themes for this business plan that flow from our partner councils' priorities and will underpin everything we will do over the lifespan of this plan. These are:

Planet: Tackling the climate and ecological emergency. It's the challenge of our generation and a priority for all of the shareholder councils and Publica.

People: People are at the heart of what we are as an organisation, so we need to employ and retain the right people and be a 'best in class' employer.

Place: Delivering great services and local priorities for communities, residents, and businesses.

The importance of our work will be heightened by the significant financial challenges facing local government over the period of this plan. Our model provides us with a unique way to respond to these challenges and build on our success since Publica was formed. In this business plan you can read about our customer-focussed operating model using a digital platform, which enables us to deliver better services in a more efficient way. It is an exciting time for Publica and the shareholder councils as we look to innovate and push boundaries with the potential for growth and scaling over the life of this plan and the potential benefits this will bring to existing partners and new ones who want to become part of a new way of delivering public services.

We will continue to learn and improve, taking what we have delivered over the past four years and building on it to make Publica a leading public sector delivery company, known for its innovation, effectiveness and results delivered on behalf of public sector providers.

The Publica partnership: Delivering more locally by working together

Publica is a not-for-profit Teckal company owned by Cotswold, Forest of Dean, and West Oxfordshire District Councils and Cheltenham Borough Council. The four shareholder councils and Publica work together to share skills and resources which enables us to deliver more for local communities, residents, and businesses.

Publica is a young organisation and in the first four years we have transformed the way services are delivered by the councils through our unique partnership approach.

Each of the shareholder councils and our client organisations retain their independence and identity, and by collaborating and sharing resources, we seek to maximise mutual benefit for all. We are ambitious and on a journey of continuous improvement, always looking for new ways to effectively deliver local services.

You can read about our progress and what we have delivered in the Annual Report on our website

www.publicagroup.uk

Staying true to the Publica Values

The values developed at the company's inception hold strong today and will help guide us to achieve our purpose.

Authentic

We act genuinely and transparently. We do the right thing for our customers, our organisation and each other.

Modern

We are not set in our ways. We are constantly looking to find ways to innovate and do things smarter.

Flexible

We are agile and we adapt how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world.

Thoughtful

We take pride in delivering a great service, taking the time to understand and care about the planet and the environment, as well as our customers and their needs.

Meeting the future financial challenge

A decade of austerity, continuing local government funding uncertainty, rapidly increasing delivery costs, increased cost of living and income shortfalls during the pandemic is putting council finances under great strain. Government support during the pandemic has masked the financial problems but the budget setting over the life of this business plan is likely to be the most challenging in many years for our shareholder councils.



The scale of the challenge is very significant with the latest forecasts suggesting that our shareholder councils collectively will need to fill an emerging funding gap of £15m by 2026, this represents some 30% of their net revenue budget. To meet this challenge all four shareholder councils have set ambitious targets for making savings, improving efficiency and increasing income in the future to balance their budgets. These are articulated in their Medium Term Financial Strategies and Investment Strategies.

Publica has already delivered £2.5m of recurring annual savings for shareholder councils since 2017 and most major services have been reviewed and modernised; but we recognise that we must seek continuous improvement across the whole range of services we deliver so that we can offer the best possible services to residents and businesses at the best possible value for the shareholder councils. In doing this we need to recognise that we must support the shareholder councils to maintain services. To support the councils in their financial challenges, Publica will play a key role in:

Enhancing council income streams, identifying investment opportunities and maximising available revenues

- Exploring and delivering opportunities to invest in green technology such as solar power and electric vehicle charging infrastructure which could provide a commercial return and deliver against the councils' climate action objectives
- Maximising opportunities for commercial return

through good asset management, investment in and development of land, property and appropriate services, where these can deliver against priorities

Identifying and securing sources of funding to help shareholder councils deliver against priorities

- Bidding for funds to deliver decarbonisation projects across the councils' asset bases to enable council resources to go further and extend our ambitions. Business cases will be brought forward as new funding rounds are announced
- Raising the profile about the challenges facing rural communities and making the case for levelling up funding from the government

Support service transformation with the councils' other service delivery partners such as waste and leisure providers

- Working closely with Ubico and Biffa to deliver new, more efficient and modern waste, recycling, and grounds maintenance and street cleansing services as part of the Environmental Services Innovation Programme (ESIP) as well as exploring opportunities to scale the partnership
- Working in partnership with the shareholder councils' leisure providers (GLL, SLM, and Freedom Leisure) to meet the needs of local residents and support the local health and wellbeing agenda
- Examining whether there are services that the shareholder councils currently provide through external contracts that could be provided equally well or in a way that better meets the councils' priorities by Publica

Delivering services the Publica way

We don't want to be just a standard public service provider, we want to be so much more. Publica is not about cuts; we are about delivering modern efficient public sector services that cost less. Through harnessing the power of our partnership and our unique approach we can be more than the sum of our parts, delivering much more for residents and businesses than would otherwise be possible if the councils and other public sector service providers worked alone.

Innovating to deliver services more efficiently and effectively, sharing knowledge and experience, and providing creative modern solutions to tackling priorities for our shareholder councils and their communities, residents, and businesses.

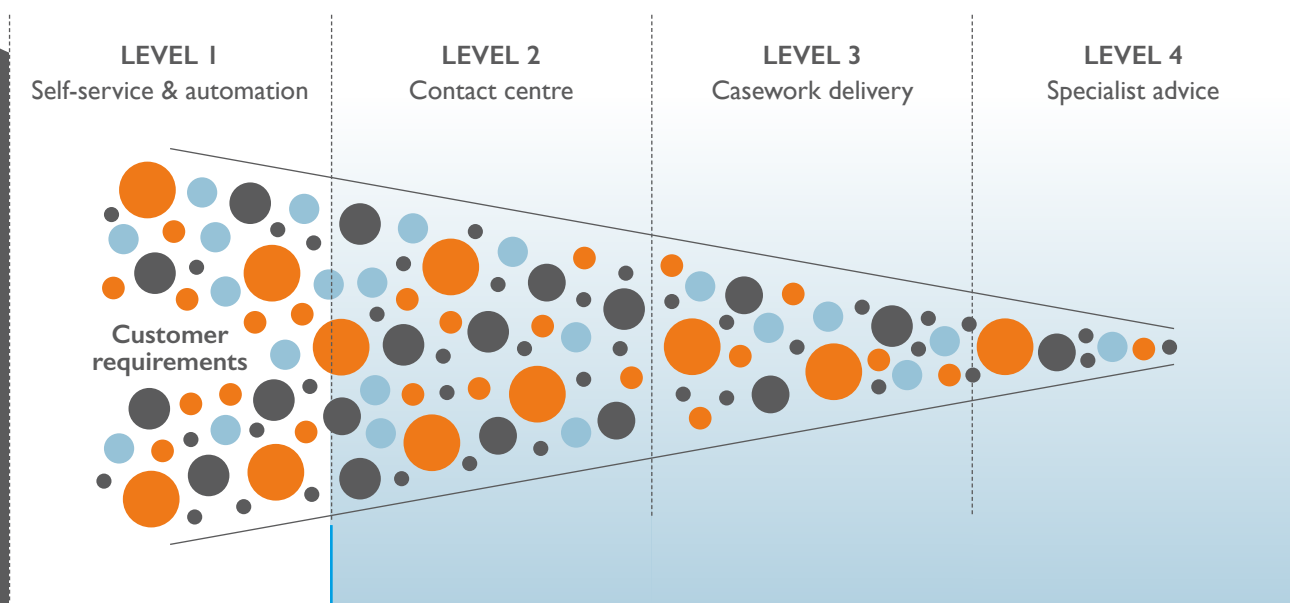
Publica's operating model

To ensure we deliver great modern services for our shareholder councils we will continue to evolve our operating model over the course of this plan. Our customer first model uses automation and technology to deliver high-quality services that residents and businesses use every day.

We know that if we provide good quality digital products and services 24/7 this will provide not only a better customer experience but also minimise the need for customers to contact the councils to obtain information, report something, or make an application. We also know that 10% of UK residents do not use the internet and that some residents

and businesses will need to contact their council by telephone or face to face. We will continue to meet their needs through local contact centres.

The diagram below illustrates our operating model. Customer requirements for services will be met first by designing services in such a way that they are accessed by customers online where they can self-serve (Level 1). Customers that require further assistance can obtain this through our contact centres and council receptions (Level 2). This approach provides better service for customers and is more efficient for the shareholder councils. Only those enquiries or transactions that are the most complex or require professional knowledge or expertise should need to be transferred to our casework and specialist teams (Level 3/4). The benefit of this is that the shareholder councils will continue to have very high customer satisfaction and further development of the model will ensure this continues.



We have already improved the content on the shareholder councils' websites and introduced some new digital products like the Open Portal to enable residents and businesses to complete council tax and business rates transactions 24/7 and more than 2,000 people have already signed up. We have introduced a new online process for residents to report missed waste collections and 30% of reports are now made via our website. We issue more than 80,000 garden waste licences a year and residents can now purchase and pay for these online 24/7. Each of the shareholder councils has made improvements to their reception areas enabling our staff to meet residents and businesses face to face. We have made some improvements to a number of planning service processes including reducing the validation time by almost 70%, this has improved the customer journey and experience.

Using technology to drive service improvements across the partnership

Over the next three years, by implementing the right systems in the right areas, we can continue to make improvements to the services we deliver for shareholder councils. They include:

- Delivering more digital transactional services to support 'channel choice' for residents and businesses and reduce the volume of avoidable telephone calls including environmental services, revenues and benefits (council tax, business rates), and regulatory services
- Implementing technology to modernise our approach to recruitment, human resource management, democratic services, consultation and engagement, and planning
- Upgrading our office based systems to Microsoft 365 to support more agile and collaborative working
- Improving our cyber security. Our systems are already good but we plan to do more and will need to invest in this area. Due to the nature of cyber security we will keep it under constant review during the period of this business plan

Options for future development and growth of the partnership

We need to look at ways the Publica business could develop over the coming years, as the national landscape for local government changes, to benefit our shareholder councils and clients in meeting the financial challenges and delivering improved services. Over the course of this business plan we will look to explore opportunities including:

- Reviewing the potential for further in-sourcing of services to deliver additional control and value to partner councils when these opportunities present themselves

- Keep open and explore opportunities for new councils to join and benefit from the partnership
- Reviewing the business model to see if different approaches might complement the opportunities that are available to grow and scale the partnership
- Collaborating further with Ubico and Biffa and their shareholder councils to exploit opportunities to grow and innovate through the Environmental Services Innovation Programme

How we will monitor progress

The partnership has a comprehensive framework to monitor performance of the councils' plans and priorities, the Publica Business Plan and service performance, and these will be used to provide assurance and include:

- The Publica Shareholder Forum to discuss strategic issues
- The Publica Board where performance against shareholder council performance targets is monitored
- Meetings between the Publica Board and Cabinets of each Shareholder Council to discuss local priorities and performance
- Quarterly council scrutiny and Cabinet meetings at each shareholder council where council performance targets are monitored
- Audit and Scrutiny Committees at each shareholder council
- The publication of the Publica annual report
- Regular all councillor updates and briefings at each shareholder council
- Information on the councillor portals at Cotswold, Forest of Dean, and West Oxfordshire District Councils
- Reporting against agreed SLAs
- Live management information
- In the first year of this plan we will adopt specific improvement plans for development management services, human resources and democratic services

80,000

We issue more than 80,000 garden waste licences a year and residents can now purchase and pay for these online 24/7

Planet: how we will tackle climate change

Tackling climate change is the challenge of our generation, and with each shareholder council declaring a climate emergency as well as an ecological/biodiversity emergency, we must make our response central to all we do. Tackling the climate emergency will become a key focus through all our activity at Publica and we will put it front and centre so it has the urgent attention it requires.

As a start we have signed up to the national “Race to Zero” climate commitment for businesses, to achieve net zero carbon by 2030 and that will be a key target for us. To achieve our commitment we will work with the shareholder councils and our clients to make fundamental and rapid changes across all services to innovate, support, challenge, propose solutions, and aid decision making for a low carbon future.

We will support our shareholder councils to demonstrate leadership in delivering their climate

ambitions, set out in their Corporate Plans and detailed in adopted climate action and ecological targets. This will be achieved by seeking external funding and exploring opportunities to engage with and support residents and businesses to reduce their carbon footprint, and using council powers and influence to instigate changes in behaviour, work practises and development. We will also look for community financing and investment opportunities in carbon reduction assets such as renewable energy generation and storage.

Working together to
reach a target of net-zero carbon by

2030

Supporting our councils’ net zero ambitions for their areas will also mean we will encourage an innovative approach to planning policy, supporting the trajectory to net zero carbon in development management and look to bring forward flagship environmental design schemes for housing and development.

Moving Publica to net zero carbon by 2030

Publica’s carbon footprint is intricately linked with that of our shareholding councils so it is vital that we play our full part in the push to net zero carbon. We will demonstrate our commitment to net zero carbon by putting the climate emergency at the heart of all that we do, ensuring all staff understand and consider

climate and ecological impacts in the services they provide and the decisions that they advise on. We will do this by:

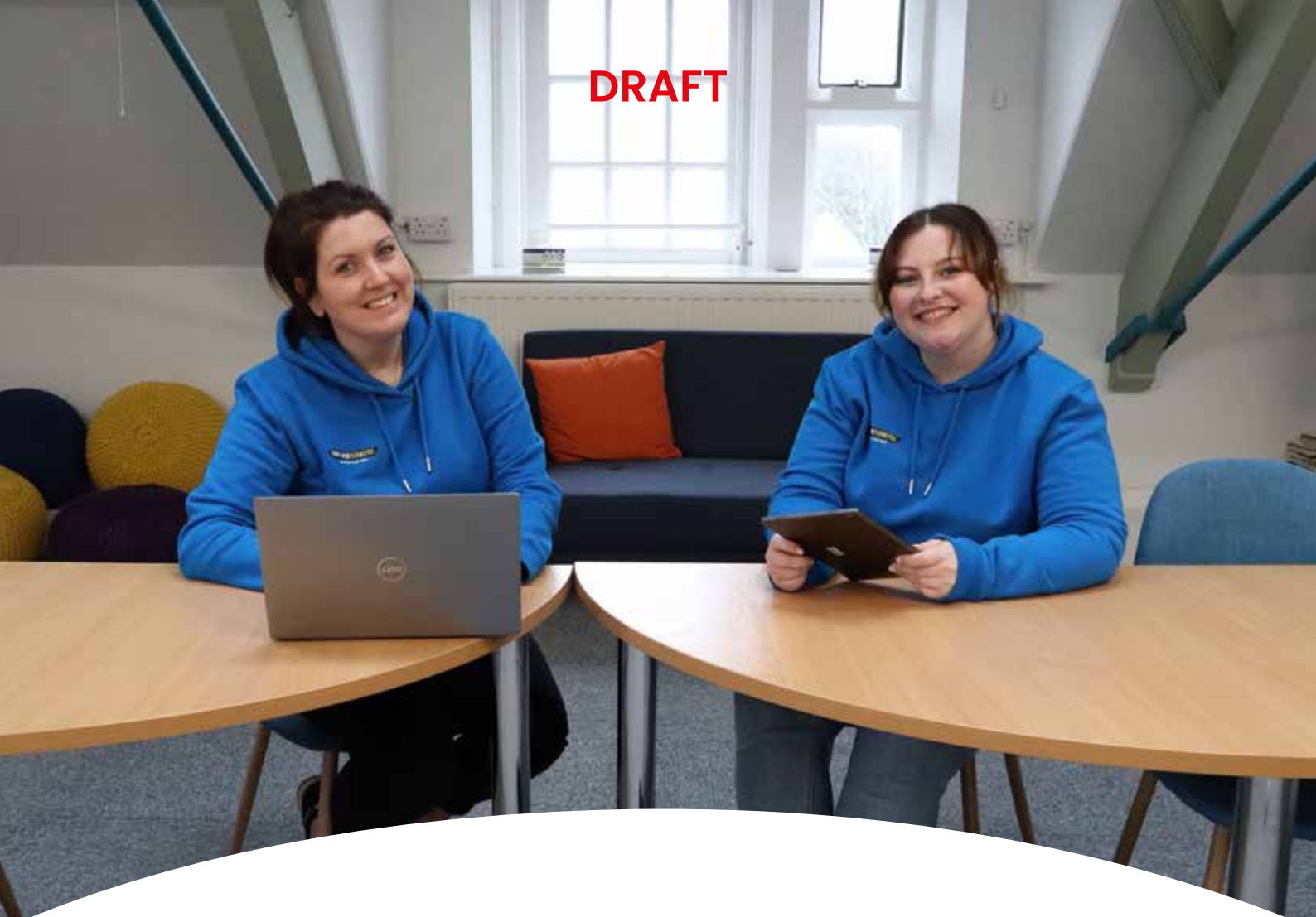
- Rolling out formal Carbon Literacy Training to our employees, aiming to be recognised as a silver level Carbon Literate Organisation over the term of this plan, with 100 people certified as Carbon Literate
- Securing advanced climate emergency training for planning officers and other employees whose professional roles require that they have a greater understanding of issues around energy use, low emission building and transport technologies



- Promoting opportunities to use the two volunteering days that we encourage all employees to take as part of their role with Publica, to support biodiversity and carbon reduction activities - potentially providing up to 1,000 days per year
- Embedding climate, ecological and social value considerations in procurement processes to maximise the use of sustainable suppliers and support local businesses
- Making climate implications a core consideration in decision making, alongside finance, legal and risk
- Implementing our Agile Working Strategy that will reduce unnecessary business miles and staff commuting journeys as well as heating and lighting in under occupied offices
- Making use of our video-link technology as the default option for internal meetings and events,

which is already reducing business mileage dramatically. By halving our business mileage we can save the equivalent of 98 tonnes of carbon dioxide each year

- Changing vehicles to ultra low emission and electric vehicles and reviewing Publica's lease car offer to incentivise our employees to choose electric vehicles for their personal and work journeys
- Encouraging cycling and car-sharing for any essential business trips
- Encouraging our employees to follow the waste hierarchy at work and home with the aim of reducing energy use, purchasing sustainable products and minimising the use of single-use plastics
- Reporting our progress towards net zero carbon in our annual reports



People

We will only accomplish our aims and deliver our shareholder council priorities if the very best people work for Publica. We need to use the advantages we have as a Teckal company to bring in people who are enthusiastic about change and are committed to delivering great public services.

In a challenging employment market, we will need to be innovative and adaptable to attract good candidates. We will increasingly do this by developing our own people locally, through apprenticeship schemes and great working relations with local training providers. We will also continue to recruit nationally, to attract the best talent from across the country, when we need to get the right person for a particular role.

We need to continue building our reputation as a great employer, a great place to work and somewhere people can be ambitious and fulfil their potential. Our employees need to feel well-led, supported, rewarded and empowered within a healthy workplace culture.

Our key areas for development of our people over the course of this business plan are linked with the

Investors in People framework (IIP) which will assist us in continuing to develop the right conditions for improving services and delivering services and key projects for our shareholding councils.

Focussing on our people and modernisation

To bring leadership and focus to modernisation and improvement we will be recruiting a senior manager responsible for organisational development and modernisation. This investment will enable us to make the most of our new digital technology and to genuinely modernise and evolve our operating model.

Leading: Develop great leaders at all levels in Publica

For Publica, 'leadership at all levels' means empowering all our employees, whatever their role, to take ownership for making positive changes and inspiring their colleagues. Having great leaders at all levels is crucial for us to be able to support the councils to set

clear, achievable objectives we can deliver. To develop our current and future leaders we will:

- Provide an ongoing leadership programme that allows all employees to develop their knowledge, skills and behaviours to better deliver council priorities and services
- Drive a noticeable culture change, especially around increasing trust, recognition, collaborative working and building confidence at all levels
- Embed a coaching culture to support the development of others, and engage in peer coaching to support each other and problem solve
- Strengthen staff engagement, for example through holding a regular informal staff forum

Supporting: Enhance the wellbeing of our employees, ensuring that they are supported to deliver to their full potential and that they are recognised for their achievements.

To be a truly great place to work our people need to feel well supported to deliver their role, both in their team and also at a Publica-wide level. To achieve this we will:

- Achieve Investors in People (IIP) accreditation, to validate our progress towards becoming a great place to work
- Implement our agile working approach and ensure our people processes and policies are fit for a modern, flexible workforce, promoting good work/ life balance and support for staff at all stages of their life
- Celebrate diversity, encourage and promote positive relationships, and challenge inequality

Improving: Deliver a comprehensive improvement programme to support the recruitment, retention, training and development of staff

Recruiting good people and then developing them is key to Publica's ongoing success in delivering great services for our shareholder councils and our clients. We want to improve our approach to organisational development so staff can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services. To do this we will:

- Grow our talent from within the organisation, identifying and developing our high performers and future leaders alongside structured succession planning and more career graded posts
- Drive improvements in our human resources service, particularly to strengthen recruitment and retention, including implementation of a new Applicant Tracking System
- Provide all our people with training and development opportunities that support the ambitions and strategic priorities of the Publica partnership
- Maximise the use of our apprenticeship levy by offering employees professional qualifications to develop their careers within Publica and promote their achievements
- Aim to have 10% of our employees engaged in leadership and/or professional development training programmes
- Enhance our benefits package for employees to strengthen recruitment and retention



FOUNDATION
LEVEL AWARD



TECHTALENT
CHARTER:
SIGNATORY

Place

We are committed to providing great services to local communities, residents and businesses and delivering key projects with the shareholder councils, being flexible where we need to be and sharing resources and ideas.

Our shareholder councils share some ambitions but they also each have local needs and priorities that will deliver against their own corporate plans. During the life of this business plan we will deliver against these priorities and corporate plans for each of the councils. We will respect their individual identities, while also making the most of delivery through the partnership, achieving more together and collaborating and pushing the boundaries of what we do to showcase the very best in place-based delivery. During the life of this business plan we will support the shareholder councils develop their approach to

the government's levelling-up missions and in particular the challenges facing rural communities.

Our approach to programme and project management will continue to evolve and enable us to deliver large scale and complex work and agreed outcomes and benefits for shareholder councils and partners. We have established a portfolio board and recruited new project managers who are part of a central resource and this will help us deliver an ambitious programme of work during the life of this plan.



Growing local economies and driving renewal and recovery

Through understanding the needs of local businesses and opportunities, we will provide support to local economies by encouraging resilience and growth and actively driving regeneration. To do this we will:

- Progress regeneration projects at key locations such as Five Acres, Coleford; Hensington Road, Woodstock; and Town Centre strategic sites in Cirencester
- Help economies grow and evolve by supporting new and existing local businesses to thrive by creating a positive business environment; supporting investment, providing business support, encouraging the transition to digital and low carbon where appropriate, and delivering effective licensing and regulatory services that support them in providing compliant and safe services and premises
- Support town centres to evolve in the face of changing shopping habits and encouraging residents to support local businesses

Encouraging and facilitating the delivery of affordable housing

All the shareholder councils want to deliver affordable housing where the market is not delivering sufficiently to meet the needs of local people and we want to be ambitious in our delivery for the shareholder councils:

- We will continue to deliver affordable housing in partnership with developers and housing providers, seeking additional affordable units and sustainability enhancements in innovative ways
- We will push the boundaries with exemplar design to maximise the delivery of development schemes that are sustainable and align with net-zero carbon ambitions

Helping to develop future plans for our areas that deliver for communities and protect the environment

Through the development of Local Plans for the shareholder councils, we will help shape the future of each area. They will be focussed on local priorities such as bringing about even more affordable homes,

promoting net-zero carbon homes, growing local economies and planning for sympathetic development. This will be achieved by:

- Delivery of refreshed Local Plans and updates, exploring new ways to engage communities around the key priorities for those plans and the future of each area
- Effective engagement with town and parish councils to shape development and meet local needs
- Managing and monitoring the delivery of sustainable development in the right place at the right time to meet identified needs by raising awareness and expectations for good design and sustainable development

Helping to build and support strong, healthy and resilient communities

Through direct engagement with residents we will look to understand community needs and then help them provide solutions that work at a local level. We want local communities to buy into solutions and work alongside their councils and other public services, charities and partners. This will be achieved by:

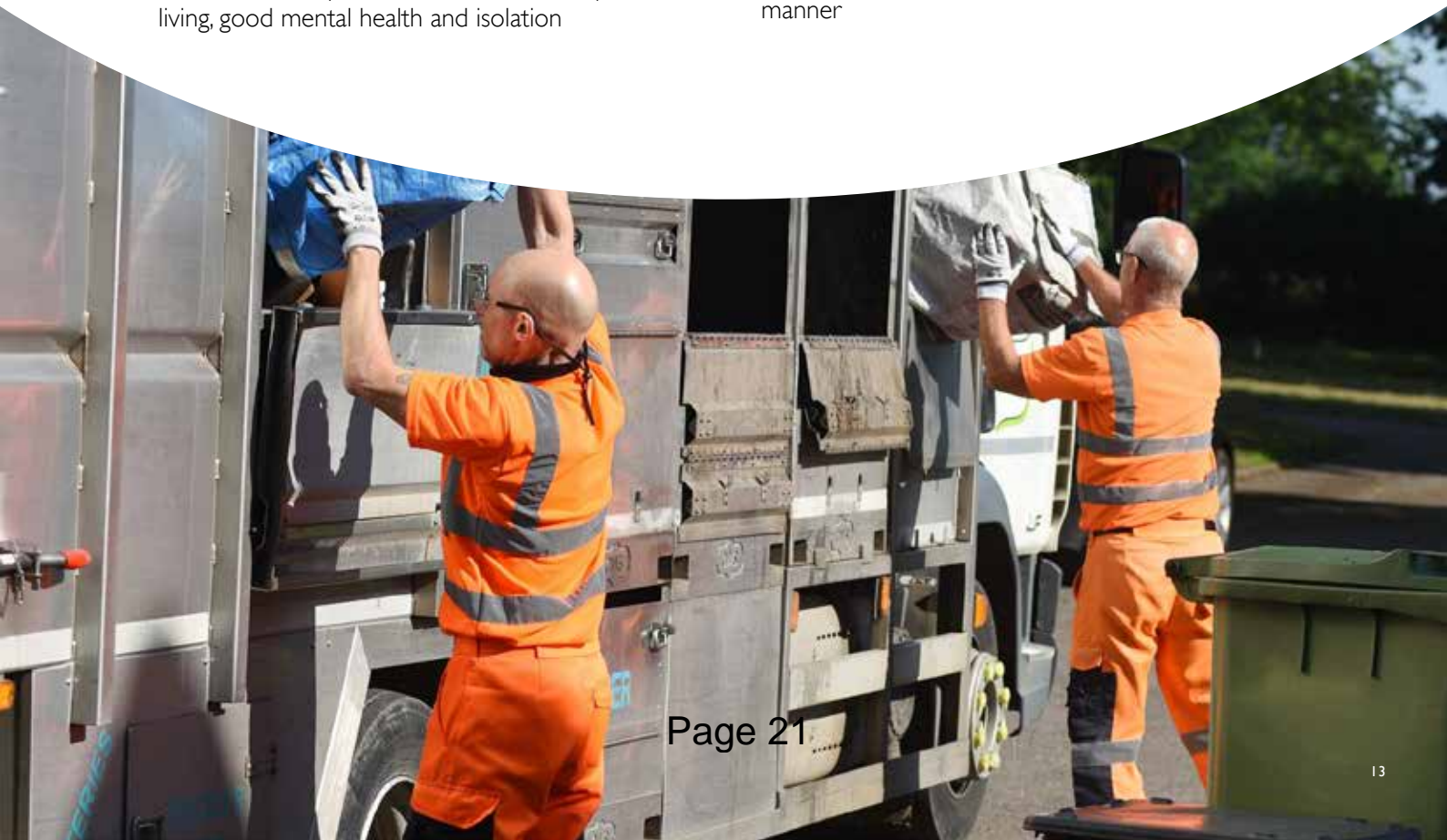
- Developing and strengthening relationships with county and district councils, the NHS and the police, leisure providers, and town and parish councils, supporting funding bids and promoting funding opportunities
- Supporting the voluntary community sector (VCS) and commissioned services (e.g. social prescribing)
- Supporting communities to provide assistance at a local level for key local issues such as independent living, good mental health and isolation

- Developing our approach to digital engagement with communities, particularly those that are hard to reach, using digital engagement platforms
- Work in partnership to provide effective response, prevention and preparation for flood events and other major incidents that impact on communities, residents and businesses in the Cotswolds, Forest of Dean, and West Oxfordshire
- Working closely with partners, including the shareholder councils' leisure providers, to develop healthy communities, enabling inclusive sustainable leisure, sports and recreation facilities, green infrastructure and access to places to walk, run and cycle

Looking after our local environment

Each of the shareholder councils covers landscapes nationally regarded for their outstanding beauty and heritage. Maintaining these areas so they are clean and well kept is important across the partnership. We will deliver high quality services in the areas we are responsible for, as well as work in partnership, and to achieve this we will:

- Continue to work with our partners Ubico and Biffa to operate great waste collection and recycling services as well as tackling fly-tipping and environmental crime
- Operate our regulatory services such as development management, environmental health and licensing in a way that supports businesses to succeed and reduces the environmental impact of their activities, rather than acting in an adversarial manner



Continued improvement of our Development Management Service

Development Management is one of the key services Publica provides to the shareholder councils and plays an important role in shaping local areas. Nationally the sector is facing challenges including increased demand and greater expectations to deliver against local and national policies and priorities and we have not escaped that.

Our aim is to provide 'best in class' planning services for our shareholder councils and we are committed to this. A review of the service was initiated in 2021, focussing on three key areas: resources, processes, and communication with customers, stakeholders, and councillors. We have already turned the corner and the service has improved, however, we recognise that more work needs to be done.

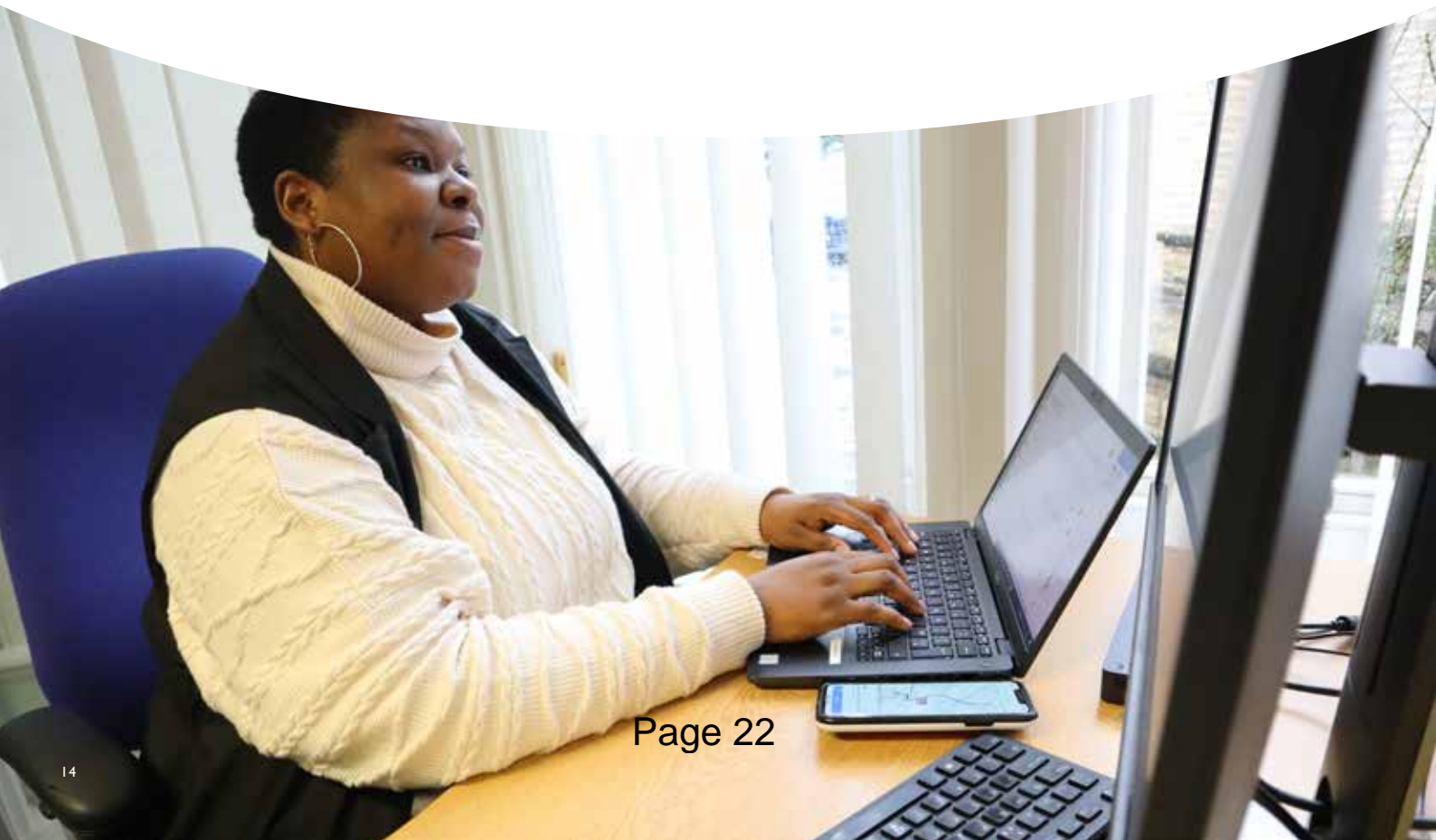
Below is a set of ambitious priorities that we are committed to delivering over the period of this business plan:

- Ensure we determine 80% of planning applications within 8 weeks
- Introduction of a modern pre-application service
- All senior managers responsible for planning will be part of a leadership development programme
- Introduction of all Member updates and a data dashboard
- Improving our user research approach to inform future service development

- Engaging the services of the Planning Advisory Service to provide some objective advice to assist us in moving to the next level
- Development of customer service standards. We will be publishing our standards so that customers have clarity on what levels of service to expect
- A review of the planning enforcement service. This will incorporate a review of the current caseload but also how we triage cases and whether a more collaborative approach to investigation would benefit the shareholder councils and local communities
- A review of the other services impacted by the increased demand in Development Management. Priority areas being the 'Heritage, Design and Sustainability Service' and the 'Flooding and Drainage Service'

80%

Further performance and service design development work ensuring we determine 80% of planning application within 8 weeks



Our Financial landscape

As a 'Teckal' company Publica has a special relationship with its shareholding councils. Given the financial challenges they face, it is imperative that Publica delivers the services they have commissioned within the agreed budget envelope.

THREE YEAR BUDGET PLAN	2022/23 (£)	2023/24 (£)	2024/25 (£)
SALES			
Contract income	29,094	29,133	29,635
DIRECT COSTS:			
Salaries (Inc. on-costs)	(24,855)	(24,835)	(25,262)
Agency costs	(30)	(31)	(31)
Contractor costs	(65)	(67)	(68)
Employee transport and travel	(300)	(300)	(300)
Other staff costs	(511)	(524)	(534)
Gross surplus	3,333	3,376	3,439
Administration expenses	(1,930)	(1,988)	(2,028)
Other operating expenses	(4)	(4)	(4)
Operating surplus	1,399	1,384	1,407
Net interest (payable)/ receivable	2	3	4
Surplus	1,401	1,387	1,411
Tax	0	0	0
Contract fee refund	(1,385)	(1,371)	(1,395)
Retained surplus	16	16	16

Given the short term funding streams the councils are receiving, there are an increasing number of roles that are funded on a fixed term basis. This makes longer term forecasting difficult and adds to the challenge of recruitment and retention.

Notwithstanding this, the table below sets out the projected three year business plan financial estimates. The plan assumes that current short term funded posts are discontinued from April 2023 and at this stage additional savings targets are based around the original business case. This will need to be reviewed over the next year as we plan to meet the additional pressures facing the shareholding councils.

Over the last decade downward national public sector pay pressures have exacerbated recruitment and retention issues for Publica and the wider public sector in general. We find ourselves struggling to compete for some roles, particularly where they are either highly local government specialised or in sectors with extremely high commercial demand. To try to counter this challenge the three year business

plan includes additional resources to:

- Accelerate our drive for equal pay within our pay and grading structure, resolving legacy pay issues
- We want to develop a 'grow your own' culture so staff, and in particular apprentices, can stay with Publica, improve and grow their careers, enabling us to keep good employees and deliver better services
- Offer enhancements to our pension scheme to improve the reward package we offer and seek pension quality mark accreditation (www.pensionqualitymark.org.uk)
- Provide funding to support cost pressures in the non-pay benefits of staff across the partnership

We want to develop a 'grow your own' culture so staff, and in particular apprentices, can stay with Publica, improve and grow their careers


Our Priorities for 2022 to 2023

This Business Plan has set out our strategic priorities for a three year period up to 2025. We will be working on all of the activity outlined in this plan from the outset, however, there are a number of areas in the plan we will be focused on delivering over the first year.

During the first year of the business plan our priorities will be to:

- Make our response to climate change central to all we do
- Support our shareholder councils to deliver their medium term financial strategies and investment strategies to fill the emerging funding gaps they have of £15m by 2026
- Continue to evolve and develop the Publica operating model and channel choice to improve services for residents and businesses
 - Achieve Investors in People (IIP) accreditation
- Modernisation of our development management service and our shareholder councils waste services in partnership with Ubico



 WEST OXFORDSHIRE DISTRICT COUNCIL	WEST OXFORDSHIRE DISTRICT COUNCIL
Name and date of Committee	FINANCE AND MANAGEMNT OVERVIEW AND SCRUTINY COMMITTEE – 13 April 2022
Report Number	Agenda Item 7
Subject	UBICO BUSINESS PLAN 2022-23
Wards affected	All
Accountable member	Cllr Michele Mead, Leader of the Council Email: Michele.mead@westoxon.gov.uk
Accountable officer	Giles Hughes, Chief Executive Email: giles.hughes@westoxon.gov.uk
Report author	Bill Oddy, Group Manager – Commercial Development Email: bill.oddy@publicagroup.uk
Summary/Purpose	To consider the Ubico Business Plan 2022-23 and make any comments that can be considered by the Cabinet and the Leader as Ubico Limited Shareholder Representative.
Annexes	Annex A - Ubico Business Plan 2022-23
Recommendation/s	a) That – subject to any comments it makes - the committee recommends the Ubico Business Plan 2022-23 be approved by the Leader, as the Council’s Shareholder Representative of Ubico Limited, and subject to any minor amendments that might arise from the final stages of consultation with the other Shareholder Councils and/or general editing.
Corporate priorities	<ul style="list-style-type: none"> • Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity • Delivering excellent modern services whilst ensuring the financial sustainability of the Council
Key Decision	NO
Exempt	NO
Consultees/ Consultation	The following people have all been consulted on this report and the detail contained within: <ul style="list-style-type: none"> • Councillor Michele Mead • Councillor Norman MacRae • Environment Overview and Scrutiny Committee • Senior Council Officers • Senior Public Officers

1. BACKGROUND

- 1.1. West Oxfordshire District Council (WODC), is a shareholder of Ubico Limited, a teckal company designed to deliver environmental services, offering better value for money than commercial contracts.
- 1.2. The teckal model enables councils to commission services without the costs associated with an EU procurement process. Ubico delivers environmental services on behalf of the council at a price which reflects the actual cost of service provision, but in doing so holds no assets, and so the depot it operates from, the vehicles it uses to perform the services and the waste and recycling containers which are provided to residents, are all owned by the authority. This ensures that the shareholders have full control over high value expenditure.
- 1.3. As part of the establishment of Ubico, a number of items were identified as reserved matters for council approval to ensure that shareholder councils retained an element of control over their company.
- 1.4. The reserved matters decisions fall to the shareholder representatives to determine. For each partner council this is the Leader of the Council. To assist the Leader in reaching her decision the Environment Overview and Scrutiny Committee and the Finance and Management Overview and Scrutiny Committee are being asked to review the Draft Business Plan. Feedback from the Environment Overview and Scrutiny Committee on the 3rd February has been incorporated into the final draft. The Finance and Management Overview and Scrutiny Committee comments will be verbally given to the Cabinet when it meets on the 20th April.

2. MAIN POINTS

- 2.1. The Business Plan provides the vehicle to carry forward and address the issues identified by the Ubico Shareholder Councils. The 5 year vision developed by the Ubico Board of Directors in 2020 identifies the following priorities:
 - Leveraging synergies and economies of scale
 - Harnessing opportunities to deliver value back to our partners
 - Using technology to drive operational efficiency
 - Understanding our communities' needs
 - Inspiring our workforce to be committed to providing value for money and carbon neutral services
- 2.2 Ubico's 2022/23 business plan and 5-year vision is built around four key pillars:

People

We will have a well-trained, supported and engaged workforce who live our values and are proud to work for Ubico.

Operations

We will deliver high quality services, which remain safe and compliant, seeking continuous improvement in productivity, value and service excellence. We will harness innovation

where appropriate and will explore synergies and opportunities for partnership and cross boundary working.

Climate

We will minimise our environmental impact and support our shareholders to meet their carbon neutral targets, integrating carbon reduction opportunities wherever reasonably possible in both our fleet and non-fleet activities.

Business Development

We will build business development capability which enhances our partnerships and allows for effective identification, analysis and presentation to shareholders of potential new business opportunities. We will explore opportunities that aren't simply about profit, including those that would deliver greater value, help our communities or improve services.

- 2.3 In support of the councils service related and financial priorities, Ubico is working in partnership with Publica and the Council as part of the Environmental Services Innovation Program (ESIP) which is bringing forward opportunities to deliver better services to residents, reduce the effect services have on the climate and environment, and capture efficiency and financial savings for all partners. This will therefore further support the business plan. During the last year ESIP has delivered the following:

- In-cab technology that has helped maintain a high performing waste and recycling service (Over 99% collection rate) and makes it easier for residents to report missed collections
- A new process for residents to purchase green waste licences of which 90% are now procured on-line
- Community recycling sites removed, reducing the level of fly tipping
- Litter bin review and replacement programme completed and every parish and town has new dual waste bins
- Purchase of a new electric road sweeper to support the council's climate change strategy

- 2.4 The Finance Director of Ubico, Chris Urwin, will attend the meeting and be able to answer and questions.

3. REASON FOR RECOMMENDATION

- 3.1. To meet the company's Members' Agreement to approve the business plan.

4. FINANCIAL IMPLICATIONS

- 3.1 There are no additional financial implications associated with the Ubico Business Plan as the budget has already been approved. Ubico has committed to supporting the council deliver savings through the Environmental Services Innovation Program (ESIP) to support its Medium Term Financial Strategy (MTFS).

5. LEGAL IMPLICATIONS

- 4.1 This Business Plan has to be adopted in accordance with The Members' Agreement for Ubico Limited.

6. RISK ASSESSMENT

- 6.1. There are no specific risks in adopting the Ubico business plan. The Council is a shareholder of the company and has already committed to a 5 year contract extension (with a break clause at 2 years) which begins on 1st April 2022, and which reaffirms its commitment to Ubico.
- 6.2. If the Council does not approve the plan there is a risk that the company will not be able to support some of the activities necessary to deliver the savings set out in the Council's MTFS or its corporate priorities.

7. ALTERNATIVE OPTIONS

- 7.1. The Cabinet is free to make comments in relation to the Plan, but proposed amendments will need to be agreed by the other shareholder councils.

8. BACKGROUND PAPERS

- 8.1. None



2022/23 Business Plan

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1. Business Overview

1.1. Who we are

Ubico is a local authority owned company operating across Gloucestershire and West Oxfordshire. We deliver high quality, front line environmental services which support and improve our local communities to remain clean, green and pleasant places to live and work.

In 2022 Ubico will celebrate its tenth anniversary. The company has grown quickly in this time, achieving significant successes whilst facing the challenge of swift expansion, learning and developing and building to the company it is today, delivering reliable, efficient services to our shareholder partners. Our resilient and effective response to the coronavirus pandemic has cemented our reputation as a successful provider of environmental services, and we would like to thank all our shareholders for their support over this challenging time.

We are delighted to be continuing our relationships with our existing shareholder partners into the future, with all our partnership agreements having been extended or renewed beyond 2022. We also welcome Gloucester City as our eighth shareholder and will start delivering services for them from April 2022. We look forward to building the sound relationship that has begun during the preparation work for mobilisation of these services.

Our shareholding authorities continue to face the challenge of delivering high quality services against a backdrop of stretched finances, and this is exacerbated by the financial challenges brought about by the coronavirus pandemic. In 2022/23 we will continue to work closely with our shareholder partners to support them in meeting these challenges, exploring opportunities to deliver greater value through efficiencies, wider partnership working and development opportunities. All of our shareholder partners have declared a climate emergency and we are committing to supporting them in reducing carbon emissions. We will continue to reduce the carbon impact from our fleet activities through improved driving performance, best use of available technology, and using cleaner, greener vehicles in our service delivery.

In 2022/23 we move into the second year of the delivery of our five year vision, delivered through four strategic pillars, People, Operational Excellence, Climate and Business Development. The year will see a key area of focus around our People pillar. Building on our strong foundations to improve our offering to our staff, be it through strong engagement, support, training or technology, is fundamental to the successful delivery of our other

strategic pillars. We will seek to drive improvements in these areas in order that we can continue to deliver successful, efficient services. As a company who relies on the availability of professional drivers, we must also look to mitigate the risks from the national shortage wherever possible. We will continue to deploy our driver shortage mitigation strategy to ensure that we retain our excellent driving staff, and also remain attractive to potential new candidates.

1.2. Quality and safety at our core

Health, safety and compliance remain our number one priority and we are committed to driving continuous improvement in these areas. This is demonstrated through our ongoing achievement of industry-recognised accreditations, including ISO 45001 and ISO 14001 for our Health and Safety Management and Environmental Management Systems respectively.

In 2021 our health and safety support function was brought entirely in-house, consolidating the team and offering greater flexibility to adapt our provision to changing needs. Our internal compliance team, now in its third full year, also expanded its capability to include internal auditing for our ISO accreditations. This not only delivers financial efficiencies, but improves the company's internal expertise, our resilience and the support offered to our colleagues

1.3. Our shareholders



1.4. Our core services



Refuse collections



Food waste collections



Garden waste collections



Recycling collections



Trade waste and recycling collections



Recycling centre management



Recycling and bulking transfer



Street cleansing



Building and public convenience cleaning



Grounds maintenance



Fleet management and maintenance



MOT and taxi testing

1.5. Our values

deliver quality
be safe
do the right thing
care for our environment
work together

1.6. Our approach to risk

Risk management is one of the key principles of effective corporate governance and is also a key contributor to a sound internal control environment.

Ubico continues to seek and adopt recognised best practice in the identification, evaluation and cost effective control of risks and opportunities to ensure that these are managed at acceptable levels. Risk management within Ubico is about managing our threats and opportunities and striving to create an environment of 'no surprises'. By managing our threats effectively, we will be in a stronger position to deliver our business objectives. By managing our opportunities, we will be in a better position to demonstrate improved services and value for money.

Our Strategic Risk Management Objectives:

- Maintain a strategic approach to risk management to make better informed decisions
- Board and Senior Management set a 'tone from the top' on the level of risk we are prepared to accept - our 'risk appetite'
- Use risk management to enable consistent appraisal of options and improved flexibility/agility in delivering change
- Develop leadership capacity and skills to ensure understanding of the risks facing the company and how we manage them.
- Integrate risk management into how we run Ubico business/services.
- Develop a culture of well-measured risk taking throughout Ubico, including strategic, programme, partnership, project and operational.

The Three Lines of Assurance

In order to provide assurance that Ubico has identified and enacted effective controls to mitigate its risks, we have adopted the 'Three Lines of Assurance' model. This model identifies three key sources of assurance, as follows:

- The **First Line** are the functions that own, manage and control risks - these are our managers and supervisors
- The **Second Line** are the functions that oversee risk and ensure compliance - this is our Compliance function
- The **Third Line** are the functions that provide independent assurance on the management of risks. These are our partners who provide our Internal Audit services, our external auditors and the Regulators.

1.7. 2021 Headline Performance

Performance Scorecard

Pillar	Measure	2021 Goal	2021 Achievement	2026
People	Vacancy fill rate (advertisement closed to acceptance)	<1 month	84.08% fill rate Time to hire 2.4 months	<1 month
	Annual training budget utilisation	80% of annual training budget	80.08% (Apr to Dec)	100% of annual training budget
	Conformance to mandatory training to schedule	>90%	New starters >95%	>95%
	Staff turnover	<14% attrition	9.62% (20/21)	<10% attrition
Operational Excellence	Service KPIs - Missed bins (per 100,000 collections)	<0.05 %	0.073%	<0.05 %
	Service complaints & compliments	Maintain & improve	Data will be presented from 2022	Targets established by empirical data
	Fleet compliance	Fleet Audit Scores >90%	92.37% average	Fleet Audit Scores >95%
	RIDDOR occurrence	<12 per year	6	<9 per year
	Deliver to set budget	Within 5% set budget	-6.4% (20/21)	Within 3% set budget
Climate	Reduced carbon emissions	Benchmark in 2021/22	Carbon reduction strategy in place Baseline work in progress (consultant engaged to advise on methodology)	Sophisticated measures in place across transport, buildings and key activities
Business Development	% Service coverage of core services to existing shareholders		82.61%	95%

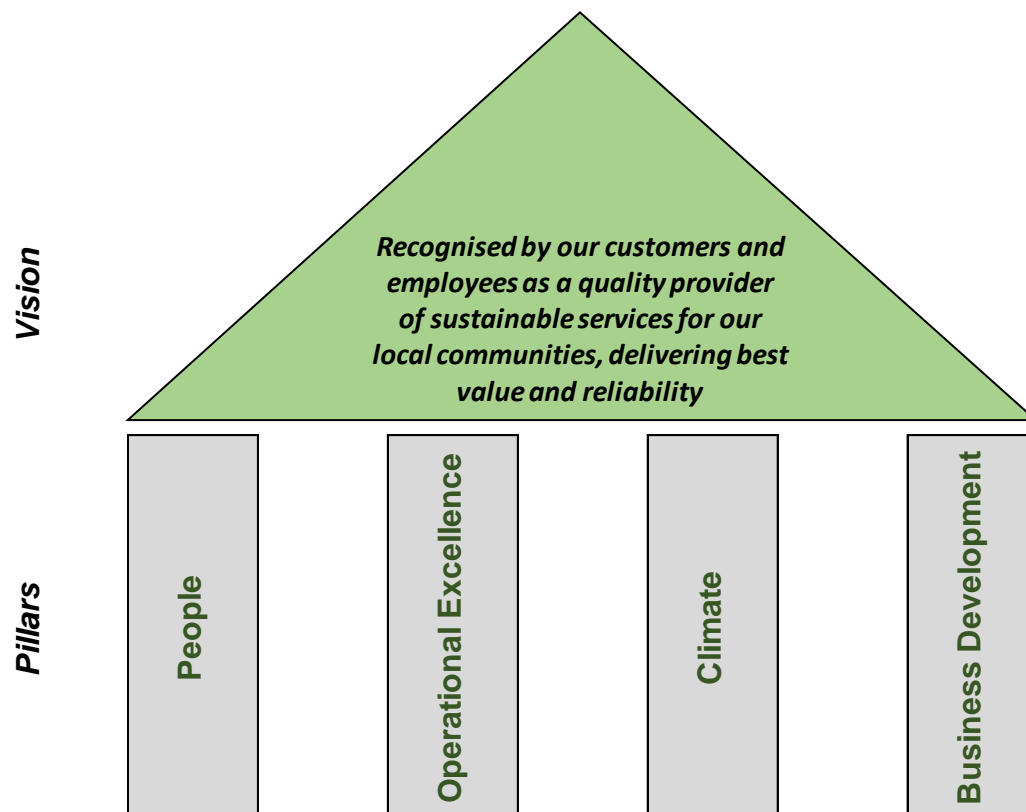
1.8. Our five-year vision (2021-2026)

Recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivering best value and reliability

Through:

- Leveraging synergies and economies of scale
- Harnessing opportunities to deliver value back to our partners
- Using technology to drive operational efficiency
- Understanding our communities' needs
- Inspiring our workforce to be committed to providing value for money and carbon neutral services

1.9. Strategic Pillars of our vision



2. Business Plan 2022/23

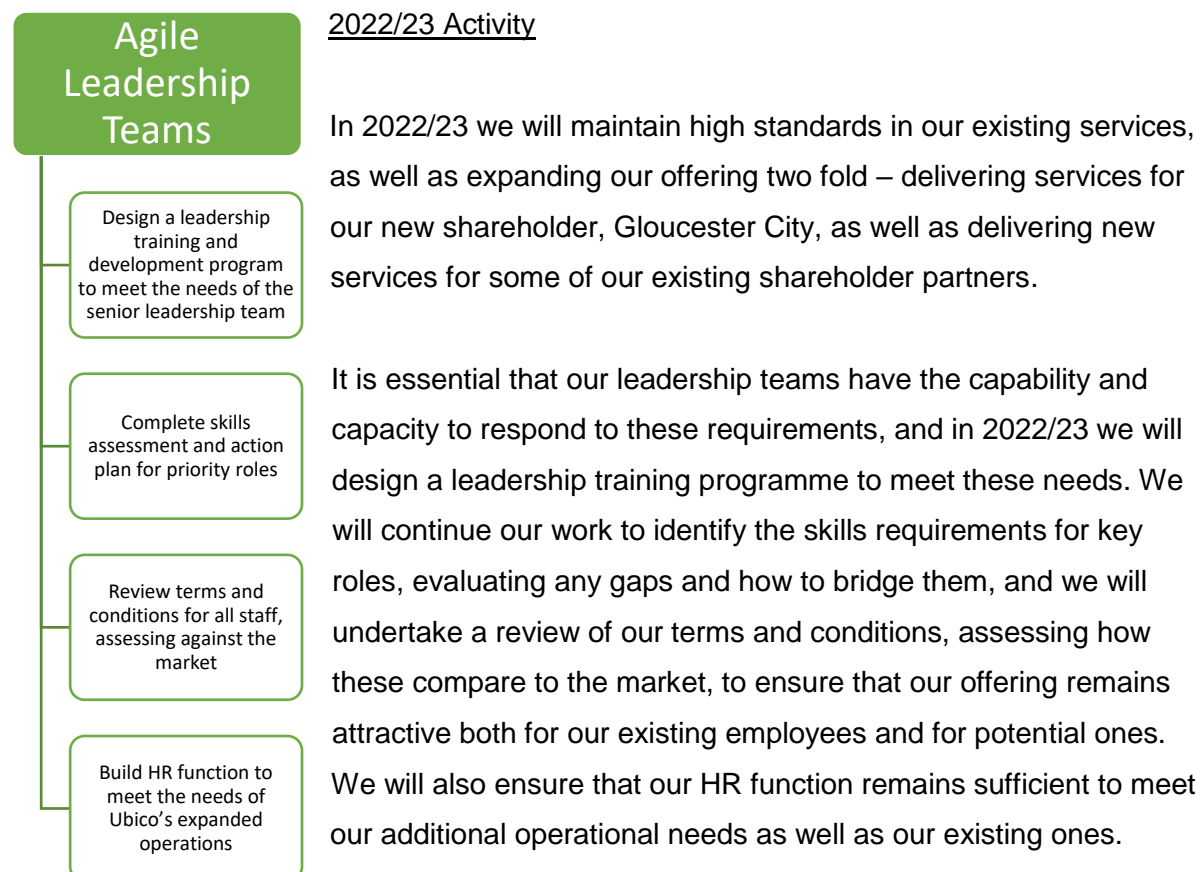
Ubico's 2022/23 business plan is built around our four key pillars:

People	Operations	Climate	Business Development
We will have a well-trained, supported and engaged workforce who live our values and are proud to work for Ubico.	<p>We will deliver high quality services which remain safe and compliant, seeking continuous improvement in productivity, value and service excellence.</p> <p>We will harness innovation where appropriate and will explore synergies and opportunities for partnership and cross boundary working.</p>	We will minimise our environmental impact and support our shareholders to meet their carbon neutral targets, integrating carbon reduction opportunities wherever reasonably possible in both our fleet and non-fleet activities.	<p>We will build business development capability which enhances our partnerships and allows for effective identification, analysis and presentation to shareholders of potential new business opportunities.</p> <p>We will explore opportunities that aren't simply about profit, including those that would deliver greater value, help our communities or improve services.</p>

Each of our four pillars is divided into sub-pillars which contain our high level objectives. The 2022/23 business plan objectives for each sub pillar, and the associated risks and mitigations, are outlined on the following pages.

2.1. People Pillar

2.1.1. People: Agile Leadership Teams



Risks and Mitigations

Risk	Mitigation
We are unable to create packages that are competitive in the marketplace	Continue to improve reward and recognition schemes, staff engagement and the support we provide. Assess market conditions and review with shareholders as required
Ongoing impact of COVID	Agile working policy in place, hot-desking available at all depots, mitigation measures remain in place as long as is necessary, continue to work to WISH guidelines
Succession planning	Development of the learning and training functions, skills assessments in place for priority roles, leadership training and development program in place

2.1.2. People: Attractive Local Employer

Attractive Local Employer

Introduce updated recruitment workflow (Applicant Tracking System)

Modernise the company induction process to enable digital delivery where appropriate

Implement staff engagement programme

2022/23 Activity

In order to attract and retain candidates with the right skills and experience, Ubico must be an attractive employer. Our employees must feel valued and supported and should be proud to work for Ubico.

Key activities for 2022/23 aim to bring improvements in the employee experience at all points in their journey. This starts with attracting the right candidates, which we will enhance by improving our market presence and reputation through our marketing activity (see the Operational Excellence pillar). We will improve the applicant experience through the use of an application tracking system. As well as streamlining the candidate application experience, this will also provide us with better data and reporting

on applicants and their experience which we can use to assess and further improve our processes.

We will continue our journey of improvements in our new staff inductions, modernising them to start to enable digital delivery where appropriate. Our strong provision of support and promotion for good mental health and wellbeing will continue, and we will enhance our communication and engagement, and enable access to employee rewards, through the implementation of an employee engagement platform.

Risks and Mitigations

Risk	Mitigation
National Driver Shortage	Implement the action plan from our Driver Shortage Strategy
Reliance on agency staff	Re-build 'pool' staff where these have depleted Monitor interest in vacancies, vacancy fill rate, attrition rate

2.1.3. People: Excellence in training and development

Excellence in training and development

Create a training and apprenticeship strategy for Ubico

Training feedback and data routinely reviewed by the Executive to ensure quality provision

Pilot a learning management system (LMS)

Establish overarching L&OD function to lead the training team

2022/23 Activity

Ubico has a broad requirement for training and development that is key to the safe and successful delivery of our services. We seek to offer high quality, accessible and enjoyable training for our employees which is relevant to the roles they undertake.

Further to the successful launch of the Ubico Training Centre in 2020, 2022/23 will see us continue to develop our in-house training offering by employing expertise in learning and organisational development and establishing an overarching learning and organisational development function to lead the training team. We will support the delivery of appropriate, high quality training, whilst also modernising and digitising our training-related back office activity through piloting a learning management system.

In recent years, we are delighted that, having completed their apprenticeships, many of our apprentices have remained at Ubico. In 2022/23 we will create a formal strategy for our training and apprenticeships offering to underpin an ongoing supply of reliable, skilled employees.

Risks and Mitigations

Risk	Mitigation
Inadequate expertise in in-house trainers	Overarching learning and organisational function leads the training team, in-house trainers recruited and retained, train the trainer training programme in place
COVID 19 prevents training that requires 'close contact' (e.g. in a vehicle)	Continue to provide such training in the best way possible to achieve the same outcomes. Utilise outdoor spaces wherever appropriate. Maximise 'on the job' training opportunities within crew bubbles.

2.2. Operational Excellence Pillar

2.2.1. Operational Excellence: Delivering Quality

Delivering Quality

Execute Gloucester city services

Embed the company-wide use of the fleet management system

2022/23 Activity

In April 2022 we will commence service delivery for our latest shareholder, Gloucester City. The services we will deliver for Gloucester are synergistic to those we deliver for our existing partners, and will increase the scale of our activities by just under 20%. It is crucial that we embed the delivery of these services effectively and in a timely manner, and to the specification agreed with the council. We will ensure that the services meet our required and expected standards in health and safety and

compliance from the outset, and will introduce alignment with our standard company processes and procedures throughout the year. We will also leverage the benefits of our fleet management system to standardise internal fleet processes, maintain high compliance standards and improve reporting.

Risks and Mitigations

Risk	Mitigation
Front line capacity is insufficient to meet demand	Work in partnership with commissioners to maintain up to date Business Continuity Plans to identify priority services, and to identify and plan for growth as necessary.
Inflationary cost pressures	Highlight potential areas of cost pressure as early as possible in both budget setting processes and monthly forecasting reports. Ensure partners are aware that Ubico do not hold contingency funding.
Gloucester City mobilisation does not meet plan	Program structure enables progress monitoring at appropriate levels, allowing early identification and escalation of risks, and intervention to mitigate. Detailed project plan in place, required resource in place and fully funded, and has appropriate skills to deliver to requirements.

2.2.2. Operational Excellence: Adding Value

Adding Value

Mobilise connected workforce project (digitisation of frontline to back office to council integrated systems) in line with agreed roadmap

New reporting systems implemented to enhance management controls and reduce administrative overhead

Continue to explore opportunities for cross-boundary working and increased integration and collaboration across our operating area that could deliver efficiencies.

Support shareholder partners to assess potential impacts on recycling services once the government's Environment Bill is published.

2022/23 Activity

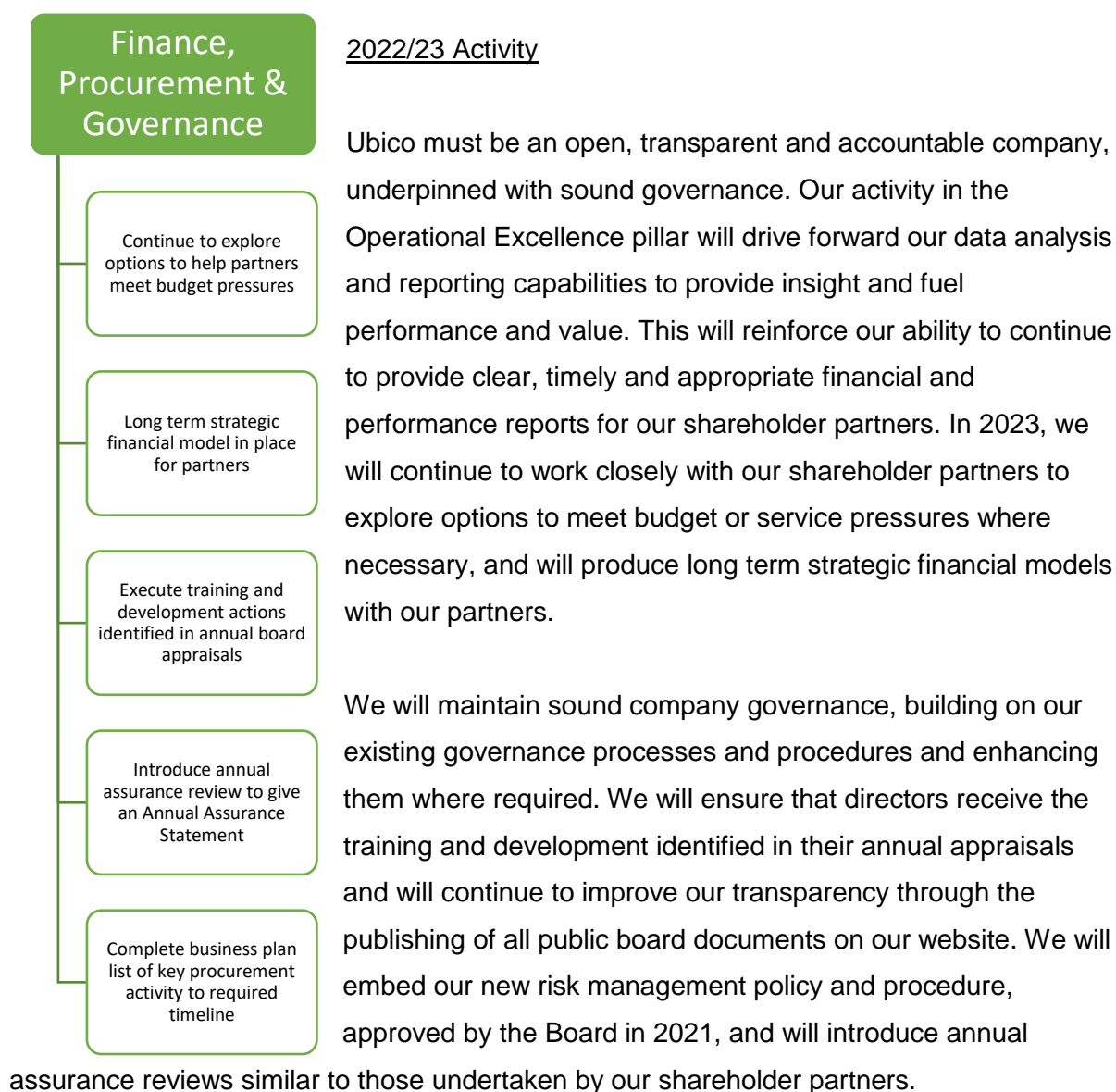
Ubico is working towards a digital transformation that will see secure, integrated digital systems in place across the business by 2026. With 'in cab' technology now in operation in two of our operational areas, 2022/23 will see us further extend our connected workforce project, linking our front line teams with both Ubico and council support and back office teams. With procurement of a Ubico connected workforce system completed, we will work to an agreed roadmap for mobilisation of this technology across all our partners, with two to see full implementation within 2022/23, and two beginning the required preparatory work to launch the following year.

On a wider scale, we will continue to progress our transition to digital systems and processes across our back office functions, improving our recording and analysis of data and its reporting to improve information both for internal management purposes and for our shareholder partners. We will continue to explore opportunities for cross boundary working, and will work with our partners to assess potential impacts on recycling services once the government's Environment Bill is published.

Risks and Mitigations

Risk	Mitigation
Procurement	Sufficient procurement support in place, shareholder partner involvement in tender design and evaluation, sufficient time allowed for procurement activity to be completed
Functionality	Carefully considered specification drawn up with shareholder partner involvement to meet both current and known future needs
A partner requests a bespoke package	Business case articulates benefits of joint package. If still requested, clarify costs of divergence / missed opportunity and ring-fence to partner.

2.2.3. Operational Excellence: Finance, Procurement and Governance



In 2022/23 we will deliver procurement activity as outlined in section 2.2.4.

Risks and Mitigations

Risk	Mitigation
Procurement activity not fully completed	Sufficient procurement support in place, subject matter experts involved in process as required, clear project timelines and requirements set out, understood and met

2.2.4. Procurement 2022/23

Planned 2022/23 procurement activity:

- Refuse Vehicle Framework
- Vehicle Hire Framework
- Agency Staff Contract
- Vehicle Maintenance
- Hooklift vehicle provision (HRC's)
- External Audit
- PPE and Uniform
- Occupational Health
- Permanent Recruitment Framework
- Office Stationery
- CPC training
- Fuel Cards
- Static Compactors
- Learning Management System
- Cleaning and Grounds Products
- Site Fire and Security

2.2.5. Operational Excellence: Marketing

Marketing

Enter national award to raise our profile and celebrate our high standards

Promote our successes in carbon reduction initiatives

Improve website and social media presence to enhance market presence to current and potential employees

Undertake a branding review

2022/23 Activity

Since 2020, Ubico has significantly improved the quality and quantity of its communications, both internally and to our shareholder partners. This has been very well received, has helped strengthen partner relationships and has kept our colleagues across the business engaged and informed at a potentially very disconnected time. This activity will be maintained throughout 2022/23.

An area for development is around brand awareness, which will help to promote Ubico and strengthen our reputation with shareholder partners, employees and the communities we serve as well as potential employees and customers. In 2022/23 we will review our external communications strategy, seeking the support of our experienced partners, to build external awareness of Ubico and promote our excellent reputation. We will also promote our successes in our carbon reduction initiatives and undertake a branding review.

Risks and Mitigations

Risk	Mitigation
Duplication of shareholder communications	Any communications which relate to specific partner(s) signed off by their communications teams.
Perception of moving to separate ourselves from our shareholder partners	Communications strategy designed with the support of a partner's communications team. Partnership working and initiatives celebrated jointly

2.3. Climate Pillar

2.3.1. Climate: Strategy

Strategy

Shareholder climate activities

- Determine roles and responsibilities
- Use our subject matter expertise to create a list of carbon reduction opportunities to input into shareholder considerations
- Work with partners to deliver partner selected priority projects

Ubico activity

- Gap analysis of Ubico's climate reduction opportunities to determine priorities
- Review external support available for carbon reduction initiatives and integrate into Ubico strategy

2022/23 Activity

In 2021/22, Ubico produced its first carbon reduction strategy. The strategy recognises two strands of activity in this area

1. Ubico owned carbon reduction activities that are within the gift of the company to deliver
2. Shareholder sponsored activity which requires approval and funding from our shareholders.

For activity reliant on shareholder partnership and commitment, we will work with our partners to determine roles and responsibilities, create a list of carbon reduction opportunities to input into shareholder considerations, and work with partners to deliver selected priority projects. For activity that is within Ubico's own remit, we already have a number of initiatives which are integrated into our new strategy and will continue. In addition, we will undertake a gap analysis of further climate reduction opportunities and will determine priorities. We will also review the external support available for carbon reduction initiatives and integrate these within our strategy and action plan.

Risks and Mitigations

Risk	Mitigation
Unfunded expectations from shareholder partners or stakeholders	Clarity on funding model for initiatives must be achieved prior to commencement.
Continued disruption to steady state business model and services by Covid, Brexit or supply chain issues affect carbon education initiatives	Improved internal reporting mechanisms give early warning and data to evidence the impact of ongoing increases in service demand or service disruption. Early and ongoing communication with shareholder partners.

2.3.2. Climate: Ubico owned carbon reduction activity

Compliance & Performance

Roll out carbon reduction driver training to all professional drivers where technology permits

Create baseline KPI's to underpin progress reporting for carbon strategy plan

2022/23 Activity

Ubico is already underway with a number of carbon reduction initiatives including around fleet, driver training and biodiversity work with partners. These existing initiatives are folded into our new strategy and our gap analysis will identify further opportunities within key business areas (fleet, buildings, people, policies etc) to provide a prioritised list for design and, subject to funding, deployment.

As part of the gap analysis exercise to identify additional carbon reduction opportunities, we will review how we can quantify and record key carbon impacts so that we can make informed decisions about required areas of activity or improvement, and measure our performance.

Risks and Mitigations

Risk	Mitigation
Driver turnover – loss of skills	New drivers routinely trained as part of induction
Ageing fleet increases emissions	Close partnership working with shareholder partners to maintain an up to date fleet replacement programme that is delivered on schedule. Alternative fuel vehicle options identified on fleet replacement programmes, replacement strategy agreed with partners.

2.3.3. Climate: Partnership Working

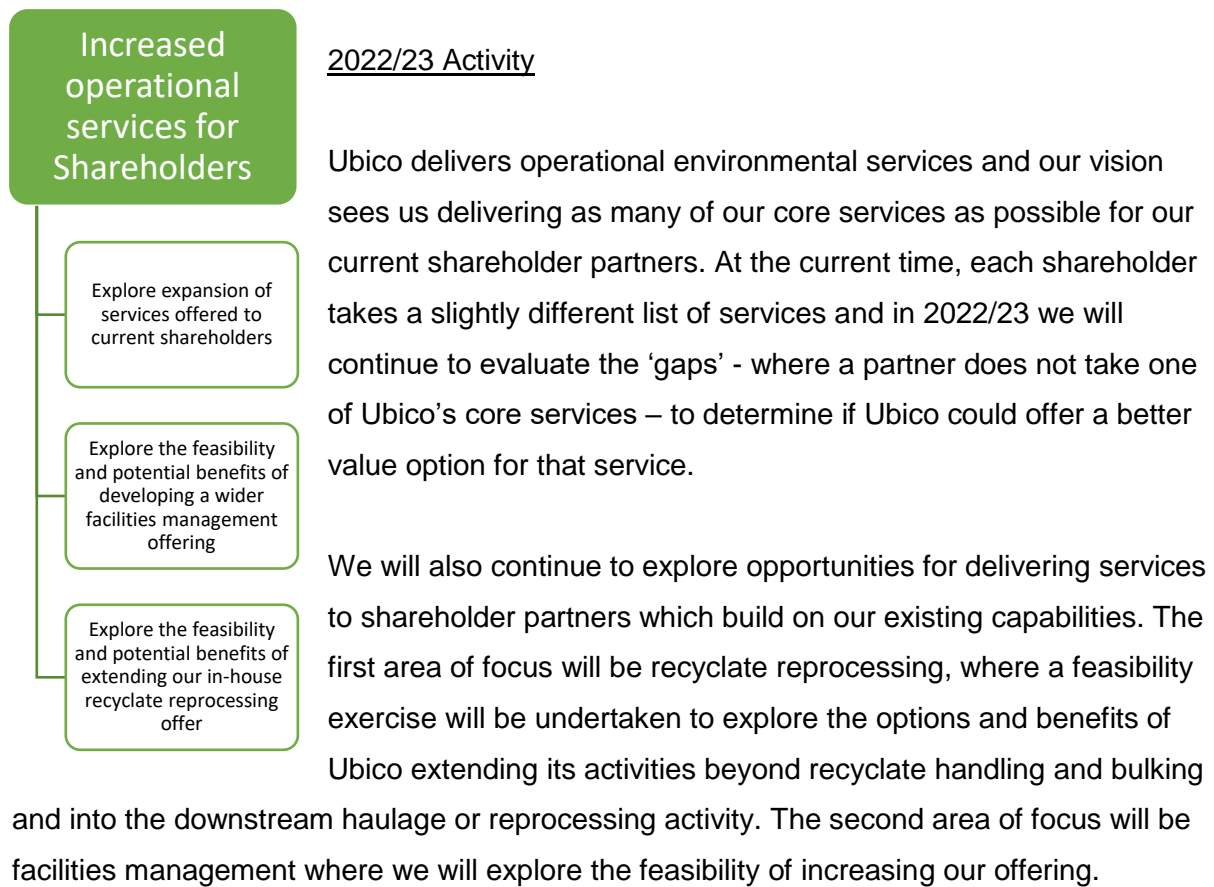


Risks and Mitigations

Risk	Mitigation
Ubico is not consulted on decisions which could impact carbon emissions, or the success of our carbon reduction initiatives	Ubico invited to attend key meetings, both with individual partners and in wider partnership forums to ensure our input or impact on our activities is considered

2.4. Business Development Pillar

2.4.1. Business Development: Increased Operational Services for Shareholders



Risks and Mitigations

Risk	Mitigation
Leadership capacity to manage expanding portfolio	Focus on core environmental services where we are skilled and experienced
Entering new field and competitive landscape changes	Full risk analysis included in each business proposal presented to shareholder partners to enable informed decisions. Funding mechanisms clearly agreed ahead of commencement.

2.4.2. Business Development: 'Future Ubico'

Future Ubico

Consolidate our business foundations

Consult with Shareholders to agree principles for future Ubico vision, including geography, risk appetite and alignment

Further assess vehicle for delivery if/when necessary


2022/23 Activity

Proactive commercial tendering is often cited as a significant area of potential opportunity, growth, and return for Ubico, however the company does not have a commercial bidding team nor the funds to introduce one. As a result, Ubico currently only undertakes a small amount of 'commercial' work (work outside that which it provides to its shareholder partners) and the securing of this work has been opportunistic rather than targeted. However, Ubico has seen significant growth in 2021 with the addition of its eighth shareholder, Gloucester City Council, which will see the company grow by just under 20% in 2022/23.

Within our current 5 year vision, we will consolidate our business foundations in order to maximise the efficiency and scalability of our core operations for our current shareholders. We will engage with our shareholder partners in 22/23 to understand their priorities and vision for Ubico for the next five years. This will determine a future pathway which will be built into our next five year strategy.

Risks and Mitigations

Risk	Mitigation
Gloucester City mobilisation does not meet plan	Program structure enables progress monitoring at appropriate levels, allowing early identification and escalation of risks, and intervention to mitigate. Detailed project plan in place, required resource in place and fully funded, and has appropriate skills to deliver to requirements.
Gloucester City costs increase due to changing economic environment	Early warning of budgetary pressures presented to Gloucester as with our other partners, through both budget setting processes and monthly forecasting reports.
Expectation of expanding commercially without requisite skills or capacity	Detailed shareholder consultation and full understanding of shareholder risk appetite and commitment ahead of commencement of any commercial project

 WEST OXFORDSHIRE DISTRICT COUNCIL	WEST OXFORDSHIRE DISTRICT COUNCIL
Name and date of Committee	Finance & Management Overview & Scrutiny Committee – 13 April 2022
Report Number	Agenda Item No.8
Subject	Finance and Service Performance Report 2021-22 Quarter Three
Wards affected	All
Accountable member	Cllr Suzi Coul, Cabinet Member for Finance Email: suzi.coul@westoxon.gov.uk
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 financial and operational performance at the end of 2021-22 Quarter Three (Q3)
Annexes	Annex A – Service Dashboards Annex B – Detailed Revenue Budget Comparison Annex C – Capital expenditure in the quarter
Recommendation	That the Cabinet report of 16 March 2022 detailing the 2021/22 Q3 finance and service performance be noted.
Corporate priorities	Climate Action: Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity Healthy Towns and Villages: Facilitating healthy lifestyles and better wellbeing for everyone 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 Strong Local Communities: Supporting and building prosperous and inclusive local communities 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 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

- I.1. The Council monitors service performance each quarter and a report on progress towards achieving the aim and priorities set out in the Corporate Plan is produced at the end of Q2 and Q4.
- I.2. A high level Commissioning Framework was approved by Cabinet in October 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information, including a range of performance indicators, 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.
- I.3. A review of performance indicators was completed in Autumn 2021. Portfolio Holders were involved in discussions with relevant managers about priority areas and identifying suitable metrics to provide assurance on how the Council is performing. A mixture of 'old' and 'new' metrics have been grouped under the following themes: Finance, Revenues and Benefits, Customer Services, Development Management, Housing, and Waste and Environment; and are presented in a new condensed 'dashboard' style report. The aim is to provide a range of related information that can be digested quickly and easily to indicate how the Council is performing in each key area and to provide metrics that give early warning of any developing issues.
- I.4. The Council's Chief Executive has received a report on service performance and has assessed it in line with the high level Commissioning Statement. He has drawn particular attention to the following:
 - i. Due to the rapid spread of the Omicron variant in the UK, the Government announced on 8 December 2021 that England would move to Plan B which would include asking people to work from home if they can from 13 December 2021. Publica staff were advised accordingly but it also recognised the importance for some staff to still come into the offices for operational or personal reasons. The experience gained through the pandemic of hybrid and home working has informed the development of a business case to support agile working in the future.
 - ii. The Council is again distributing business grants on behalf of the government, recognising that the rise of the Omicron variant means some businesses are likely to struggle over the coming weeks. Businesses in the hospitality and leisure sectors in England will benefit from one-off grants of up to £6,000. The Council emailed eligible businesses in mid-January 2022, and the window for applications from other businesses followed shortly afterwards. An Additional Restrictions Grant will also be available for eligible businesses.
 - iii. The Council's business rates collection figure (in year) continues to be affected by the impact of Covid-19 on businesses, as is the case with other councils throughout the country. The Government supported certain businesses with 100% extended retail relief reducing to 66% at the end of June 2021 for the remainder of the financial year. The Council recently received £2.27m of Covid Additional Relief Fund (CARF) to be distributed to those businesses that are not eligible for the extended retail relief but

have been affected by Covid-19. There was a detailed report to Cabinet in February 2022.

- iv. Planning performance is looking more positive this quarter with improvements in determination times. Caseloads appear to be more manageable which has been helped by the two additional posts that the Council approved in Q2, and further improvements are expected once the service returns to full capacity in the next quarter.
- v. The number of fly tips collected has reduced from a previous high level during the first part of the pandemic. Enforcement activity has historically been low, with the removal of fly tips being prioritised, as well as targeted work where necessary. As part of the budget 2022/23, Council agreed to additional resources to increase enforcement activities around fly tipping and improving our response to issues raised.

2. COUNCIL PRIORITIES

2.1. Progress continues to be made towards delivery of the Council Plan, and some Q3 highlights are presented below. A comprehensive update presenting the 2021–22 progress towards delivery of the Council Plan and Covid-19 Recovery Plan will be provided at the end of the financial year.

- Successful bid to Homes England for a 3 year Housing Development and Community Facilitator to enable delivery of Salt Cross Garden Village. The post holder has started their appointment, focussing on projects developing community led housing and self-build housing at the Garden Village.
- Five-year Biodiversity Land Management Plans for twelve Council-owned natural green spaces have been developed, consulted on and subsequently embedded within Ubico's contract renewal 2022 as cost-neutral changes.
- Volunteer and Ubico staff training has been delivered to increase the uptake of, and awareness to, ecological land management principles.
- Launch of Sustainable Tourism Survey to encourage sustainable tourism practices within the visitor economy e.g. encouraging uptake of renewable energy solutions; enhancement of biodiversity.
- Partnership work with Wake Up to Woodstock, the Witney Chamber of Trade and local businesses to market tourism in Witney and Woodstock through:
www.cotswolds.com/woodstock and www.cotswolds.com/witney
- Delivery of 80 extra care affordable homes in Chipping Norton in partnership with Oxfordshire County Council, and with the use of Growth Deal Funding.
- In partnership with Cottsway Housing and benefitting from Growth Deal Funding, the redevelopment of units which were no longer fit for purpose at Lavender Place, Bampton to provide 18 units for affordable social rent.
- Working in partnership with Blenheim Estates at their Park View development in Woodstock, 11 affordable homes have been delivered to date this year. These Affordable Rent homes continue the model established at Long Hanborough where residents pay 60% of market rent instead of 80%.

3. SERVICE PERFORMANCE

3.1. During Q3, there were indications of improvement in some key areas such as benefits and planning. The Council has been made aware of the issues caused by a lack of capacity due to both high workloads as a result of both internal (improvement work /new systems) and

external factors (Covid-19 related, economic) and vacant posts in some services. These issues have been addressed by an injection of additional resources, in particular over the last six months to support services to reduce the backlog of work, and services are reporting that workloads have become more manageable.

- 3.2. Concurrently, improvement work and programmes are on-going. The Planning service's improvement programme has already delivered significant improvements in the validation of applications, and the launch of the OpenPortal will in time reduce workloads in the Revenues and Benefits service as well as Customer services, as more residents/clients are able to self-serve.
- 3.3. Some of the performance indicators that are falling short of their targets are considered below together with rectifying actions:

- Overall, benefit processing times showed improvements at the end of Q3, in particular for Council Tax Support changes which improved by 10 days, and Housing Benefit changes improved by almost three and a half days. The increase in processing times was primarily due to high workloads related to the increase in Universal Credit claims since the start of the pandemic (with much of the New Claims time delays beyond our control), the implementation of the new benefits system, Covid-19 related work, and supporting the administration of discretionary housing grants to the most vulnerable residents in the District.

Resolution: With the injection of additional resources during the previous quarter, the service has successfully reduced the number of outstanding benefit cases. The recovery plan should result in further improvements in performance in Q4. There was a soft launch of the OpenPortal in November which provides a facility for clients to self-serve. Between the launch and 1 January 2022, 306 clients opened an account on the OpenPortal which provides access to both council tax and business rates information as well as benefit claims. This facility is expected to reduce the workload in the back office.

- At the end of Q3, the Council had collected 77.1% of business rates due in the year, which was behind target but was a similar position to this time last year, with that shortfall subsequently materially recovered, as some businesses continue to struggle financially due to the cumulative impact of Covid-19. Many businesses have been supported by extended retail relief and a range of mandatory and discretionary grants. Recovery action was paused during 2020-21 and Magistrates courts did not re-open for liability order hearings until Q1 of this financial year. Overall, there are relatively few options available for the recovery of business rates and the process takes quite a long time, as shown by the extended time taken to recover last year's non payment.

Resolution: The service is continuing to support businesses; sending out reminders, phoning and emailing businesses to encourage them to contact the Council and where possible to set up manageable repayment plans. There is a dedicated team in place for the recovery of rates who are up to date on cases so all possible steps have been taken.

- Overall, planning performance has started to improve with the percentage of applications determined within eight weeks or an agreed timescale moving closer to the target. The number of planning applications coming through especially householder applications started to rise in Summer 2020 in line with the national trend, which coincided with a reduction in capacity due to a number of vacant posts. Over many months, there have been multiple rounds of recruitment across the partnership to increase capacity, many of which were

internal, encouraging the retention of a significant number of existing staff. During Q3, one experienced senior planner left, and although that post was recruited to, it was late in the quarter.

Resolution: Capacity has increased in the service with the two additional posts agreed by the Council. Another three posts were offered in the quarter which should bring the service back to full capacity.

There is an improvement programme and roadmap in place and many elements have been completed. During Q3, a new validation team was established across the partnership, both improving validation times and reducing the number of applications awaiting validation.

Given the number of new starters, a new training programme has been created to build the professional capacity of the service and support the new recruits across the partnership to reach their full potential and deliver a great planning service for the Council.

- The number of missed bins per 100,000 scheduled collections has improved this quarter but remains relatively high at 212 misses per 100,000. This was due to a combination of reasons including the continued national shortage of HGV drivers and capacity levels in the crews, relatively high levels of waste, and the unavailability of the narrow access vehicle. In addition, In-Cab technology was implemented on 29 September so there were some changes to working practices.

Resolution: The service reports that the number of missed bins in January is showing improvements. The narrow access vehicle has been fixed, capacity levels have been restored, and the national shortage of HGV drivers is not currently affecting service delivery but remains a risk. The crews are receiving further training on In-Cab to ensure that the benefits are fully realised. The new technology is expected to improve efficiency in service delivery including reducing the number of misses by providing crew members with assistance to find all of the properties on their particular round.

3.4. Some service areas have performed well or are showing improvements including:

- Through the Council's policies and partnership working, 69 affordable homes reached practical completion in Q3; 47 for affordable rent and 22 for shared ownership including 14 in West Witney (Bovis and Persimmon), 12 in East Carterton (Bloor), 11 in Burford Road, Minster Lovell; and nine in Park View, Woodstock East. A total of 222 reached practical completion during the first nine months of the year against a target of 207.
- The Council's customers are highly satisfied with services delivered by phone, with over 99% of customers responding positively. Surveys for services delivered face to face recommenced in July 2021, and are also yielding high satisfaction rates of nearly 96%.
- The average call waiting time improved for the second consecutive quarter. The average call waiting time reduced from 244 seconds in Q1 to 118 seconds in Q3. The service is continuing to identify 'quick wins' to reduce call waiting time, for example, a message to advise the caller that there was no change to waste collections over the Christmas period was added to the 'waste line' call waiting message.

Currently, 60% of staff in this Council's Customer services team are engaged in Council specific work and 40% are shared workers, adding the much needed resilience to a service that has a relatively high turnover of staff. The procurement of common systems and software across the partnership has provided an opportunity to streamline processes

resulting in more efficient services. Further gains in service efficiency and resilience could be delivered by increasing the level of shared working across the partnership.

- The number of fly tips collected appears to be falling reflecting the lifting of restrictions which follows a marked increase during the first part of the pandemic.

3.5. The service dashboards are attached at **Annex A**.

4. FINANCIAL PERFORMANCE – Q3 2021/22

- 4.1. Significant variances and those of note are explored in the body of this report. A full list of variances by cost centre is included at **Annex B**.
- 4.2. Q3 results overall are broadly in line with what was reported in Q1 (£219k) and Q2 (£420k).
- 4.3. £227k of the £543k underspend is attributable to the disparity between the revised garden waste fees and the budget which wasn't updated to reflect them. This has been amended for 22/23.
- 4.4. Overall Q3 remains encouragingly on track.

WEST OXFORDSHIRE DISTRICT COUNCIL - Budget Monitoring

Revenue Budget Monitoring 2021/22 - Quarter 3, 1st April 2021 to 31st December 2021

Service Area	Quarter 3			
	Original Budget 2021/22	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£	£
Democratic and Committee Services	952,702	735,586	767,320	31,733
Environmental & Regulatory Services	478,583	319,012	245,799	(73,214)
Environmental Services	7,088,145	4,426,038	4,380,681	(45,357)
Finance, Human Resources & Procurement	889,592	696,619	669,723	(26,896)
ICT, Change & Customer Services	1,801,649	1,286,255	1,223,943	(62,312)
Land, Legal & Property	863,453	556,305	425,304	(131,000)
Leisure & Communities	2,057,791	887,874	776,803	(111,071)
Planning & Strategic Housing	712,370	663,632	439,351	(224,282)
Revenues & Housing Support	894,923	922,777	832,429	(90,348)
Investment Property and Retained Services	(1,870,756)	(2,181,245)	(2,097,639)	83,606
Total cost of services	13,868,452	8,312,853	7,663,713	(649,139)
Plus:				
Investment income receipts	(787,778)	(590,834)	(485,038)	105,796
Cost of services before financing:	13,080,674	7,722,019	7,178,676	(543,343)

- 4.5. Income from car parking penalty charge notices has improved during Q3 to 35% of budget for off street and 42% of budget for on street. Even though this is a modest improvement on

results reported at Q2 it still represents a significant loss of income for the year with the shortfall currently estimated at £140,000.

- 4.6. Legal Services is forecast to be £65,000 underspent at the end of Q4. This is due to the impact of staffing changes at Cotswold District Council and provides a reduction in the Partnership fee payable for the year of £38,000. There is an underspend of £18,000 for external legal advice (barristers) together with other small underspends.
- 4.7. The Revenues Recovery Team have continued their good work throughout Q3, reducing Council Tax and Business Rates arrears relating to 2020/21 that were the direct result of Covid. The outstanding balances represent 1.85% of all Council Tax collectible in 2020/21 and 3.9% of Business Rates.

	20/21 Debt		
	31.03.21	21/22 Recovery	Outstanding
Council Tax	2,654,906	-969,226	1,685,680
Business Rates	1,871,523	-965,052	906,471

- 4.8. The Council entered into a new arrangement with our card transaction service in Q3 which, based on the previous 12 months transactional volume, will deliver a £44,000 cost reduction per annum. This will not eradicate the overspend in this cost centre by the end of Q4 which is forecast to be £95,000 but significant improvement will be seen over the course of the next financial year.
- 4.9. Land Charges income is forecast to be £50,000 below budget at the end of Q4 due to a fall in search requests over the year as a result of a slower moving housing market. Expenditure is being well controlled and is expected to be within budget at the end of Q4.
- 4.10. The costs of recycling have climbed steadily through Q3 compared to the first two quarters of the year. The average monthly contract cost from April to September was £47,000, this rose to between £83,000 and £97,000 a month in Q3 some of which is due to an increased level of recycling over the Christmas period. The recycle market is very volatile both in terms of income earned and gate fees per tonne for processing. The Contracts team are monitoring the fluctuations in both income and expenditure very closely.
- 4.11. Planning Application income in Q3 is consistent with the performance reported in Q1 & Q2 and is currently £184,000 above budget.
- 4.12. The Revenues Team will be administering both the Covid Additional Relief Fund and the £150 Council Tax rebate payments for properties in Bands A – D during Q4 and into Q1 of 2022/23. This is a significant additional workload. The Council has received New Burdens funding to administer multiple additional work streams during 2021/22 some of which may be used to offset the cost of temporary resource for these two schemes.
- 4.13. A more detailed analysis of budget variances can be found at **Annex B**.
- 4.14. Capital expenditure is showing a significant variance to budget, mainly due to timing differences in several major projects and the lack of suitable investments as discussed in the budget papers.
- 4.15. The High Speed Broadband project is complete with invoicing for payment expected imminently but other large expenditure such as the Ubico fleet replacement has been slowed due to the long lead time on vehicles between ordering and delivery.

- 4.16. Requests to roll forward unspent capital budget will be included formally in the Q4 outturn report for member approval.
- 4.17. An overview of the Capital budget showing spent to Q3 is included at **Annex C**.

5. LEGAL IMPLICATIONS

- 5.1. None

6. RISK ASSESSMENT

- 6.1. None

7. ALTERNATIVE OPTIONS

- 7.1. None

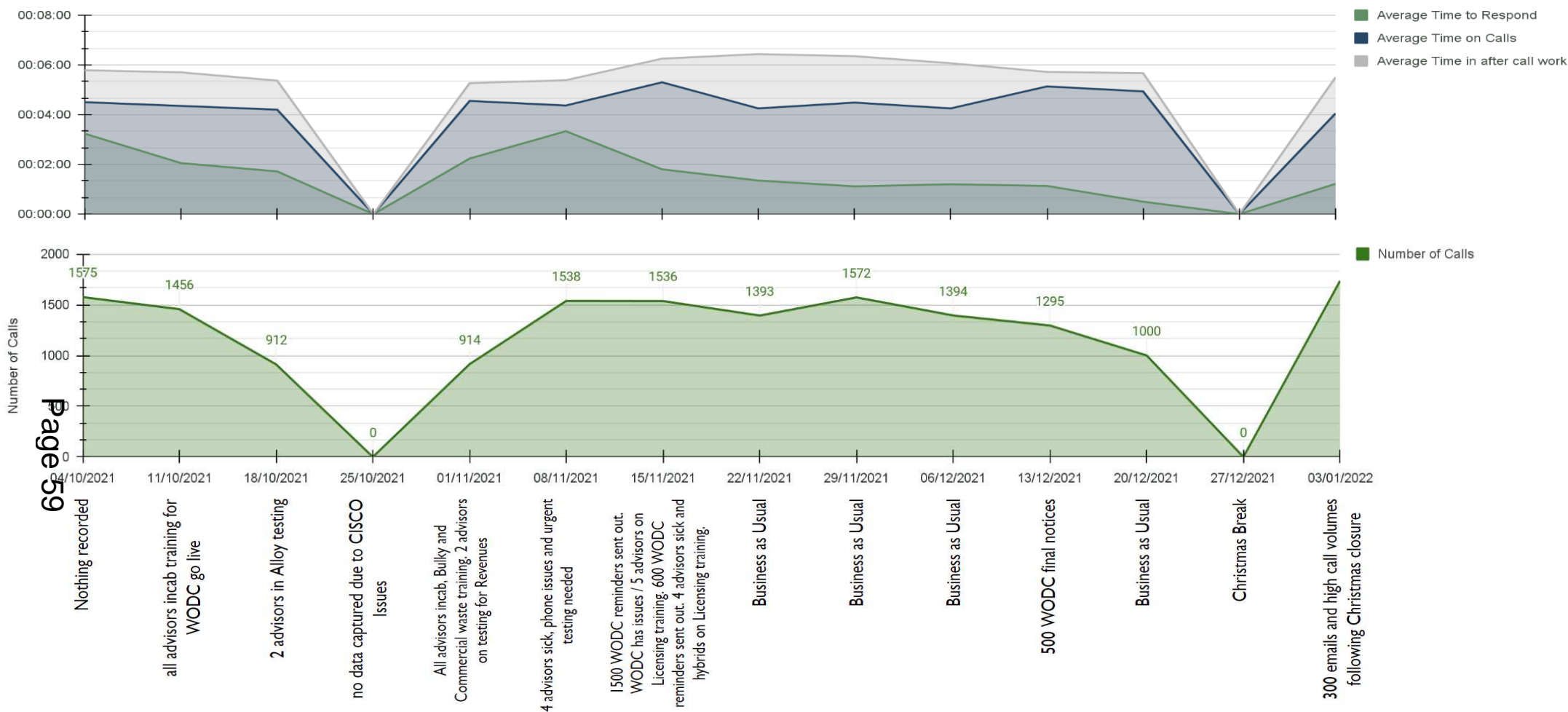
8. BACKGROUND PAPERS

- 8.1. None



Satisfied

Customer Services Quarter 3



Service delivery is affected by a range of factors both within the service such as staff absence and in other services such as the implementation of new software which requires advisors to be trained up; as well as mass comms sent to residents /clients such as council tax reminders, garden renewals and election registration.

No calls data was recorded between 22 Oct and 2 Nov due to an issue with CISCO. This did not affect service delivery.

There was a spike in average response time during the week commencing 8 November which then continued to improve for the remainder of the quarter. The spike was due to a relatively high call volume, lower capacity in the service, a temporary issue with the phones, as well as OpenPortal training for advisors, in preparation for a soft launch in November 2021.

As expected, the average time on call increased following the mail out of council tax reminders and final notices as some of the calls can be complex to resolve, require payment plans to

be set up or the completion of action sheets for the back office.

The Customer Services manager will work with services to ensure a more controlled roll out of communications which should reduce the variation in both call volumes and all aspects of call handling resulting in a more consistent service delivery.

Note: The response time, on call time, and after call time data include data for West Oxfordshire specific staff and shared staff, based on a 60% - 40% split respectively. This arrangement helps to improve resilience in the service.

Development Management Quarter 3

Average Planner
Caseload
(snapshot)

39

TARGET 50

Average Senior
Planner Caseload
(snapshot)

39

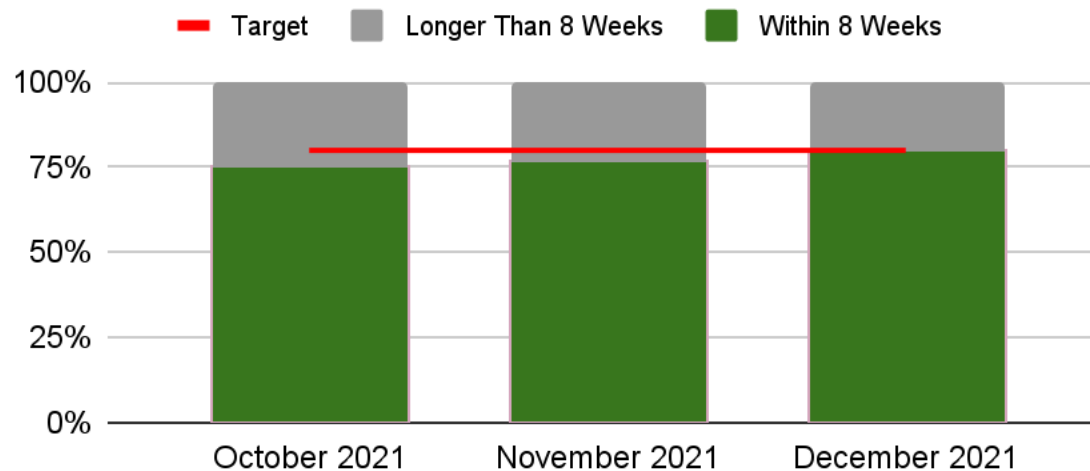
TARGET 35

Average Principal
Planner Caseload
(snapshot)

27

TARGET 20

Planning Decisions (PS1/PS2) made within 8 weeks or agreed time (Excludes applications for discharge of conditions, pre application advice and general enquiries)



Average Cases
closed per Planner
in Quarter

52

TARGET 50

Average Cases
closed per Senior
Planner in Quarter

29

TARGET 40

Average Cases
closed per
Principal Planner in
Quarter

23

TARGET 25

Average days from
receipt to
validation

7

TARGET 7

Customer
Satisfaction



87.5%

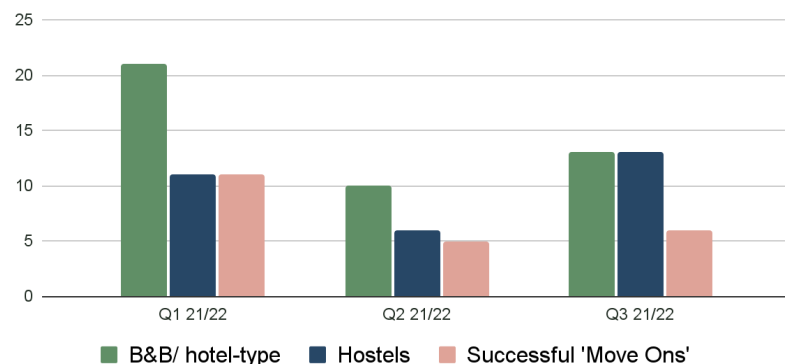
The central bar chart shows performance gradually improving back towards target. The new validation processes have continued to deliver excellent performance with the time taken to validate applications far better than previously and more resilience to account for peaks of demand, staff absences etc.

One experienced Senior Officer left during the quarter and was replaced by a new Senior/Principal Planner late in the quarter. The prolonged period when we were without Senior Planners has meant that the 'average cases closed per senior planner' was lower than expected; and their workload has had to be reallocated upwards/downwards, which has mainly impacted on principal planner caseloads. This will be corrected in time now vacancies are filled

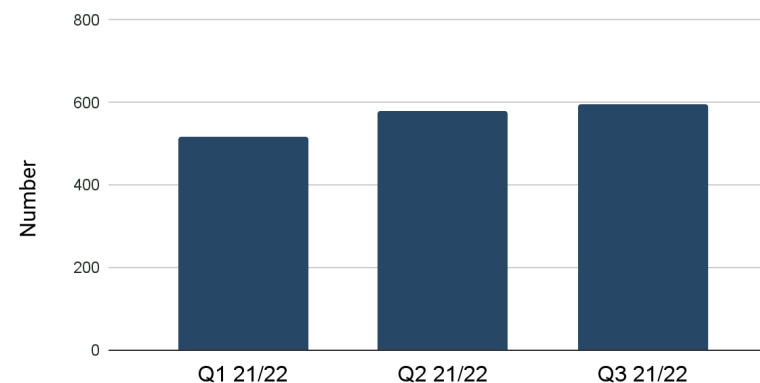
Housing Quarter 3

Number of households in B&B and hostels (snapshot at the end of each quarter), and successful 'move ons'

** 7 bed spaces available



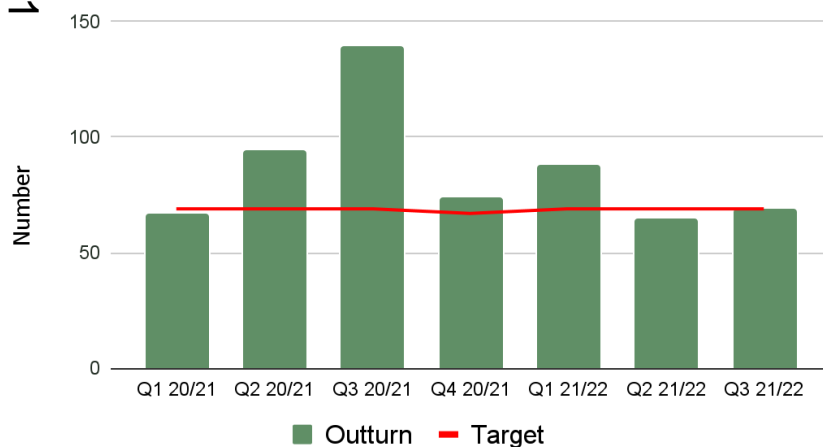
The number of Long Term Empty Properties (6 months plus) in the District



The number of households contacting the Council as homeless or threatened with homelessness has increased due to both the lifting of the eviction ban in October 2021, and the Government's Protect and Vaccinate directive in December and concerns about the impact of the Omicron variant on those who were at risk of rough sleeping. The Housing Team focuses on the Prevention approach where possible and specialist officers provide dedicated support and bespoke solutions to clients in order to move them on from emergency accommodation as quickly as possible. Increasing the supply of available housing is key to reducing homelessness in the District. However, the availability of social housing stock remains low and it is often difficult to place clients in private rented accommodation as these properties need a guarantor.

Through negotiation with developers, the Council facilitates the delivery of affordable housing; and through its policies and partnership working, 69 homes were completed for affordable rent and shared ownership making a total of 222 for the year. In addition, a range of proactive work is being undertaken to reduce the number of Long Term Empty (LTE) properties in the District. The Council's LTE officer contacts property owners to offer advice on the options available to them; and during Q3 was able to remove 146 properties from the LTE list, although 162 were added. A three month rolling action plan is in place, and includes tackling some of the complex cases such as those properties on LTE levy, where the account is in arrears and the owner is unresponsive; as well as contacting those householders whose properties are about to slip into LTE status or an increased levy.

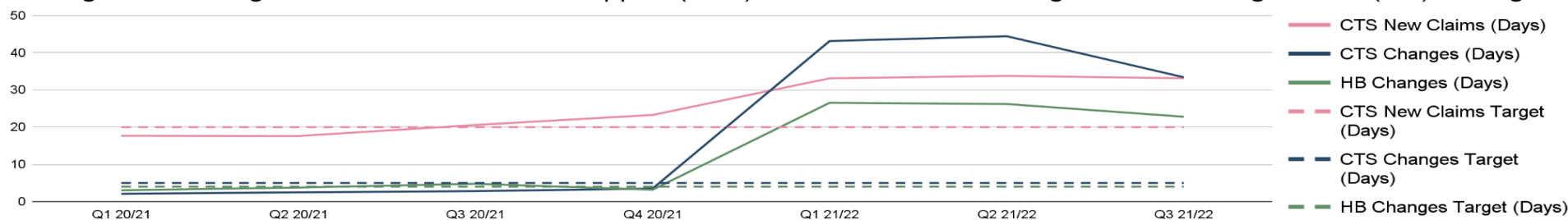
The number of affordable homes reaching practical completion



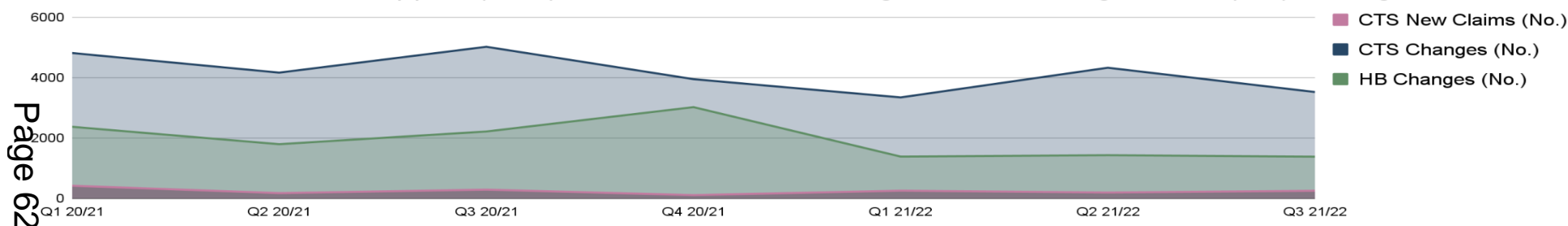
*practical completion is when the property is ready for occupation

Revenues and Benefits Quarter 3

Average Processing Times For Council Tax Support (CTS) New Claims and Changes and Housing Benefit (HB) Changes



Number of Council Tax Support (CTS) New Claims and Changes and Housing Benefit (HB) Changes

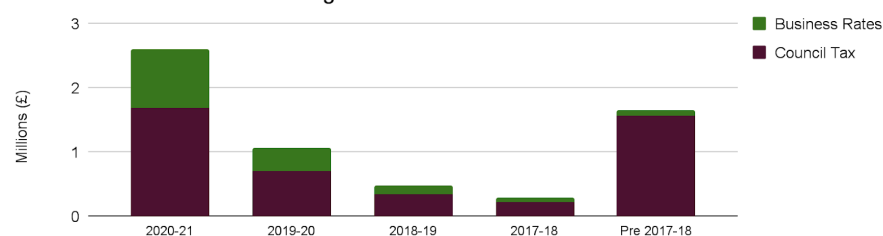


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21/22 Collection Rates

	Council Tax		Business Rates	
	Actual	Target	Actual	Target
QTR	31.6%	32%	25.6%	30%
YTD	90.2%	80%	77.1%	87%

Council Tax & Business Rates Aged Debt



Qtrly Aged Debt

% Change Council Tax

Q3 is the baseline

% Change Bus. Rates

Q3 is the baseline

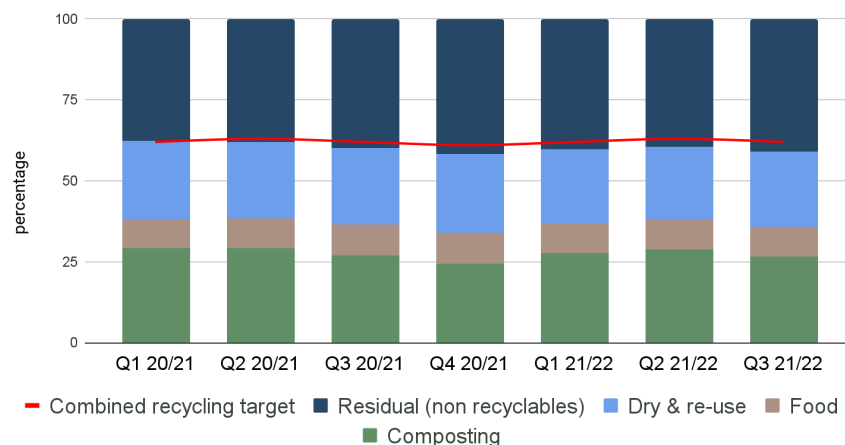
With the injection of additional resources in the previous quarter, benefit processing times are beginning to improve, in particular CTS changes. The volume of benefit claims increased at the start of the pandemic resulting in longer processing times which was further exacerbated by high workloads from Covid-19 related work, the implementation of the new benefits system, and a software failure (fixed in Dec/Jan).

The business rates collection rate continues to be lower than pre-Covid times and is expected to remain depressed as businesses are struggling financially due to the impact of Covid-19 and the Omicron variant. The service continues to support businesses and encourages them to make contact to discuss options. There is a dedicated team in place for the recovery of rates who are up to date on cases (following the pause in 2020-21 and closure of Magistrates Court). The Council has recently received £2.27m in Covid-19 additional relief fund (CARF) for those businesses which did not receive the extended retail rates relief and have been impacted by Covid-19. These businesses will have their business rates accounts credited for the current year.

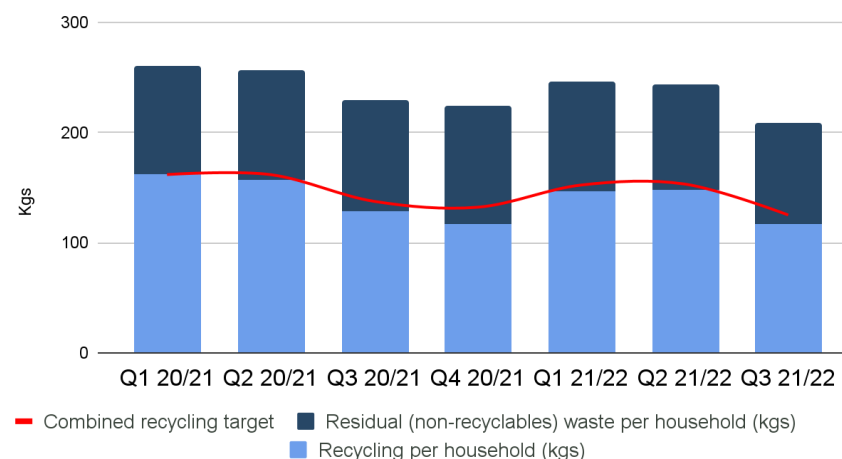


Waste and Environment Quarter 3

(Cumulative) Household waste collected composition



Household waste collected per household

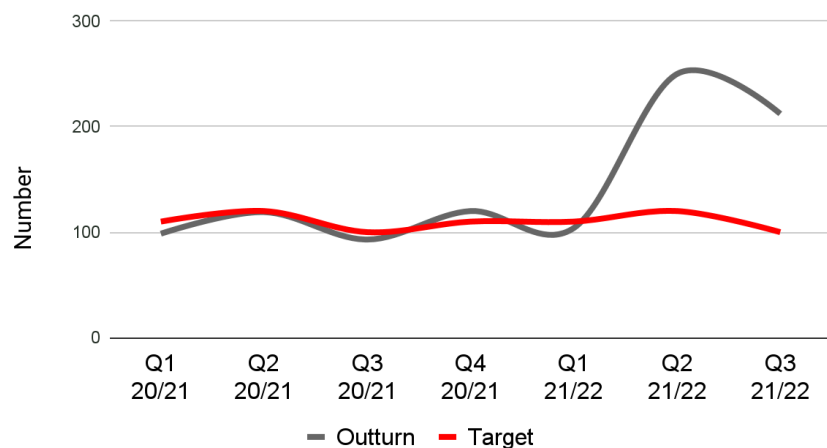


At the end of Q3, the combined recycling rate was one percentage point down on the previous year when the District produced higher amounts of all types of household waste due to Covid-19. All recycling streams (tonnages) have fallen compared to the previous year but are still higher than 2019-20; and there are signs over the last six months that residual waste (non-recyclables) per household is returning to levels prior to Covid.

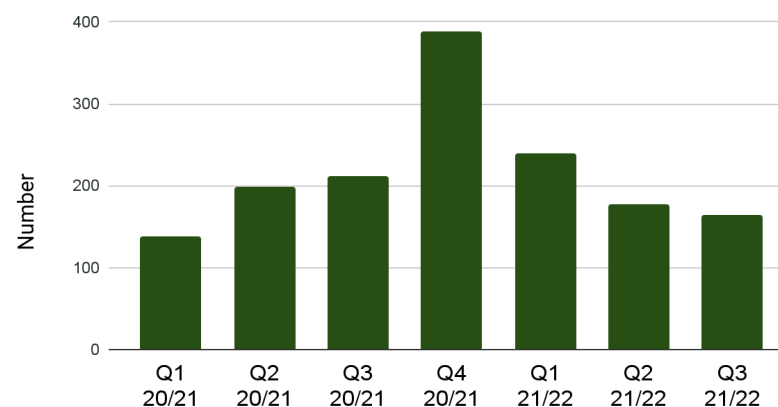
The number of missed bins per 100,000 scheduled collections has started to improve and the service reports further improvements in January as In-Cab technology begins to embed. A continued national shortage of HGV drivers and capacity levels in the crews, relatively high levels of waste, and the unavailability of the narrow access vehicle contributed to a higher number of misses in the quarter. The narrow access vehicle has since been fixed, capacity levels have been restored, and the national shortage of drivers is not currently affecting service delivery but remains a risk.

The number of fly tips peaked during the final national lockdown and appear to be falling which may reflect the lifting of restrictions. As part of the budget 2022/23, Council agreed to additional resources for an Environmental Officer to increase enforcement activities around fly tipping and improving our response to issues raised.

Missed bins per 100,000 scheduled collections



Number of flytips collected



WODC FINANCIAL PERFORMANCE SUMMARY

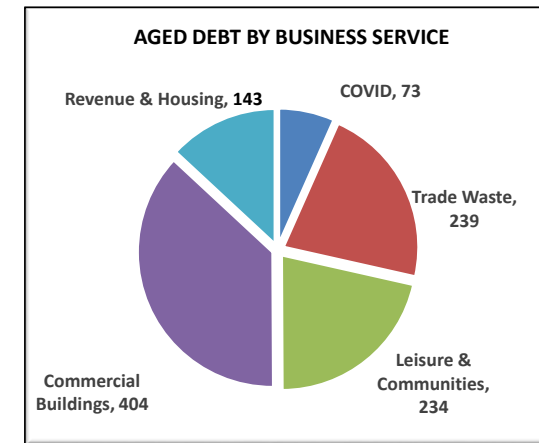
VARIANCE TO BUDGET		£k		
Service Area	Original Budget	Profiled Budget	Actual Exp.	Variance (under) / over
Democratic and Committee Services	953	736	767	32
Environmental & Regulatory Services	479	319	246	(73)
Environmental Services	7,088	4,426	4,381	(45)
Finance, Human Resources & Procurement	890	697	670	(27)
ICT, Change & Customer Services	1,802	1,286	1,224	(62)
Land, Legal & Property	863	556	425	(131)
Leisure & Communities	2,058	888	777	(111)
Planning & Strategic Housing	712	664	439	(224)
Revenues & Housing Support	895	923	832	(90)
Investment Property and Retained Services	(1,871)	(2,181)	(2,098)	84
Total cost of services	13,868	8,313	7,664	(649)
Plus:				
Investment income receipts	(788)	(591)	(485)	106
Cost of services before financing:	13,081	7,722	7,179	(543)

AGED DEBT SUMMARY

	Dec-21	Sep-21	Movement vs. prior period		
Invoices	1,244	1,356	112	8%	↓
£k	1,093	1,426	333	31%	↓

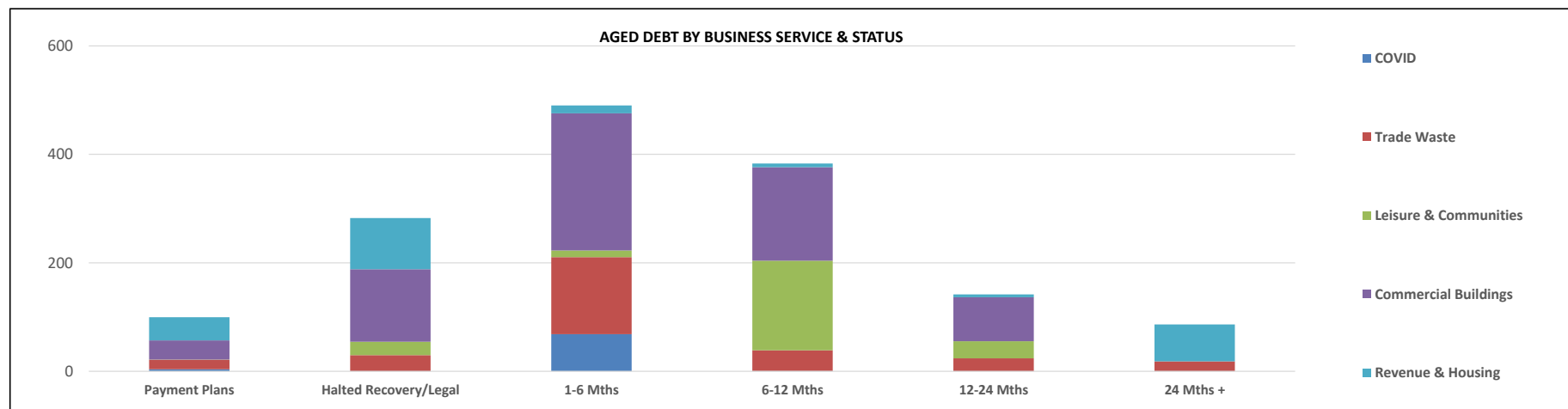
Aged Debt Summary:

- Since arriving our specialist Credit Controller has focussed on debt over 3 months old with the aim of bringing every case to a conclusion.
- A lot of effort has been successfully put into making sure that invoices do not become overdue by proactively liaising with customers.
- During Q4 recovery will be focussed on resolving the Covid Relief grant debts totalling £128k, Trade Waste totalling £126k and any debt older than 30 days.



Overall Summary:

Q3 performance is consistent with that reported at Q1 and Q2. There have been unavoidable income pressures faced in areas like Car Parking, Trade Waste, Bank Charges, Building Control and Land Charges but some Service areas have over-performed their income budget i.e. Development Management, Commercial Property and Green Waste. Action has been taken to significantly reduce Bank Charges with the introduction of a new contract with our card processor the benefits of which will be more clearly seen in the coming months. Controlling expenditure has been key to the positive outturn in Q3 and this can be seen across all areas of the Council in areas such as the new cleaning contract for public conveniences, rationalisation of software licences, printing, professional fees and equipment.



	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Democratic Services			
DRM001-Democratic Representation and Mgmt	92,990	98,950	5,960
DRM002-Support To Elected Bodies	294,813	300,779	5,967
ELE001-Registration of Electors	44,700	51,594	6,894
ELE002-District Elections	56,775	51,365	(5,410)
ELE004-Parliamentary Elections	0	2,386	2,386
ELE005-Parish Elections	0	2,038	2,038
ELE006-County Elections	0	0	0
ELE007-European Elections	0	0	0
ELE008-Police & Crime Commissioner Elections	0	0	0
SUP001-Administration	246,309	260,206	13,897
Total - Democratic Services	735,586	767,320	31,733

SUP001 - the overspend is due to the additional post of an Elections Manager and an Interim Monitoring Officer.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Environmental & Regulatory Services			
BUC001-Building Control - Fee Earning Work	(104,643)	(94,170)	10,473
BUC002-Building Control - Non Fee Earning Work	51,441	55,697	4,257
EMP001-Emergency Planning	10,317	5,733	(4,584)
ESM001-Environment - Service Mgmt & Supp Serv	79,931	70,345	(9,586)
PSH002-Private Sector Housing-Condition of Dwellings	2,250	0	(2,250)
REG001-Environmental Health General	0	5,524	5,524
REG002-Licensing	(31,942)	(38,799)	(6,856)
REG009-Environmental Protection	126,599	43,244	(83,355)
REG011-Authorised Process	(11,900)	(10,185)	1,715
REG013-Pollution Control	92,173	90,017	(2,156)
REG016-Food Safety	97,287	98,727	1,440
REG021-Statutory Burials	3,750	9,373	5,623
TAC309-Other Trading Services - Markets	3,350	10,154	6,804
Total - Environmental & Regulatory Services	319,012	245,799	(73,214)

ESM001 - £4k underspend on legal expenses, £7k underspend on IT maintenance,

REG009 - we have received £72,000 for the PRS Enforcement project, the majority of the expenditure will be in Q4 and

BUC001 - Building Control income is currently £12,000 behind budget

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Finance, Human Resources & Procurement			
SUP003-Human Resources	119,134	112,875	(6,259)
HLD302-Miscellaneous Cash	0	100	100
HLD313-Lease Cars	0	(1,761)	(1,761)
SUP009-Accountancy	231,749	230,869	(881)
SUP010-Internal Audit	154,891	151,012	(3,880)
SUP011-Creditors	31,109	26,331	(4,777)
SUP012-Debtors	41,494	36,292	(5,202)
SUP013-Payroll	42,509	36,910	(5,599)
SUP019-Health & Safety	22,961	23,551	591
SUP020-Training & Development	19,949	20,462	513
SUP033-Central Purchasing	26,123	26,209	86
SUP035-Insurances	6,700	6,872	172
Total - Finance, Human Resources & Procurement	696,619	669,723	(26,896)

Across the service there are small underspends for IT maintenance, Support & Hosting charges and Professional Fees.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) /
	£	£	£
ICT, Change & Customer Services			
SUP002-Consultation, Policy & Research	87,207	87,796	589
HLD301-ICT Purchases	0	12	12
SUP005-ICT	523,762	510,009	(13,753)
SUP006-Telephones	(5,000)	4,580	9,580
SUP008-Reception/Customer Services	347,492	345,748	(1,744)
SUP014-Cashiers	4,825	0	(4,825)
SUP041-Business Solutions	222,885	217,016	(5,869)
TMR002-Street Furniture & Equipment	(3,599)	(17,173)	(13,573)
TOU002-Tourist/Visitor Information Centre	108,684	76,656	(32,028)
Total - ICT, Change & Customer Services	1,286,255	1,224,644	(61,611)

TOU002 - The Visitor Information Centres were closed at the end of July 2021. To the end of Q3 there is a £25,000 underspend on the Publica contract, £2,000 underspend on Business Rates and £4,000 of income from selling off the VIC stock.

TMR002 - there is an underspend of £4,800 on equipment purchases and a £9,000 over achievement of income.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Land, Legal & Property			
ADB301-3 Welch Way (Town Centre Shop)	13,418	4,549	(8,869)
ADB302-Guildhall	6,932	4,399	(2,534)
ADB303-Woodgreen	133,462	120,952	(12,510)
ADB304-Elmfield	109,933	102,780	(7,153)
ADB305-Corporate Buildings	299,903	278,612	(21,291)
ADB306-Depot	(59,300)	(81,619)	(22,319)
LLC001-Local Land Charges	(118,476)	(82,986)	35,490
SUP004-Legal	184,659	128,218	(56,441)
TAC303-Swain Court & Newman Court Ind Est Witney	(14,226)	(49,600)	(35,374)
Total - Land, Legal & Property	556,305	425,304	(131,000)

ADB305 - There is a £18,000 underspend in reactive maintenance and external fees.

ADB306 - Invoices have been raised to the value of £20,000 for the previous financial year which have been paid in full.

LLC001 - the underachievement of income has doubled to £35,000 in Q3 compared to Q2. Income throughout the year has continued to be affected by the softening of the housing market. The year end forecast is for an underachievement of income of £50,000. Expenditure is within budget and is expected to remain in budget during Q4.

SUP004 - The Legal Team operates as a shared service with Cotswold District Council. Due to a vacancy there has been a £28,000 reduction in the partnership staff recharge to the end of Q3. In line with reporting in Q1 & Q2 there has not been the need to engage external legal expertise (barristers) resulting in an underspend of £18,000 and further underspends of £10,000 for books and software licences. The year end position is expected to be an overall underspend of £65,000.

TAC303 - A £16,000 credit note relating to a 2019 payment has been received producing an underspend in rent payments that will continue to the end of the year and there is a £17,000 underspend on reactive maintenance.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Leisure & Communities			
CCR001-Community Safety (Crime Reduction)	80,707	73,281	(7,426)
CCR002-Building Safer Communities	1,876	(3,793)	(5,668)
CCR301 - Communities Revenue Grant	163,328	170,012	6,685
CCT001-CCTV	82,550	88,712	6,162
CSM001-Cultural Strategy	66,973	57,668	(9,305)
CUL001-Arts Development	41,178	37,025	(4,153)
ECD001-Economic Development	63,800	45,880	(17,920)
REC001-Sports Development	17,509	(24,217)	(41,726)
REC002-Recreational Facilities Development	37,864	39,337	1,474
REC003-Play	32,277	33,876	1,600
REC301-Village Halls	10,037	10,192	156
REC302-Contract Management	59,157	25,893	(33,264)
SUP016-Finance - Performance Review	75,277	76,213	936
TOU001-Tourism Strategy and Promotion	155,343	146,723	(8,620)
Total - Leisure & Communities	887,874	776,803	(111,071)

CCT001 - there is an overspend of £4,000 in equipment purchases for replacement cameras.

ECD001 - £20,000 of funding received for local referendums, related to WODC support of Neighbourhood Planning activity with Town/Parish Councils.

REC001 - £55,000 grant received for Move Together project, the expenditure for which will continue through Q4. There is also the addition of a one year FTC Healthy Communities Project worker post which ends in June 2022.

REC302 - There is invoiced income of £39,743 for the Solar PV.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Environmental Services			
CCC001-Climate Change	65,146	70,367	5,221
COR301-Policy Initiatives - Shopmobility	15,716	11,474	(4,242)
CPK001-Car Parks - Off Street	50,318	71,356	21,038
CPK011-On Street Civil Parking Enforcement	14,032	86,674	72,643
ENI002-Grounds Maintenance	330,300	345,971	15,670
ENI303-Landscape Maintenance	55,379	56,931	1,552
FLD001-Flood Defence and Land Drainage	111,384	110,450	(934)
REG004-Dog Warden	41,490	51,397	9,907
REG005-Public Health Sewerage	(18)	0	18
REG018-Pest Control	10,500	1,949	(8,551)
REG019-Public Conveniences	113,395	90,955	(22,439)
REG023-Environmental Strategy	60,050	55,424	(4,627)
RYC001-Recycling	1,961,281	2,033,665	72,384
RYC002-Green Waste	(299,618)	(515,310)	(215,692)
STC004-Environmental Cleansing	773,543	781,693	8,150
STC011 - Abandoned Vehicles	0	(1,207)	(1,207)
TRW001-Trade Waste	(151,880)	(106,513)	45,367
TRW002-Clinical Waste	(825)	(14)	811
WST001-Household Waste	1,276,995	1,244,444	(32,551)
WST004-Bulky Household Waste	9,976	(3,683)	(13,659)
WST301-Env. Services Depot, Downs Rd, Witney	(11,125)	(5,342)	5,783
Total - Environmental Services	4,426,038	4,380,681	(45,357)

CPK001 - there has been an improvement in the performance of Off Street parking during Q3 with income now at 35% of budget.

CPK011 - the performance during Q3 mirrors Q2 with income at 42% of budget.

REG019 - the new cleaning contract, put in place after the approval of the 2021/22 budget has delivered a saving of £33,000 to the end of Q3. Business Rates for Public Conveniences have been abolished saving the Council £9,000 but income is £12,000 behind budget and utilities are £7,000 overspent.

RYC001 - the costs of handling our recycling has significantly increased during Q3 and into Q4. Monthly charges have risen to £98,000 from the Q2 average of £48,000 per month. The overspend on this contract at the end of Q3 is £106,000. There has also been a £10,000 overspend on containers but a saving of £46,000 on legacy budgets for IT licences, Marketing and Professional Fees offsets this.

RYC002 - The approved fee increase for 2021/22 was not included in the final budget causing an overachievement of income at the end of Q3 of £227,000. The budget for 2022/23 has been amended to include both the 2021/22 fee increase and the 2022/23 fee increase.

TRW001 - the number of Trade Waste customers has not improved since Q2 and income from Trade Waste collections is £77,000 below budget, offset by £30,000 of chargeable household waste (Schedule 2 collections). Aged Debt between 3 months to 2 years old currently stands at £126,000.

WST001 - there is a £26,000 underspend on bin purchases and a £6,000 underspend for the legacy Marketing budget.

	Q3 position		
	Profiled Budget	Actual Exp	Variance (under) / over spend
	£	£	£
Planning & Strategic Housing			
DEV001-Development Control - Applications	(265,885)	(455,543)	(189,658)
DEV002-Development Control - Appeals	57,237	58,299	1,062
DEV003-Development Control - Enforcement	116,859	119,147	2,288
ECD301-WOSP - West Oxon Strategic Partnership	6,750	1,575	(5,175)
ENA001-Housing Enabling	87,309	75,066	(12,242)
ENI301-Landscape Initiatives	38,966	38,840	(126)
HLD315-Growth Board Project (Planning)	62,838	64,251	1,413
PLP001-Planning Policy	370,880	379,314	8,434
PLP003-Implementation	(688)	0	688
PLP004-Conservation	63,986	65,472	1,486
PSM001-Planning Service Mgmt & Support Serv	125,380	92,929	(32,451)
Total - Planning & Strategic Housing	663,632	439,351	(224,282)

DEV001 - Planning Application income has performed consistently well over the first three quarters of the year and is £184,000 in excess of budget. The budget for 2022/23 has been increased by £100,000 in light of major applications expected next year

PSM001 - Professional services are underspent by £20,000, double the underspend reported in Q2. There are further small underspends across supplies & services such as printing, franking and subscriptions

Annex C - Capital spend at Q3

Capital Programme - 2021/22

Scheme	2021/22 Original budget	2021/22 Total budget	Actual Expenditure Q3	2021/22 budget remaining
Developer Capital Contributions (a)			59,750	
IT Provision - Systems & Strategy	112,244	112,244	38,484	73,760
In-cab technology	140,000	140,000	136,889	3,111
Deployment of High Speed Broadband	1,230,366	1,230,366	76	1,230,290
Council Buildings Maintenance Programme	325,000	325,000		325,000
IT Equipment - PCs, Copiers etc	40,000	40,000	15,308	24,692
CCTV - Upgrading	200,000	200,000		200,000
Improvement Grants	606,800	606,800	487,799	119,001
Shop Mobility - Replacement stock	10,000	10,000		10,000
Replacement dog and litter bins	52,701	52,701	67,020	(14,319)
Replacement Street Sweepers	200,000	200,000		200,000
Ubico Fleet - Replace Vehicle Hire Costs	1,004,374	1,004,374	136,151	868,223
Vehicle & Plant Renewal	70,157	70,157		70,157
Cottsway - Blenheim Court Growth Deal	170,500	170,500		170,500
Unicorn CPO purchase provision	700,000	700,000		700,000
Town Centre Shop building renovation project	75,000	75,000		75,000
Cottsway - Lavender Place Growth Deal	99,000	99,000		99,000
Affordable Housing in Witney (Heylo)	1,761,875	1,761,875		1,761,875
Community Grants Fund	325,115	325,115	132,217	192,898
Madley Park playing Fields Project	6,165	6,165		6,165
Chipping Norton Creative	30,063	30,063	8,519	21,544
Carteron Connects Creative (Swinbrook s106)	47,280	47,280	2,720	44,560
Electric vehicle recharging points	400,000	400,000		400,000
Raleigh Crescent Play Area (s. 106)	75,000	75,000		75,000
Old Court House, Witney	1,452,750	1,452,750	1,274,471	178,279
Property Purchase in Carterton (b)			2,400,462	
Investment Strategy for Recovery	15,000,000	15,000,000		12,599,538
	24,134,389	24,134,389	4,704,725	19,429,664

(a) These are ad hoc project expenditure from S106 funds and as such sit outside the normal Capital budget

(b) This property purchase forms part of the Investment Strategy which had a total budget of £15m

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AGENDA ITEM 9

13 APRIL 2022

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Q3 Performance Monitoring report	Report		To be considered by Cabinet 16 March 2022	
2	Publica Business Plan	Report		To be considered by Cabinet 20 April 2022	
3	Ubico Business Plan	Report		To be considered by Cabinet 20 April 2022	
3	Task & Finish Group - Council's Investment Policy - Update	Verbal update	Councillor Saul – Chair of T&F Group		

6 JULY 2022

	Title	Format	Lead Officer / Cabinet Member	Next report / Anticipated Completion Date	Comments
1	Q1 Performance Monitoring report	Report			
2	PSDS3 Carterton Leisure Centre decarbonisation	Report	Ness Scott / Councillor Harvey	To be considered by Cabinet	Dependent on Cabinet date, this may need to be considered at a special meeting

Work Programme – Finance & Management O&S

Other Reports	Frequency	Comments
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.



WEST OXFORDSHIRE
DISTRICT COUNCIL

CABINET (EXECUTIVE) WORK PROGRAMME

INCORPORATING NOTICE OF DECISIONS PROPOSED TO BE TAKEN IN PRIVATE SESSION AND NOTICE OF INTENTION TO MAKE A KEY DECISION

April – July 2022

Published 15 March 2022

By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a notice setting out the key executive decisions that will be taken at least 28 days before such decisions are to be taken. The Regulations also require notice to be given of any matter where it is proposed that the public will be excluded during consideration of the matter.

This Forward Plan incorporates both of these requirements. In the interests of transparency, it also aims to include details of those items to be debated by the Cabinet that relate to either policy/budget formulation, matters which will be subject to a recommendation to the Council, and other matters due to be considered by the Cabinet. This programme covers a period of four months, and will be updated on a monthly basis. The timings of items may be subject to change.

It should be noted that although a date not less than 28 clear days after the date of this notice is given in each case, it is possible that matters may be rescheduled to a date which is different from that given provided, in the cases of key decisions and matters to be considered in private, that the 28 day notice has been given. In this regard, please note that agendas and reports for meetings of the Cabinet are made available on the Council's website at www.westoxon.gov.uk/meetings five working days in advance of the meeting in question. Please also note that the agendas for meetings of the Cabinet will also incorporate a necessary further notice which is required to be given in relation to matters likely to be considered with the public excluded.

There are circumstances where a key decision can be taken, or a matter may be considered in private, even though the 28 clear days notice has not been given. If that happens, notice of the matter and the reasons will be published on the council's website, and available from the Council Offices, Woodgreen, Witney, Oxon, OX28 1NB.

Key Decisions

The Regulations define a key decision as an executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or*
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the authority'.*

The Council has decided that a cost or saving of an amount greater than £50,000 is necessary to constitute expenditure or savings which are significant for the purposes of this definition.

Please note that if a matter is approved by the Council following a recommendation from the Cabinet, that decision will not be a key decision.

Matters To Be Considered in Private

The great majority of matters considered by the Council's Cabinet are considered in 'open session' when the public have the right to attend.

However, some matters are considered with the public excluded. The public may only be excluded if a resolution is passed to exclude them. The grounds for exclusion are limited to situations where confidential or exempt information may be disclosed to the public if present and, in most cases involving exempt information, where in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The definitions of these are set out in the Council's Constitution.

Documents and Queries

Copies of, or extracts from, documents listed in the programme and any which subsequently become available are (subject to any prohibition or restriction on their disclosure), obtainable from the following, and this contact information may also be used for any queries.

Democratic Services
West Oxfordshire District Council
Council Offices
Woodgreen
Witney
West Oxon
OX28 1NB

Email: democratic.services@westoxon.gov.uk

Tel: 01993 861111

West Oxfordshire District Council: Executive Members 2021/2022

Name of Councillor	Title and Areas of Responsibility
Michele Mead (Leader)	Leader of the Council: Policy Framework; Corporate Plan; Executive functions; Representation on Regional and National Bodies; Oxfordshire Partnership Board; Oxfordshire Growth Board; Oxfordshire Local Enterprise Partnership; Oxfordshire Leaders; Publica & Ubico; Democratic Services; Communications; and Afghanistan Resettlement Programme.
David Harvey (Deputy Leader)	Climate Change: Alternative energy; Biodiversity across the District; Carbon Neutral by 2030; Fossil fuel dependence reduction; and Local, National and County wide liaison on climate
Suzi Coul	Finance: Economic Development; Inward investment; Finance & Management; Council Tax and Benefits; Efficiency Agenda; Performance management of the Council; Business Development; Visitor economy; Asset management.
Merilyn Davies	Communities and Housing: Housing Allocations; Homelessness; Provision of Affordable Homes; Sheltered Housing accommodation; Safeguarding; Community Safety Partnership; Crime and Disorder; Neighbourhood Policing; Scrutiny of Police and Crime Commissioner; Voluntary sector engagement; Assets of Community Value; Community and Public Health; and Healthy Communities.
Jane Doughty	Customer Delivery: Parish and Town Liaison; Equality and Diversity; Customer Services; ICT and services; Health and Safety; Councillor Development; Broadband; Sports and Leisure Facilities; Public art; Community; Facilities Grants; and Community Revenue Grants.
Jeff Haine	Strategic Planning: Regional Spatial Strategy; Local Plan; Government planning policies and guidance; Conservation and Design; Design and Historic Environment; Landscape/Biodiversity; Strategic Housing; Development Management; and Ensuring planning policies meet 2030 requirement
Norman MacRae MBE	Environment: Car Parking; Waste Collection and Recycling; Street Scene (Cleansing, Litter and Grounds Maintenance); Energy Advice; Flood Alleviation; Environmental and Regulatory; Environmental Partnership

For further information about the above and all members of the Council please see www.westoxon.gov.uk/councillors

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
1. Publica Business Plan	No	No	Cabinet	20 April 2022	Councillor Mead	Giles Hughes	Considered by FMOS – 13.04.22	
2. Local Development Scheme (LDS) Update	Yes	No	Cabinet	20 April 2022	Cllr Haine	Chris Hargraves		Slipped from March
3. Approval of funding for West End Link Study	No	No	Cabinet	20 April 2022	Cllr Haine	Chris Hargraves		
4. Approval of revised draft Developer Contributions SPD for public consultation	No	No	Cabinet	20 April 2022	Cllr Haine	Chris Hargraves	Initial public consultation held Nov – Dec 2020.	
5. Investment Property Surrender and Grant of New Lease	No	Yes	Cabinet	20 April 2022	Councillor Coul	Jasmine McWilliams		New
6. PSDS 3 Carterton Leisure Centre decarbonisation	Yes	No	Cabinet	20 April 2022	Councillor Harvey	Vanessa Scott	Via FMOS 7 April 2022	New
7. Ubico Business Plan 2022/2023	Yes	No	Cabinet	20 April 2022	Councillor McRae	Scott Williams	Via FMOS 7 April 2022	
8. Consideration of options for the future provision of legal services to the Council	Yes	No	Cabinet	25 May 2022	Councillor Mead	Giles Hughes		Slipped from October
9. Outside Bodies report	No	No	Cabinet	25 May 2022	Cllr Mead	Amy Bridgewater-Carnall		

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
10. Approval of Whistle Blowing Policy	No	No	Cabinet	25 May 2022	Councillor Mead	Emma Cathcart	Legal Services Team, JMT/CMT, Governance Group, Via – Audit and General Purposes Committee April 2022	
11. Indoor Sports Built Facility Strategy	No	No	Cabinet	25 May 2022	Councillor Doughty	Scott Williams	District Wide online consultation – August 2021 Virtual focus Groups – Witney residents, Young People – June 2021	Cabinet minutes – 12 February 2020
12. New Lease at Unit 1 Talisman Business Centre, Bicester	Yes	Yes	Cabinet	25 May 2022	Councillors Coul & MacRae	Jasmine McWilliams		New
13. Discretionary Funding Policy – Energy Council Tax Rebate 2022	No	No	Cabinet	25 May 2022	Councillor Coul	Jon Dearing	Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal Services.	

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
14. West Oxfordshire Local Plan 2041 – Initial Issues and Scoping Consultation	Yes	No	Cabinet	25 May 2022	Cllr Haine	Chris Hargraves		Slipped from March
15. Review of Options- Hensington Road, Woodstock	No	No	Cabinet	25 May 2022	Councillor Haine / Councillor Coul	Claire Locke	Via IC & scrutiny first	Slipped from November
16. Disposal and development of land at Walterbush Road, Chipping Norton	Yes	No	Cabinet	25 May 2022	Councillors Coul & Davies	Claire Locke Fin MacEwan	Chief Finance Officer	Moved from March
17. Community Facilities Grants – 1 st Round 2022/23	Yes	No	Cabinet	June 2022	Councillor Doughty	Scott Williams		
18. Performance Monitoring Report Q4 – 2021/22	No	No	Cabinet	June 2022	Cllr Mead	Giles Hughes		
19. Agile Working project	Yes	No	Cabinet Council	June 2022	Councillor Mead	Phil Martin / Carl Jones	Via Scrutiny	Moved from Feb 22
20. Approval of upgrade to West Oxfordshire's public space CCTV provision and monitoring arrangements	Yes	No	Cabinet	20 April 2022	All relevant Cabinet Members	Andy Barge		Slipped from November

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
21.Parking Strategy	No	No	Cabinet	July 2022	Councillor MacRae	Jon Dearing	Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal Services.	Moved from May 22

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