

Agenda

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City Executive Board

Date: **Wednesday 8 February 2012**

Time: **5.00 pm**

Place: **Oxford Town Hall, St Aldate's, Oxford**

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City Executive Board

Membership

Chair

Councillor Bob Price	Corporate Governance and Strategic Partnerships
Councillor Ed Turner	Finance and Efficiency
Councillor Antonia Bance	Stronger Communities
Councillor Colin Cook	City Development
Councillor Van Coulter	Leisure Services
Councillor Mark Lygo	Parks and Sports
Councillor Joe McManners	Housing Needs
Councillor Val Smith	Regeneration
Councillor John Tanner	Cleaner, Greener Oxford
Councillor Bob Timbs	Crime and Community Safety

The quorum for this meeting is three members. Substitutes are not permitted.

HOW TO OBTAIN AGENDA

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Board Members are asked to declare any personal or personal prejudicial interests they may have in any of the following agenda items. Guidance is contained at the end of these agenda pages.

3 PUBLIC QUESTIONS

When the chair agrees, questions from the public for up to 15 minutes – these must be about the items for decision at the meeting (excluding the minutes) and must have been given to the Head of Law and Governance by 9.30am two clear working days before the meeting (email executiveboard@oxford.gov.uk or telephone the person named as staff contact). No supplementary questions or questioning will be permitted. Questions by the public will be taken as read and, when the Chair agrees, be responded to at the meeting.

4 SCRUTINY COMMITTEE REPORTS

The following scrutiny committee may submitted to this meeting:-

- ❖ Budget 2012-13 – 2015-16 – agenda item 5 refers
- ❖ Treasury Management – 2011/12 Strategy Update and 2012/13 Strategy – agenda item 8 refers
- ❖ Periodic Reporting – Budget 201/12 – agenda item 9 refers
- ❖ Periodic Reporting – Performance 2011/12 – agenda item 10 refers
- ❖ Matters that Scrutiny Panels meeting in the week commencing 30 January want to report to the Board

5 BUDGET 2012-13 - 2015-16

1 - 116

Lead Member: Councillor Turner

Report of the Head of Finance

This report presents the Council's Budget for 2012/13 and Medium Term Financial Strategy for approval and recommendation to Council. The report recommends the Board to recommend Council to:-

- ❖ Approve the General Fund budget requirement of £24.113 million as detailed in Appendix 1 to the report and in so doing to agree a Council Tax freeze for 2012/13, thereby resulting in an average band D

Council Tax of £262.96.

- ❖ Approve the Housing Revenue Account budget for 2012/13 as set out in Appendix 4 to the report and an average dwelling rent increase of 7.83% and service charge increases of 6.1%.
- ❖ Approve the Capital Programme for 2012/13 -2015-16 as set out in Appendix 6 to the report.
- ❖ Approve the fees and charges set out in Appendix 7 to the report.

6 HRA 30 YEAR BUSINESS PLAN - CONSULTATION OUTCOME

117 - 166

Lead Member: Councillor McManners

Report of the Executive Director for Regeneration and Housing

This report concerns the outcome of consultation on the draft Housing Revenue Account Business Plan.

7 CORPORATE PLAN - CONSULTATION OUTCOME

Lead Member: Councillor Price

Report of the Head of Policy Culture and Communications

This report recommends the Board to agree amended copy and targets for the Corporate Plan for 2012-2017 for recommendation to Council. It is circulated as a separate document.

8 TREASURY MANAGEMENT - 2011/12 STRATEGY UPDATE AND 2012/13 STRATEGY

167 - 194

Lead Member: Councillor Turner

Report of the Head of Finance

This report presents the revised Treasury Management Strategy for 2011/12 to take account of Housing Revenue Account reform, and the Treasury Management Strategy for 2012/13 together with the Prudential Indicators for 2011/12 – 2015/16.

The report contains a number of recommendations (to Council via the Board) as follows:-

- ❖ Adopt and approve the revised Treasury Management Strategy and Prudential Indicators and limits for 2011/12, which have been amended to allow for Housing Revenue Account borrowing, as set out in Sections 71 – 95 of the report.
- ❖ Adopt and approve the Prudential Indicators and limits for 2012/13 to 2015/16 as set out in Sections 71 – 95 of the report.
- ❖ Approve the Minimum Revenue Provision (MRP) statement at Sections 15 - 19 of the report which sets out the Council's policy on the payment of debt.
- ❖ Approve the Treasury Management Strategy 2012/13, and the Treasury Prudential Indicators at Sections 20 – 48 of the report.
- ❖ Approve the Investment Strategy for 2012/13 contained in the Treasury Management Strategy, and the detailed investment criteria as set out in Sections 49 – 70 of and Appendices 1 and 2 to the report.

9	PERIODIC REPORTING -BUDGET 2011/12	195 - 220
	<p>Lead Member: Councillor Price, Turner</p> <p>Report of the Head of Finance</p> <p>This report sets out the forecast outturn position for the Council's Capital and Revenue budgets as at 31st December 2011 compared to the approved 2011-12 budget. In addition it provides information on key financial indicators in order to provide an assessment of the overall financial health of the Council.</p> <p>The report contains a number of recommendations, as follows:-</p> <ul style="list-style-type: none"> ❖ Recommend to Council the inclusion of £400,000 Feed-In-Tariff solar panel capital works to the 2011/12 Housing Revenue Account capital programme and to recommend to Council the approval of the use of Capital Programme under spends to fund this project. ❖ Determine how, if at all, the Board wishes to fund the inclusion of £300,000 Feed-In-Tariff solar panel capital works within the 2011/12 General Fund Capital Programme in the absence of any underspend on the Programme and recommend to Council the approval of such funding as appropriate. ❖ Approve the budget movements within the Housing Revenue Account as detailed in the report relating to the virement of £500,000 from the responsive repairs budget to both planned gas maintenance (£300,000) and void repairs (£200,000), together with budget movements of £212,000 from other planned maintenance schemes to cover overspends within the Tenancy Management area. ❖ Agree that £50,000 of capital expenditure be brought forward from 2013-14 to 2011-12 to fund feasibility work associated with the £2m Depot Relocation Project planned for 2013/14 and recommend to Council approval of this work being brought forward. 	
10	PERIODIC REPORTING - PERFORMANCE 2011/12	221 - 232
	<p>Lead Member: Councillor Price</p> <p>Report of the Head of Business Improvement</p> <p>This report provides the Board with an update of the Council's progress against the twenty Corporate Plan targets for Quarter 3.</p>	
11	PERIODIC REPORTING - RISK 2011/12	233 - 242
	<p>Lead Member: Councillor Turner</p> <p>Report of the Corporate Director for Finance and Efficiency</p> <p>This report provide an update on the Corporate Risk Register and Service Risk Registers as at end of Quarter 2 and Quarter 3.</p>	
12	WESTGATE DEVELOPMENT	243 - 254
	<p>Lead Member: Councillor Turner</p>	

Report of the Head of Corporate Assets

This report seeks Board approval to revised commercial terms with the Westgate Oxford Alliance to enable the entering into of a revised Development Agreement and Agreement to Lease in relation to the proposed redevelopment of Westgate. The report also advises the Board on outstanding issues and detail that remains to be negotiated, and sets out an indicative delivery timetable.

There are two not for publication appendices to the report, circulated to those entitled to receive them.

13 OXPENS MEADOW - SAFEGUARDING PUBLIC AMENITY AND COMPENSATORY FLOOD STORAGE

255 - 268

This report reminds the Board that it resolves as follows in March 2010:-

- ❖ To instruct officers to investigate further the option of transferring ownership of the land at Oxpens Meadow, shown unhatched in the plan attached to (the March 2010) report, across to a Community Trust and to report back to the Board.

The report now before the Board updates it and confirms the Council's strategy for Oxpens Meadow, including the application for the meadow to be designated as a Town Green, once works to allow compensatory flood storage are completed.

14 EMPLOYMENT POLICIES

269 - 352

Lead Member: Councillor Price

Report of the Head of People and Equalities

This report presents five employment policies / procedures for adoption, namely:-

- ❖ Adoption Policy
- ❖ Flexible Working Policy
- ❖ Maternity Policy
- ❖ Parental Leave Procedure
- ❖ Paternity Policy

15 OXFORD CYCLE CITY

353 - 358

Lead Member: Councillor Cook

Report of the Head of City Development

The Oxford Cycle City project will, through joint working with stakeholders, identify gaps in the provision of cycle network links as well as cycle parking provision and subsequently cross reference this with the available funding. This will lead to a prioritised list of cycle path schemes being developed, and may also include wider initiatives to promote cycling. The City Council is the lead authority on the project.

The project objectives are:-

- ❖ To establish a stakeholder working group tasked with progressing Oxford Cycling City;
- ❖ To identify an integrated package of cycle improvement and promotional measures, and
- ❖ To identify the means of delivering some of these measures over a 4 year period, with early wins and longer-term goals.

The Board is being recommended to endorse the objectives and project plan and receive a further report in due course on specific initiatives.

16 GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS - 2012/2013 359 - 396

Lead Member: Councillor Bance

Report of the Head of Housing and Communities

This report is the annual grants allocation to community and voluntary organisations report. Recommendations to the Board are made subject to the grants budget for 2012/13 being agreed by full Council on 20th February 2012. The recommendations concern grant allocations for partnership / commissioning and as a result of the open bidding exercise. There is also a specific recommendation relating to grant allocation to the Oxford Community Work Agency for welfare advice.

17 EXECUTIVE SCHEME OF DELEGATION - CHANGES 397 - 398

This report proposes changes to the Executive scheme of delegation that will flow from and be made at the same time as the adoption of changes to the Finance and Contract Rules being recommended to full Council on 20th February.

18 FUTURE ITEMS

This item is included on the agenda to give members the opportunity to raise issues on the Forward Plan or update the Board about future agenda items.

19 MINUTES 399 - 408

Minutes of the meeting held on 7th December 2011

20 MATTERS EXEMPT FROM PUBLICATION

If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

WESTGATE

PART TWO **MATTERS EXEMPT FROM PUBLICATION**

C1. WESTGATE DEVELOPMENT

Not for publication appendices to the report at agenda item 12. Not for publication by virtue of paragraph 3 of the Access to Information rules – information relating to financial or business affairs.

DECLARING INTERESTS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

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Report of: Head Finance

To: City Executive Board

Date: 8th February 2012

Item No:

Title of Report : Recommended Budget 2012-13 to 2015-16: A Fair Future for Oxford

Summary and Recommendations

Purpose of report: To present the Council's 2012/13 budget and Medium Term Financial Strategy for approval and recommendation to Council.

Key decision: No

Executive Lead member: Councillor Ed Turner

Scrutiny Responsibility: Value & Performance

Report Approved by:

Cllr. Bob Price, Leader of the Council

Cllr. Ed Turner, Deputy Leader of the Council

Policy Framework: N/A

Recommendation(s): The City Executive Board is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget as set out in Tables 3, 5 and 6 below and recommend that Council:

- a) approves the General Fund budget requirement of £24.113 million as detailed in Appendix 1 and in so doing agrees a Council Tax freeze for 2012/13, thereby resulting in an average band D Council Tax of £262.96
- b) approves the Housing Revenue Account budget for 2012/13 as set out in Appendix 4 and an average dwelling rent increase of 7.83% and service charge increases of 6.1%
- c) approves the Capital Programme for 2012/13 -2015-16 as set out in Appendix 6; and
- d) approves the Fees & Charges schedule as set out in Appendix 7

Summary

- 1 This report updates the draft revenue and capital budgets previously presented to the City Executive Board on the 7th December 2011 and reports back on the responses to the consultation undertaken since that meeting.
- 2 Appendices to the report are as follows:
 - Appendix 1. Summary of Proposed General Fund Budget by Service 2012-13 to 2015-16
 - Appendix 2. Detail of General Fund Revenue Budget by Service 2012-13 to 2015-16
 - Appendix 3. Detailed Service Savings 2012-13 to 2015-16
 - Appendix 4. Oxford City Council's Housing Revenue Account Budget
 - Appendix 5. Housing Revenue Account Rent increases by property type
 - Appendix 6. Oxford City Council's Capital Programme 2012-13 to 2015-16
 - Appendix 7. Fees and charges Schedule
 - Appendix 8 Risk Register
 - Appendix 9 Equalities Impact Assessment

A. General Fund

- 3 The budget for consultation approved by the City Executive Board (CEB) on the 7th December 2011 set out a balanced budget for the next four years.
- 4 Since the publication of the Consultation Budget a number of key issues have been raised and these are summarised below:

Issues arising since the publication of the consultation budget

Provisional Local Government Finance Settlement Formula Grant

- 5 The Provisional Local Government Finance Settlement was announced on 8th December 2011 with a consultation period ending on 16th January 2012. The provisional settlement confirmed the figures released by Government in January 2011 and therefore for Oxford City Council, like many other authorities there is no change to the figure for Formula Grant of £11.719 million for 2012/13.
- 6 Whilst the figures for future years are still as yet unknown there are indications that Formula Grant will continue to be reduced and therefore figures for future years remain as per the Consultation Budget as follows:

Table 1 Formula Grant 2012/13 to 2015/16

	Estimated Formula Grant	Percentage Reduction
	£million	%
2012/13	11.72	12.53
2013/14	11.52	1.67
2014/15	10.44	9.44
2015/16	10.23	2.00

- 7 The Settlement includes £652m nationally for the Government to fund a Council Tax Freeze Grant, equivalent to a 2.5% increase for 2012-13. This is
8 +0in line with expectations and the £310k allocated to Oxford is in line with the Consultation Budget. As anticipated the grant is for one year only and therefore a council tax freeze would result in an ongoing liability

Council Tax and Housing Benefit Admin Grant

- 8 Specific grant for council tax and housing benefit administration is confirmed as budgeted at £1.021 million.

New Homes Bonus

- 9 In December 2011 the Council received its second year tranche of New Homes Bonus (NHB) payable for the next 6 years (£824k per annum) which is in addition to the first year tranche of £472k per annum. The amount included in the Consultation Budget was exceeded by £278k in 2012/13 and £357k going forward. It is expected that this amount will be confirmed by the Department for Communities and Local Government (DCLG) shortly. With effect from 1ST April 2013 following Business Rates reform there is an intention that the NHB grant will be 'top sliced' from Formula Grant. The exact detail of how this would affect the overall finances is unknown but there is a risk that the overall amount may be reduced.

Other Issues Arising

Council Tax Base Changes

- 10 The report setting the Council Tax Base, approved by Council on the 19th December 2011, set out modest growth in average band D dwellings of 0.32% (46,983.55 to 47,133.90). The Consultation Budget assumed a slightly higher tax base of 47,218 which equates to a reduction in council tax income of approximately £23k.
- 11 The impact of the above adjustments is set out in Table 2 below.

Table 2 Technical Adjustments to Consultation Budget

	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000
Formula Grant	0	0	0	0
Council Tax	23	24	23	24
Changes in Financing	23	24	23	24
New Homes Bonus	(278)	(357)	(357)	(357)
Changes in base budget	(278)	(357)	(357)	(357)
Total	(255)	(333)	(334)	(332)

Budget Consultation Results

- 12 The consultation on Oxford City Council's draft Medium Term Financial Strategy 2012-13 to 2015-16 and 2012-13 Budget was carried out in conjunction with the consultation on the draft Corporate Plan and ran from 16th December 2011 to 20th January 2012.
- 13 A range of methods was used to advertise the corporate plan and budget consultation:
- A presentation at the Business breakfast for local employers held 18th November 2011;
 - Double page advertisement in Oxford Star on Thursday December 22nd 2011 and in Oxford Mail on Saturday December 17th 2011 that included the main consultation questions;
 - An A4 printed leaflet available in Town Hall, customer contact centres, leisure centres and libraries;
 - Main news items in the City briefing emailed to 600 key contacts in Oxford including businesses, local authorities and community groups;
 - Item in staff newsletter Council Matters and on Council intranet;
 - A special corporate plan and budget survey sent to the 950 members of the Oxford city Talkback citizen's panel;
 - An online consultation advertised on the consultation portal and on the front page of Oxford City Council's website.
- 14 **Investment Proposals In The Budget**
The Council's Consultation Budget contained a number of new investment proposals totalling around £1 million per annum to address the problems of poverty and inequality in Oxford, to raise educational attainment, to

improve the life chances of young people, and to reduce our carbon footprint and mitigate the impact of climate change on future generations. These are set out below, and consultees were asked for their views of the level of support for each proposal.

Educational Attainment: This fund of £350k per annum is intended to support Oxford's schools, at primary and secondary level, to deliver a step change in educational attainment, which in Oxford City is amongst the lowest in the country. Headteachers will be consulted at an early stage on exact programme design, and co-funding from both schools and the County Council will be sought. Targeted interventions with under-achieving children, additional classroom support, activities before and after the school day, and expert training for staff may all be covered by this fund.

Youth activities: This programme, funded at £240k per annum, is intended to reverse where appropriate the County Council's reductions in youth provision, as well as expand youth activity to some areas which currently have no provision. Provision will particularly be targeted at those areas with greatest need; again, partnership funding will be sought from other organisations. This will deliver a major improvement in the level of support for young people in Oxford, and along with the focus on improving educational attainment, is intended to ensure that young people from all parts of Oxford get to enjoy the life-chances which they deserve.

Promotion of free swimming: This will deliver a substantial programme to ensure that young people, notably from backgrounds which are less likely to access free swimming, are aware of and take advantage of the opportunity -£25k per annum

Oxford Cycle City: Oxford is renowned as a city where many people cycle, but there are numerous roads which are unsuitable or even dangerous for cyclists and where cycle lanes are inadequate. This pot of money (£300k capital over four years plus £10k revenue) will allow the targeted creation of more cycle lanes and better signage. We will seek to establish a steering group with the local cyclists' group "Cyclox" to plan and monitor implementation, and will press the County Council hard for appropriate financial and policy commitment.

Groundworks Environmental Improvement Programme: This will deliver a social enterprise programme to clear watercourses, ditches and streams to improve flood protection- £6k per annum

Low-carbon Oxford: This will assist the City Council to demonstrate leadership of the low-carbon agenda and ensure that

Low Carbon Oxford is able to continue its successful work for a further two years - £50k per annum for two years

Stronger private rented sector enforcement: This fund will allow greater proactive enforcement of standards in the private rented sector. In particular, our aim is to ensure that family properties are not allowed to become sub-standard because of the close attention being paid to Houses in Multiple Occupation, due to the licensing scheme which applies in that sector - £60k per annum

Homeshare: This project, which is being conceived with “Age UK”, is intended to promote more inter-generational home sharing – of great benefit to younger and older people alike. Oxford City Council intends to involve Age UK and older people’s representatives in the design, implementation and promotion of this scheme - £10k per annum

Older people’s support grant: This fund (£20k per annum) is intended to encourage new initiatives to support isolated older people in the community. Age UK and older people’s representatives will be involved in design, implementation and promotion

Living wage: This will fund an increase in the “Living Wage” for all Oxford City Council employees to £8 per hour - £9k per annum. We will also seek to promote this living wage to all employers in Oxford City

Legal aid – welfare advice: Following government cuts to legal aid for many needing advice and support on welfare issues, this will create a two-year support post to mitigate the damage to those in need. It will be delivered in partnership with an advice agency - £29k per annum for 2 years

Apprenticeships: This fund, of £50k per annum for two years, will provide around 5 new apprenticeships at Oxford City Council, helping reduce youth unemployment and supporting local young people to get experience and qualifications. Council managers will bid into this fund and be expected to provide some match funding from departmental resources.

Councillor social inclusion initiatives: In addition to the continuation of the £1,500 per annum ward budgets, a new fund of £50k per annum for two years will be provided for councillors to bid into, to fund local projects which are clearly able to demonstrate they will achieve social inclusion aims.

Leisure / school partnership activities: This proposal is intended to mitigate the impact from cuts to youth sport by central

government and the county council. It will create a three-year post to deliver more use of Oxford City Council facilities by local schools - £33k per annum for 3 years

Cricket festival, cricket nets and tennis cage: This will lead to an annual cricket festival, enjoyed by players from all backgrounds, in Cowley Marsh Park. In addition, a new cricket cage and tennis nets in Cowley Marsh Park will be provided - £4k for first year and £3k per year thereafter

Football pitches: This is a one-off project to improve drainage at Court Place Farm, overcoming problems of water-logging and ensuring that teams are able to play there more regularly - £25k for one year.

Green Deal promotion: This project is to ensure early and full take-up of the proposed "Green Deal" to promote insulation - £54k over two years

Toilets: This substantial capital funding (£420k over three years) will improve the quality of toilets in and beyond the city centre.

Carbon reduction: This fund is intended to enable a reduction in Oxford City Council's carbon footprint to 5% per annum.

Conversion of council flat sites to recycling: This will convert remaining council flat sites to recycling, with improved bin stores - £27k for 3 years

Locking of Florence Park: This provides continued funding to lock Florence Park in the evenings, to prevent crime and anti-social behaviour - £5k per annum

Additional hours for litter picking and maintenance in parks: Following the successful modernisation of play areas across the city, usage of parks has increased substantially. This fund will allow improved maintenance and litter picking in our parks - £15k per annum

New low-emission litter picking vehicle in city centre: This additional vehicle will enable side-waste to be removed more effectively from around bins in the city centre - £10k

Additional equipment to clear snow from footways: Following recent periods of extreme weather, this funding will enable new snow-clearing equipment to be purchased - £12k

New pathway to enter Westgate: This will enable better access between the Westgate car park and the street - £15k

Proactive riverbank enforcement: This will provide a targeted programme of enforcement to deal with the growing problem of illegal moorings - £22k per annum for 2 years

Proactive night time noisy party patrol: This will provide proactive work to reduce noise problems in areas and at times where there has been a history of noise complaints - £12k per annum

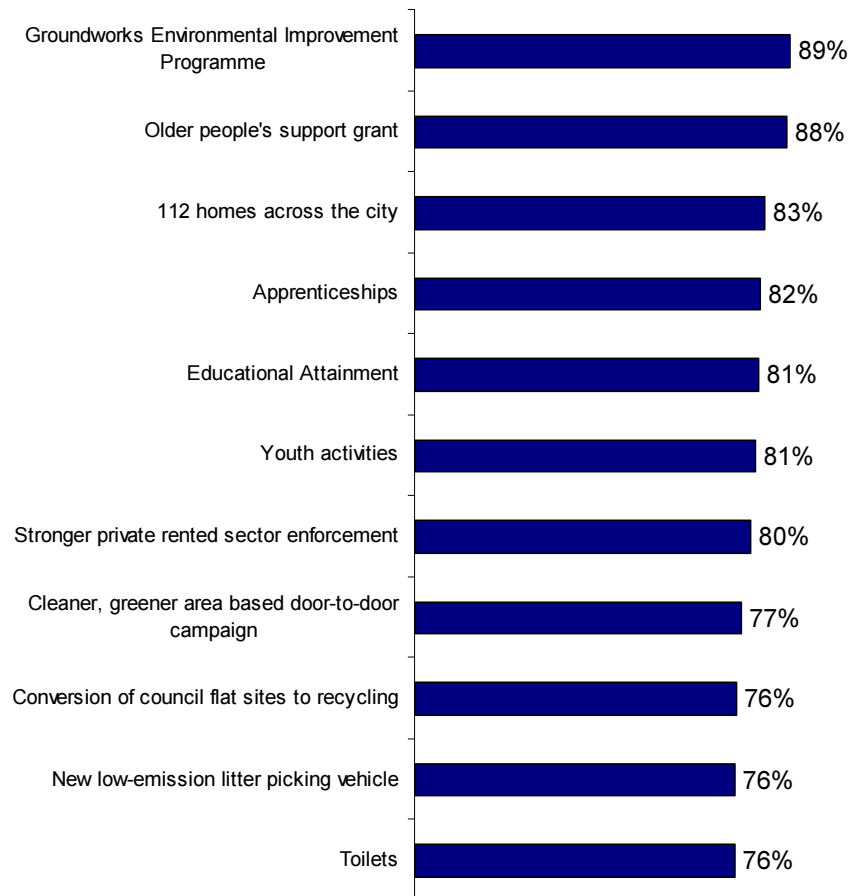
Cleaner greener area based door-to-door campaign: This will extend successful work to promote the “Cleaner Greener” Oxford agenda, improving recycling and street cleanliness throughout the city - £12k per annum

- 15 Consultees were presented with 33 different investment proposals each with a brief description including the amount. The Council received 327 responses in total and the majority (63%) of respondents agreed or strongly agreed with the priorities set out in the draft budget.

The most supported investment proposals (75% or above ‘agree’ or ‘strongly agree’) were:

- Groundworks Environmental Improvement Programme: *£6,000 per year for four years to deliver a social enterprise programme to clear watercourses, ditches and streams to improve flood protection.*
- Older people’s support grant: *A 2 year fund of £20,000 per year to encourage new initiatives to support isolated older people in the community.*
- Deliver 112 homes across the city *part funded by a £2 million government grant*
- Apprenticeships: *a fund of £50,000 for two years to provide around 5 new apprenticeships at Oxford City Council.*
- Educational Attainment: *A fund of £350,000 per year for four years to support Oxford’s schools.*

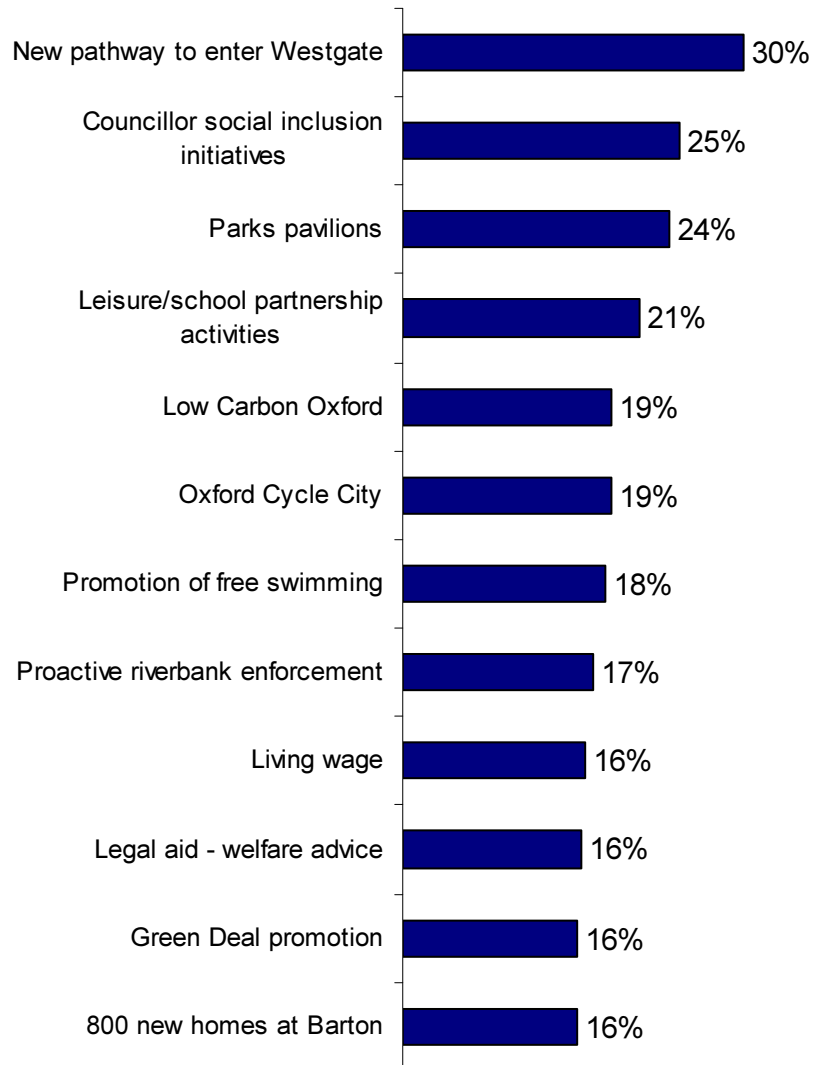
Most Supported Investment Proposals



16 The proposals with the highest level of disagreement (15% or above 'disagree' or 'strongly disagree') were:

- New pathway to enter Westgate: £15,000 in 2012-13 to enable better access between Westgate car park and the street.
- Parks pavilions: a major £1.1 million refurbishment of parks pavilions including those on Blackbird Leys, Barton and Quarry Fields.
- Councillor social inclusion initiatives: a new fund of £50k per year for two years for Councillors to bid into to fund local projects with social inclusion aims.
- Leisure/school partnership activities: a three year post (£33,000 per year) to deliver more use of Oxford City Council facilities by local schools.
- Promotion of free swimming: £28,000 per year over four years, to ensure that young people, especially those from backgrounds which are less likely to access free swimming, are aware of and take advantage of the opportunity.

Least Supported Investment Proposals



17 **Council Tax Strategy**

Consultees were invited to comment on the Council's council tax strategy to freeze council tax in 2012/13 then increase it by 4% and 3% in the following two years respectively. More than half the respondents (52%) agreed or agreed strongly with the strategy although a number of consultees requested consideration of a 'smoothed' increase.

18 **Changes Arising From Consultation Council Tax Strategy**

In light of the outcome of the budget consultation process the Council has revised its Council Tax proposals for 2013/14 and 2014/15 from 4% and 3% respectively, to 3.5% in each of 2013/14 and 2014/15 and then 3% for

2015/16. The effect of this change as well as a number of other changes detailed below, following consultation, have been reflected in the Council's revised budget together with the 'technical' changes highlighted in Table 2 above.

- 19 The Localism Act 2011 requires local authorities, police authorities and fire & rescue authorities which choose not to accept the Council Tax Freeze Grant for 2012/13 and are contemplating setting an increase in council tax which exceeds the council tax excessiveness principle relevant to them to seek the approval of their local electorate in a referendum. The Secretary of State has prescribed the limit for the City Council as 3.5%. It follows that the City's recommended Council Tax increase would not require the approval of a referendum

20 **Educational Attainment**

In the Consultation Budget a provision of £350k per annum was made to support Oxford's schools, at primary and secondary level, to deliver a step change in educational attainment, which in Oxford is one of the lowest in the country. In a change to the Consultation Budget a further provision of £50k per annum has been made for the provision of support to administer and proactively manage the programme.

Contribution to Grants

- 21 It is proposed to increase the small grants budget by £31k in 2012/13 in recognition of the high quality and large number of bids this year.

22 **Revenue Contributions to Capital**

The Council has a significant General Fund Capital Programme funded by government grants, prudential borrowing and capital receipts. In order to de-risk the reliance on capital receipts it is proposed that the residual monies arising from New Homes Bonus net of the changes to the Consultation Budget should be used to reduce the level of prudential borrowing to finance the Capital Programme going forward. This would in turn generate a revenue saving of around £60k per annum ongoing from year 3 which has been put to the General Fund Working Balance.

- 23 Table 3 below sets out the changes to the budget following consultation.

Table 3. Proposed Changes following consultation

	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Educational attainment support	50	50	50	50
Revenue contributions to capital	175	189	252	251
Contribution to Grants	31	31	31	31
Reduced prudential borrowing costs	0	(16)	(39)	(62)
Changes in Base	256	254	294	270

Budget				
Decrease/(increase) in council tax	0	61	0	0
Total	256	315	294	270

- 24 The overall position taking account of the above changes in Tables 2 and 3 is set out in Table 4 below and included within the Council's revised budget position shown in Appendices 1-3:

Table 4. Summary of changes to the General Fund Consultation budget.

	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Net Operating Expenditure per Consultation Budget	25,758	24,505	23,732	23,990
Technical base budget adjustments per Table 2 above	(278)	(357)	(357)	(357)
Amendments per Table 3 above	256	254	294	270
Transfer to/(from) general fund working balance	(1,623)	(119)	40	62
Net Budget Requirement	24,113	24,283	23,709	23,965
Financed By :				
Formula Grant	(11,719)	(11,523)	(10,435)	(10,226)
Council Tax	(12,394)	(12,760)	(13,274)	(13,739)
Total	24,113	24,283	23,709	23,965

General Fund	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Balance 1st April	5,243	3,620	3,501	3,541
Transfers to/(from)	(1,623)	(119)	40	62
Balance at 31st March	3,620	3,501	3,541	3,603

- 25 The amount to be funded from Council Tax represents a zero per cent increase from 2012/13. This is achievable given the inclusion of the Council Tax Freeze Grant of £310k from the Department of Communities Local Government as set out above. For future years 2013/14 – 2015/16 the assumed increase is 3.5% for 2013/14 and 2014/15 then 3% thereafter. With a zero per cent Council Tax rise in 2012/13 the band D Council Tax remains at £262.96.

26 **Budget Risks**

The main risks to the balanced position of the General Fund budget are:

- NNDR Reform which is currently being consulted on and may not be as financially beneficial as expected
- Welfare Reform which will come in from 2013/14 and may affect the authority more adversely than estimated both in terms of arrears and demand for services
- Localisation of support for Council Tax may cost the Council more than estimated and have an increased impact on arrears.
- The potential for the variation in the New Homes Bonus. This is based on estimated numbers of new dwellings constructed and occupied during a given 12 months period, clearly this will be subject to variation
- Interest rates falling lower than projected
- Any slippage in the delivery of assumed savings, especially around trading or additional pressures that could impact on 2012-13 and subsequent years
- The Council's Formula Grant Settlement Figures being less than estimated in subsequent financial years, in part as a consequence of changes in population data
- Assumed budget savings not being achieved.

A full risk assessment is attached at Appendix 8. The recommended budget seeks to mitigate these risks as far as possible

B. Housing Revenue Account (HRA) Revenue Budget

27 The HRA consultation budget was approved by the City Executive Board on 7th December 2011. It provided a Housing Revenue Account for 2012/13 and an indicative budget for the following three years. The HRA was shown to be sustainable with a strategy of maintaining working balances of c. £3.5m.

28 **Changes Arising Since the Publication of the Consultation Budget.**
 The Consultation Budget was prepared based on a number of assumptions including: the cost of borrowing and repayment profiles relating to the £200m DCLG debt the Council has to procure at the end of March 2012, rent increase proposals in accordance with the Government's draft determination guidance, as well as a variety of other factors relating to RPI uplifts, bad debt provisions, capital investment priorities and Right to Buys disposals. A number of changes have been made to the HRA's medium term financial position since the Consultation Budget was produced and the main reasons for these are set out below and the impact analysed in Table 5 with the revised overall position shown in Appendix 4.

Table 5 Summary of Changes on the Housing Revenue Account Consultation Budget

	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Annual (Surplus)/Deficit per consultation Budget	(1,009)	25	10	11
Rental Income changes	(671)	(318)	(543)	(350)
Borrowing costs	(3,010)	(2,940)	(2,775)	(2,514)
Repairs and Maintenance	(336)	510	112	(427)
Capital Financing/appropriations	(107)	5,763	2,001	2,592
Revised (surplus)/deficit transferred to HRA working balance	(5,133)	3,040	(1,195)	(688)

HRA Working Balance	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Balance 1st April	2,500	7,633	4,593	5,788
Transfers to/(from)	5,133	(3,040)	1,195	688
Balance at 31st March	7,633	4,593	5,788	6,476

Rental Income

- 29 The Government have recently consulted with local authorities on raising the available discount offered to Council tenants under the existing Right to Buy (RTB) scheme. Whilst the outcome of the Government's consultation is still awaited it is fair to say that given the high property prices experienced in the City increases in existing RTB disposals are likely. As such the HRA Business Plan and Consultation Budget have been amended to reflect a more prudent approach to 'right to buy'. A 10% reduction in the existing housing stock has therefore been assumed in the first 10 years of the Business Plan. This approach still enables the HRA to deliver on the revenue and capital investment aspirations previously identified.
- 30 Increased RTB numbers together with average void turnover numbers, have resulted in the dwelling income amount changing from that originally submitted to CEB in December 2011 although the rent increases previously reported and outlined in Appendix 5 remain unchanged.

Borrowing Costs

31 The Consultation Budget provided a very simple approach to the borrowing costs for self-financing. Having taken advice from our Treasury Advisors, Sector, the Council now propose to procure a number of fixed interest rate loans from the Public Works Loans Board (PWLB), with a variety of redemption periods from 15 to 50 years. The exact breakdown of loans and subsequent cost of borrowing will not be known precisely until 26 March 2012, being the only available date when the Council can procure the loans from PWLB. Borrowing costs have been included at 3.74% which we believe provides sufficient headroom for any movement in interest rates between now and when we take the borrowing out on 26th March 2012. The change in borrowing costs shown in the above table highlight the change in the borrowing strategy and a revised interest rate forecast from 4.5% to 3.74%

Repairs and Maintenance

32 Changes in repairs and maintenance reflect the smoothing of the programme necessary to deliver the Business Plan without eating into the Council's borrowing head room.

Capital Financing/ Appropriations

33 The revised HRA Business Plan provides £17.9m of resources to fund a second Homes and Communities Agency (HCA) new build project that will see an additional 112 new build properties made available up to 2014/15. Thereafter, we have included in the Business Plan a further £60m over the next 4 years for Members and Tenants to decide on how to tackle the affordable housing needs of the City.

34 The changes in capital financing and appropriations costs reflect this additional new capital investment which is funded from increased Revenue Contributions to Capital arising from

- Reductions in interest on borrowing due to the change in strategy and a more optimistic outlook on interest rates
- A more prudent approach in debt repayment than was assumed in the Consultation Budget.

HRA Working Balance

35 The Consultation Budget assumed a working balance of at least £3.5 million with surplus cash being used to repay debt. The revisions to the Consultation Budget as set out above require that the HRA working balance for some years is considerably higher than £3.5m, to fund future years cash and investment requirements.

Budget Risks

The main risks faced by the HRA are as follows:

- Benefit reforms impacting adversely on rent arrears and viability of the business plan

- Right to Buy Sales being higher than anticipated resulting in a consequential reduction in rent
- Efficiencies assumed within the business plan not being delivered as anticipated thereby increasing costs.

Appendix 8 attached provides further detail together with mitigating actions

C. Capital Programme

37 Appendix 6 shows the Council's overall Capital Programme for the period 2012/13 to 2015/16.

Changes arising since the publication of the Consultation Budget

38 The Programme is monitored on a monthly basis and the forecast spend on individual schemes can vary. Since the Consultation Budget was produced a number of changes have been proposed as follows:

- Provision was included within the Consultation Budget for the replacement and consolidation of the Council's two main works depots in the sum of £2 million. To progress this project it is necessary to undertake survey works and bring forward some of the budget allocation to 2011/12 (£50k) and 2012/13 (£200k) from 2013/14
- There has been slippage on schemes in a number of areas. Other than cash flow these schemes have no overall effect on the Council's financial position since they are fully funded.

Table 6 Proposed Changes to the Capital Programme

	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Consultation Budget	24,315	17,671	13,087	11,582
Survey works to depot pulled forward	200	(250)		
Total Capital Budget	24,515	17,421	13,087	11,582

Capital Budget Risks

39 The main risks to the delivery of the Capital Programme are:

- Disposals not secured causing a shortfall in funding of schemes resulting in additional prudential borrowing costs.
- Slippage resulting in delivery of schemes later than anticipated and knock on cash flow issues.
- Contractors going into liquidation/administration as a consequence of the slow economic recovery resulting in additional costs to the Council.

Appendix 8 attached provides further detail together with mitigating actions.

D. Fees & Charges

40 The Budget includes additional income of £1.2 million from fees, charges and trading. Appendix 7 attached provides a schedule of the proposed fees and charges for 2012/13, these have been proposed in accordance with the income strategy.

Legal Implications

41 Under Section 30 of the Local Government Finance Act 1992 the Council is required to set a Council Tax by 11th March 2012 for the 2012/13 financial year.

Risk Implications

42 These are set out in the body of the report and detailed further together with mitigating actions in Appendix 8

43 Equalities Impact Assessment

An impact assessment is included at Appendix 9

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Background papers: Budget Working Papers
Consultation Feedback

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Oxford City Council's General Fund Revenue Budget for Consultation and Future Year Control Totals

	Recommended Budget 2012/13		Control totals 2013/14		Control totals 2014/15		Control totals 2015/16	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
City Regeneration	3,983	15%	3,504	14%	3,151	13%	2,812	12%
City Development	986	4%	865	4%	827	3%	810	3%
Cultural Development	47	0%	33	0%	20	0%	9	0%
Development	79	0%	59	0%	59	0%	54	0%
Support Services	317	1%	317	1%	317	1%	317	1%
Information Services	(10)	0%	(25)	0%	(25)	0%	(25)	0%
Spatial Development	552	2%	480	2%	455	2%	455	2%
Corporate Assets	(4,222)	-16%	(4,407)	-18%	(4,514)	-19%	(4,817)	-20%
Commercial Property	(6,461)	-25%	(6,538)	-27%	(6,550)	-28%	(6,750)	-28%
Office Accomadation	987	4%	987	4%	987	4%	987	4%
Property Maintainence	321	1%	318	1%	316	1%	286	1%
Support Services	931	4%	826	3%	733	3%	660	3%
Communities and Housing	7,219	28%	7,046	29%	6,838	29%	6,818	29%
Area Committees	72	0%	72	0%	72	0%	72	0%
Communities & Neighbourhoods	1,174	5%	1,130	5%	1,110	5%	1,110	5%
Community Grants & Commissioning	1,560	6%	1,560	6%	1,490	6%	1,490	6%
Community Housing Strategy	526	2%	526	2%	526	2%	526	2%
Safety Strategy & Operations	1,042	4%	1,026	4%	983	4%	963	4%
Housing Needs	2,844	11%	2,731	11%	2,656	11%	2,656	11%

Oxford City Council's General Fund Revenue Budget for Consultation and Future Year Control Totals

	Recommended Budget 2012/13		Control totals 2013/14		Control totals 2014/15		Control totals 2015/16	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Finance and Efficiency	6,072	24%	6,048	25%	6,077	26%	5,788	24%
Finance	2,211	9%	2,080	9%	2,046	9%	2,006	8%
Accountancy	1,298	5%	1,298	5%	1,298	5%	1,258	5%
Internal Audit	145	1%	125	1%	125	1%	125	1%
Concessionary Fares	0	0%	0	0%	0	0%	0	0%
Corporate Finance	393	2%	307	1%	303	1%	303	1%
Investigations	66	0%	66	0%	66	0%	66	0%
Revenues	309	1%	284	1%	254	1%	254	1%
ICT Services	3,040	12%	3,182	12%	3,272	13%	3,072	12%
ICT Core Systems	153	1%	153	1%	153	1%	153	1%
ICT Department Costs	2,780	11%	2,928	11%	3,019	12%	2,819	11%
ICT Telephony	106	0%	101	0%	99	0%	99	0%
Business Improvement	821	3%	785	3%	759	3%	710	3%
Strategic Procurement	61	0%	25	0%	(1)	0%	(50)	0%
Shared Back Office Services	24	0%	24	0%	24	0%	24	0%
Transformation	390	2%	390	2%	390	2%	390	2%
Performance	98	0%	98	0%	98	0%	98	0%
Business Improvement	248	1%	248	1%	248	1%	248	1%
City Services	8,718	34%	7,911	32%	6,891	29%	6,417	27%
Environmental Development	1,653	6%	1,461	6%	1,299	5%	1,302	5%
Environmental Control	665	3%	614	3%	540	2%	543	2%
Environmental Sustainability	587	2%	569	2%	501	2%	501	2%
Health Development	516	2%	501	2%	501	2%	501	2%
Licencing and Development	(236)	-1%	(344)	-1%	(364)	-2%	(364)	-2%
General Management	121	0%	121	0%	121	1%	121	1%
Direct Services	492	2%	239	1%	(465)	-2%	(757)	-3%
Building Services	(1,935)	-8%	(1,977)	-8%	(2,017)	-9%	(2,061)	-9%
Off Street Parking	(4,227)	-16%	(4,302)	-18%	(4,527)	-19%	(4,593)	-19%
Waste & Recycling Domestic	3,088	12%	3,085	13%	3,069	13%	3,052	13%
Waste & Recycling Trade	(1,160)	-5%	(1,290)	-5%	(1,420)	-6%	(1,420)	-6%
Engineering	(364)	-1%	(384)	-2%	(404)	-2%	(424)	-2%
Street Scenes	3,990	16%	3,978	16%	3,978	17%	3,953	17%
Motor Transport	(2,111)	-8%	(2,084)	-9%	(2,056)	-9%	(2,028)	-8%
Garages	88	0%	88	0%	88	0%	88	0%
Miscellaneous	796	3%	796	3%	796	3%	796	3%
Local Overheads	2,329	9%	2,329	10%	2,029	9%	1,879	8%

Oxford City Council's General Fund Revenue Budget for Consultation and Future Year Control Totals								
	Recommended Budget 2012/13		Control totals 2013/14		Control totals 2014/15		Control totals 2015/16	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total

Oxford City Council's General Fund Revenue Budget for Consultation and Future Year Control Totals

	Recommended Budget 2012/13		Control totals 2013/14		Control totals 2014/15		Control totals 2015/16	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Customer Services	3,567	14%	3,370	14%	3,356	14%	3,265	14%
Customer Services	1,769	7%	1,618	7%	1,618	7%	1,553	6%
Council Tax	97	0%	84	0%	70	0%	70	0%
Housing Benefit	1,557	6%	1,524	6%	1,524	6%	1,499	6%
Income and NNDR	144	1%	144	1%	144	1%	144	1%
City Leisure	3,006	12%	2,841	12%	2,701	11%	2,607	11%
Leisure Management	756	3%	704	3%	749	3%	724	3%
Oxford Sports Partnership	7	0%	7	0%	7	0%	7	0%
Sports Development	64	0%	63	0%	61	0%	61	0%
Allotments	(11)	0%	(11)	0%	(11)	0%	(11)	0%
Burial Services	59	0%	54	0%	54	0%	54	0%
Countryside	133	1%	133	1%	133	1%	133	1%
Parks	2,041	8%	1,934	8%	1,751	7%	1,682	7%
Parks Management	(43)	0%	(43)	0%	(43)	0%	(43)	0%
Chief Executive	5,073	20%	4,762	20%	4,647	20%	4,533	19%
Policy, Culture and Comms	1,228	5%	1,018	4%	977	4%	920	4%
Town Hall & Museum	(56)	0%	(94)	0%	(112)	0%	(133)	-1%
Communications	399	2%	376	2%	368	2%	356	1%
Culture	696	3%	547	2%	533	2%	526	2%
Policy & Partnerships	188	1%	188	1%	188	1%	171	1%
People and Equalities	1,340	5%	1,288	5%	1,218	5%	1,200	5%
Employment Services	671	3%	665	3%	615	3%	615	3%
H&S	60	0%	60	0%	60	0%	60	0%
Job Evaluation	(0)	0%	(0)	0%	(0)	0%	(0)	0%
Learning & Development	519	2%	493	2%	493	2%	474	2%
Payroll	91	0%	71	0%	51	0%	51	0%
Law & Governance	2,505	10%	2,456	10%	2,451	10%	2,413	10%
Committees	229	1%	229	1%	229	1%	225	1%
Election Services	163	1%	163	1%	163	1%	162	1%
Legal Services	777	3%	728	3%	723	3%	718	3%
Member Services	439	2%	439	2%	439	2%	439	2%
Scrutiny	53	0%	53	0%	53	0%	53	0%
Executive Support	844	3%	844	3%	844	4%	816	3%
Total Portfolio Net Budget	23,847	93%	22,225	91%	20,765	88%	19,551	82%

Oxford City Council's General Fund Revenue Budget for Consultation and Future Year Control Totals

	Recommended Budget 2012/13		Control totals 2013/14		Control totals 2014/15		Control totals 2015/16	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Below the line								
Corporate	(4,344)	-17%	(4,346)	-18%	1,709	7%	1,291	5%
Pay provisions held centrally	824	3%	2,107	9%	3,442	15%	4,557	19%
Contingencies	2,391	9%	2,152	9%	2,230	9%	2,664	11%
New Homes Bonus	(1,296)	-5%	(1,747)	-7%	(2,198)	-9%	(2,648)	-11%
Council Tax Grant	(620)	-2%	(322)	-1%	(335)	-1%		0%
Investment Income	(260)	-1%	(345)	-1%	(615)	-3%	(615)	-3%
Other	2,268	9%	1,148	5%	1,385	6%	2,210	
Capital Financing								
Prudential Borrowing	506	2%	1,087	4%	1,464	6%	1,561	7%
Revenue Contributions to Capital	2,421	9%	2,445	10%	(4,179)	-18%	(4,668)	-20%
Total Net Operating Budget	25,737	100%	24,402	100%	23,669	100%	23,903	100%
General Fund Working Balances								
Transfer to / (from) General Fund Working	(1,623)		(119)		40		62	
Total use of General Fund Working Balances	(1,623)		(119)		40		62	
Net Budget Requirement	24,113		24,283		23,709		23,965	
Financed by	24,113	100%	24,283	100%	23,709	100%	23,965	100%
Formula Grant	11,719	49%	11,523	47%	10,435	44%	10,226	43%
Council Tax	12,394	51%	12,760	53%	13,274	56%	13,739	57%
Over / (Under) Allocated budget	0		0		0		0	

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Oxford City Council's Revenue Budget at Portfolio Level 2012-13

	Projected Budget 2011/12	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2012/13	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
City Regeneration	4,386	0	117	(617)	(10)	(241)	(32)	380	3,983	-9%
City Development	1,113	0	95	(5)	(10)	(191)	(16)	0	986	-11%
Cultural Development	63	0	0	0	0	0	(16)	0	47	-25%
Development	125	0	0	0	0	(46)	0	0	79	-37%
Support Services	317	0	0	0	0	0	0	0	317	0%
Information Services	5	0	0	0	0	(15)	0	0	(10)	-286%
Spatial Development	602	0	95	(5)	(10)	(130)	0	0	552	-8%
Corporate Assets	(3,758)	0	7	(420)	0	(50)	0	0	(4,222)	12%
Commercial Property	(6,390)	0	7	(28)	0	(50)	0	0	(6,461)	1%
Office Accomadation	1,229	0	0	(242)	0	0	0	0	987	-20%
Property Maintainence	326	0	0	(5)	0	0	0	0	321	-2%
Support Services	1,076	0	0	(145)	0	0	0	0	931	-13%
Communities and Housing	7,032	0	15	(192)	0	0	(16)	380	7,219	3%
Area Committees	72	0	0	0	0	0	0	0	72	0%
Communities & Neighbourhoods	954	0	0	(20)	0	0	0	240	1,174	23%
Community Grants & Commissioning	1,444	0	15	0	0	0	0	101	1,560	8%
Community Housing Strategy	577	0	0	(51)	0	0	0	0	526	-9%
Safety Strategy & Operations	1,138	0	0	(80)	0	0	(16)	0	1,042	-8%
Housing Needs	2,846	0	0	(41)	0	0	0	39	2,844	-0%

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Oxford City Council's Revenue Budget at Portfolio Level 2012-13

	Projected Budget 2011/12	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2012/13	% Change
Finance and Efficiency	6,453	98	117	(355)	(170)	0	(71)	0	6,072	-6%
Finance	2,677	0	0	(225)	(170)	0	(71)	0	2,211	-17%
Accountancy	1,505	0	0	(107)	(100)	0	0	0	1,298	-14%
Internal Audit	150	0	0	0	0	0	(5)	0	145	-3%
Concessionary Fares	66	0	0	0	0	0	(66)	0	0	-100%
Corporate Finance	412	0	0	(18)	0	0	0	0	393	-4%
Investigations	166	0	0	(100)	0	0	0	0	66	-60%
Revenues	379	0	0	0	(70)	0	0	0	309	-18%
ICT Services	2,868	98	107	(34)	0	0	0	0	3,040	6%
ICT Core Systems	146	0	17	(10)	0	0	0	0	153	5%
ICT Department Costs	2,611	98	90	(19)	0	0	0	0	2,780	6%
ICT Telephony	111	0	0	(5)	0	0	0	0	106	-4%
Business Improvement	907	0	10	(96)	0	0	0	0	821	-9%
Strategic Procurement	97	0	10	(46)	0	0	0	0	61	-37%
Shared Back Office Services	24	0	0	0	0	0	0	0	24	0%
Transformation	440	0	0	(50)	0	0	0	0	390	-11%
Performance	98	0	0	0	0	0	0	0	98	0%
Business Improvement	248	0	0	0	0	0	0	0	248	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2012-13

	Projected Budget 2011/12	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2012/13	% Change
City Services	9,808	150	296	(689)	(163)	(905)	(133)	354	8,718	-11%
Environmental Development	1,729	0	50	(12)	(204)	(10)	(98)	198	1,653	-4%
Environmental Control	647	0	0	0	0	(10)	(66)	94	665	3%
Environmental Sustainability	465	0	50	0	0	0	(32)	104	587	26%
Health Development	516	0	0	0	0	0	0	0	516	0%
Licencing and Development	(32)	0	0	0	(204)	0	0	0	(236)	636%
General Management	133	0	0	(12)	0	0	0	0	121	-9%
Direct Services	734	150	590	(120)	(50)	(841)	0	29	492	-33%
Building Services	(1,944)	85	105	0	0	(181)	0	0	(1,935)	-0%
Off Street Parking	(4,062)	0	120	0	(50)	(250)	0	15	(4,227)	4%
Waste & Recycling Domestic	2,979	0	189	(30)	0	(50)	0	0	3,088	4%
Waste & Recycling Trade	(1,011)	0	71	(40)	0	(180)	0	0	(1,160)	15%
Engineering	(184)	0	0	0	0	(180)	0	0	(364)	98%
Street Scenes	3,996	0	30	(50)	0	0	0	14	3,990	-0%
Motor Transport	(2,176)	65	0	0	0	0	0	0	(2,111)	-3%
Garages	88	0	0	0	0	0	0	0	88	0%
Miscellaneous	796	0	0	0	0	0	0	0	796	0%
Local Overheads	2,254	0	75	0	0	0	0	0	2,329	3%
Customer Services	3,721	0	0	(247)	93	0	0	0	3,567	-4%
Customer Services	1,779	0	0	(44)	35	0	0	0	1,769	-1%
Council Tax	230	0	0	(133)	0	0	0	0	97	-58%
Housing Benefit	1,568	0	0	(69)	58	0	0	0	1,557	-1%
Income and NNDR	144	0	0	0	0	0	0	0	144	0%
City Leisure	3,623	0	(344)	(310)	(2)	(54)	(35)	127	3,006	-17%
Leisure Management	1,226	0	(354)	(157)	0	0	(30)	71	756	-38%
Oxford Sports Partnership	7	0	0	0	0	0	0	0	7	0%
Sports Development	65	0	0	0	0	(1)	0	0	64	-2%
Allotments	(11)	0	0	0	0	0	0	0	(11)	0%
Burial Services	61	0	10	(10)	(2)	0	(5)	5	59	-3%
Countryside	133	0	0	0	0	0	0	0	133	0%
Parks	2,186	0	0	(143)	0	(53)	0	51	2,041	-7%
Parks Management	(43)	0	0	0	0	0	0	0	(43)	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2012-13

	Projected Budget 2011/12	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2012/13	% Change
Chief Executive	4,883	0	52	(100)	(116)	(52)	(53)	459	5,073	4%
Policy, Culture and Comms	959	0	52	(6)	(130)	(47)	0	400	1,228	28%
Town Hall & Museum	194	0	(50)	(6)	(160)	(34)	0	0	(56)	-129%
Communications	399	0	0	0	0	(1)	0	0	399	-0%
Culture	176	0	102	0	30	(12)	0	400	696	295%
Policy & Partnerships	188	0	0	0	0	0	0	0	188	0%
People and Equalities	1,342	0	0	(61)	0	0	0	59	1,340	-0%
Employment Services	612	0	0	0	0	0	0	59	671	10%
H&S	60	0	0	0	0	0	0	0	60	0%
Job Evaluation	(0)	0	0	0	0	0	0	0	(0)	0%
Learning & Development	540	0	0	(21)	0	0	0	0	519	-4%
Payroll	131	0	0	(40)	0	0	0	0	91	-31%
									0	
Law & Governance	2,582	0	0	(33)	14	(5)	(53)	0	2,505	-3%
Committees	229	0	0	0	0	0	0	0	229	0%
Election Services	163	0	0	0	0	0	0	0	163	0%
Legal Services	768	0	0	0	14	(5)	0	0	777	1%
Member Services	451	0	0	(1)	0	0	(11)	0	439	-3%
Scrutiny	53	0	0	0	0	0	0	0	53	0%
Executive Support	918	0	0	(32)	0	0	(42)	0	844	-8%
Total Portfolio Budget	25,530	248	582	(1,761)	(459)	(1,198)	(289)	1,193	23,847	-7%

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Oxford City Council's Revenue Budget at Portfolio Level 2013-14

	Projected Budget 2012/13	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2013/14	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
City Regeneration	3,983	0	40	(246)	0	(167)	(106)	0	3,504	-12%
City Development	986	0	40	(5)	0	(90)	(66)	0	865	-12%
Cultural Development	47	0	0	0	0	0	(14)	0	33	-30%
Development	79	0	0	0	0	(20)	0	0	59	-25%
Support Services	317	0	0	0	0	0	0	0	317	0%
Information Services	(10)	0	0	0	0	(15)	0	0	(25)	154%
Spatial Development	552	0	40	(5)	0	(55)	(52)	0	480	-13%
Corporate Assets	(4,222)	0	0	(108)	0	(77)	0	0	(4,407)	4%
Commercial Property	(6,461)	0	0	0	0	(77)	0	0	(6,538)	1%
Office Accommodation	987	0	0	0	0	0	0	0	987	0%
Property Maintenance	321	0	0	(3)	0	0	0	0	318	-1%
Support Services	931	0	0	(105)	0	0	0	0	826	-11%
Communities and Housing	7,219	0	0	(133)	0	0	(40)	0	7,046	-2%
Area Committees	72	0	0	0	0	0	0	0	72	0%
Communities & Neighbourhoods	1,174	0	0	(20)	0	0	(24)	0	1,130	-4%
Community Grants & Commissioning	1,560	0	0	0	0	0	0	0	1,560	0%
Community Housing Strategy	526	0	0	0	0	0	0	0	526	0%
Safety Strategy & Operations	1,042	0	0	0	0	0	(16)	0	1,026	-2%
Housing Needs	2,844	0	0	(113)	0	0	0	0	2,731	-4%

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Oxford City Council's Revenue Budget at Portfolio Level 2013-14

	Projected Budget 2012/13	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2013/14	% Change
Finance and Efficiency	6,072	101	70	(175)	0	0	(20)	0	6,048	-0%
Finance	2,211	0	0	(111)	0	0	(20)	0	2,080	-6%
Accountancy	1,298	0	0	0	0	0	0	0	1,298	0%
Internal Audit	145	0	0	0	0	0	(20)	0	125	-14%
Concessionary Fares	0	0	0	0	0	0	0	0	0	0%
Corporate Finance	393	0	0	(86)	0	0	0	0	307	-22%
Investigations	66	0	0	0	0	0	0	0	66	0%
Revenues	309	0	0	(25)	0	0	0	0	284	-8%
ICT Services	3,040	101	60	(18)	0	0	0	0	3,182	5%
ICT Core Systems	153	0	0	0	0	0	0	0	153	0%
ICT Department Costs	2,780	101	60	(13)	0	0	0	0	2,928	5%
ICT Telephony	106	0	0	(5)	0	0	0	0	101	-5%
Business Improvement	821	0	10	(46)	0	0	0	0	785	-4%
Strategic Procurement	61	0	10	(46)	0	0	0	0	25	-59%
Shared Back Office Services	24	0	0	0	0	0	0	0	24	0%
Transformation	390	0	0	0	0	0	0	0	390	0%
Performance	98	0	0	0	0	0	0	0	98	0%
Business Improvement	248	0	0	0	0	0	0	0	248	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2013-14

	Projected Budget 2012/13	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2013/14	% Change
City Services	8,718	61	(29)	(178)	(161)	(363)	(89)	(49)	7,911	-9%
Environmental Development	1,653	0	0	0	(73)	(50)	(54)	(15)	1,461	-12%
Environmental Control	665	0	0	0	0	0	(54)	3	614	-8%
Environmental Sustainability	587	0	0	0	0	0	0	(18)	569	-3%
Health Development	516	0	0	0	0	(15)	0	0	501	-3%
Licencing and Development	(236)	0	0	0	(73)	(35)	0	0	(344)	46%
General Management	121	0	0	0	0	0	0	0	121	0%
Direct Services	492	63	(14)	(40)	0	(263)	0	0	239	-52%
Building Services	(1,935)	36	0	0	0	(77)	0	0	(1,977)	2%
Off Street Parking	(4,227)	0	0	0	0	(60)	0	(15)	(4,302)	2%
Waste & Recycling Domestic	3,088	0	(14)	0	0	(16)	0	27	3,085	-0%
Waste & Recycling Trade	(1,160)	0	0	(40)	0	(90)	0	0	(1,290)	11%
Engineering	(364)	0	0	0	0	(20)	0	0	(384)	5%
Street Scenes	3,990	0	0	0	0	0	0	(12)	3,978	-0%
Motor Transport	(2,111)	27	0	0	0	0	0	0	(2,084)	-1%
Garages	88	0	0	0	0	0	0	0	88	0%
Miscellaneous	796	0	0	0	0	0	0	0	796	0%
Local Overheads	2,329	0	0	0	0	0	0	0	2,329	0%
Customer Services	3,567	0	(15)	(81)	(88)	(13)	0	0	3,370	-6%
Customer Services	1,769	0	(40)	(81)	(30)	0	0	0	1,618	-9%
Council Tax	97	0	0	0	0	(13)	0	0	84	-13%
Housing Benefit	1,557	0	25	0	(58)	0	0	0	1,524	-2%
Income and NNDR	144	0	0	0	0	0	0	0	144	0%
City Leisure	3,006	(2)	0	(57)	0	(37)	(35)	(34)	2,841	-5%
Leisure Management	756	(2)	0	(50)	0	0	0	0	704	-7%
Oxford Sports Partnership	7	0	0	0	0	0	0	0	7	0%
Sports Development	64	0	0	0	0	(1)	0	0	63	-2%
Allotments	(11)	0	0	0	0	0	0	0	(11)	0%
Burial Services	59	0	0	0	0	0	(5)	0	54	-9%
Countryside	133	0	0	0	0	0	0	0	133	0%
Parks	2,041	0	0	(7)	0	(36)	(30)	(34)	1,934	-5%
Parks Management	(43)	0	0	0	0	0	0	0	(43)	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2013-14

	Projected Budget 2012/13	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2013/14	% Change
Chief Executive	5,073	0	(78)	(37)	(44)	(126)	(26)	0	4,762	-6%
Policy, Culture and Comms	1,228	0	(78)	(2)	(30)	(101)	0	0	1,018	-17%
Town Hall & Museum	(56)	0	24	(2)	0	(61)	0	0	(94)	69%
Communications	399	0	0	0	0	(23)	0	0	376	-6%
Culture	696	0	(102)	0	(30)	(18)	0	0	547	-21%
Policy & Partnerships	188	0	0	0	0	0	0	0	188	0%
People and Equalities	1,340	0	0	(6)	0	(20)	(26)	0	1,288	-4%
Employment Services	671	0	0	(6)	0	0	0	0	665	-1%
H&S	60	0	0	0	0	0	0	0	60	0%
Job Evaluation	(0)	0	0	0	0	0	0	0	(0)	0%
Learning & Development	519	0	0	0	0	0	(26)	0	493	-5%
Payroll	91	0	0	0	0	(20)	0	0	71	-22%
									0	
Law & Governance	2,505	0	0	(30)	(14)	(5)	0	0	2,456	-2%
Committees	229	0	0	0	0	0	0	0	229	0%
Election Services	163	0	0	0	0	0	0	0	163	0%
Legal Services	777	0	0	(30)	(14)	(5)	0	0	728	-6%
Member Services	439	0	0	0	0	0	0	0	439	0%
Scrutiny	53	0	0	0	0	0	0	0	53	0%
Executive Support	844	0	0	0	0	0	0	0	844	0%
Total Portfolio Budget	23,847	162	3	(636)	(205)	(656)	(241)	(49)	22,225	-7%

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Oxford City Council's Revenue Budget at Portfolio Level 2014-15

	Projected Budget 2013/14	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2014/15	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
City Regeneration	3,504	0	0	(181)	0	83	(156)	(99)	3,151	-10%
City Development	865	0	0	(20)	0	95	(113)	0	827	-4%
Cultural Development	33	0	0	0	0	0	(13)	0	20	-39%
Development	59	0	0	0	0	0	0	0	59	0%
Support Services	317	0	0	0	0	0	0	0	317	0%
Information Services	(25)	0	0	0	0	0	0	0	(25)	0%
Spatial Development	480	0	0	(20)	0	95	(100)	0	455	-5%
Corporate Assets	(4,407)	0	0	(95)	0	(12)	0	0	(4,514)	2%
Commercial Property	(6,538)	0	0	0	0	(12)	0	0	(6,550)	0%
Office Accommodation	987	0	0	0	0	0	0	0	987	0%
Property Maintenance	318	0	0	(2)	0	0	0	0	316	-1%
Support Services	826	0	0	(93)	0	0	0	0	733	-11%
Communities and Housing	7,046	0	0	(66)	0	0	(43)	(99)	6,838	-3%
Area Committees	72	0	0	0	0	0	0	0	72	0%
Communities & Neighbourhoods	1,130	0	0	(20)	0	0	0	0	1,110	-2%
Community Grants & Commissioning	1,560	0	0	0	0	0	0	(70)	1,490	-4%
Community Housing Strategy	526	0	0	0	0	0	0	0	526	0%
Safety Strategy & Operations	1,026	0	0	0	0	0	(43)	0	983	-4%
Housing Needs	2,731	0	0	(46)	0	0	0	(29)	2,656	-3%

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Oxford City Council's Revenue Budget at Portfolio Level 2014-15

	Projected Budget 2013/14	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2014/15	% Change
Finance and Efficiency	6,048	104	10	(85)	0	0	0	0	6,077	0%
Finance	2,080	0	0	(34)	0	0	0	0	2,046	-2%
Accountancy	1,298	0	0	0	0	0	0	0	1,298	0%
Internal Audit	125	0	0	0	0	0	0	0	125	0%
Concessionary Fares	0	0	0	0	0	0	0	0	0	0%
Corporate Finance	307	0	0	(4)	0	0	0	0	303	-1%
Investigations	66	0	0	0	0	0	0	0	66	0%
Revenues	284	0	0	(30)	0	0	0	0	254	-11%
ICT Services	3,182	104	0	(15)	0	0	0	0	3,272	3%
ICT Core Systems	153	0	0	0	0	0	0	0	153	0%
ICT Department Costs	2,928	104	0	(13)	0	0	0	0	3,019	3%
ICT Telephony	101	0	0	(2)	0	0	0	0	99	-2%
Business Improvement	785	0	10	(36)	0	0	0	0	759	-3%
Strategic Procurement	25	0	10	(36)	0	0	0	0	(1)	-104%
Shared Back Office Services	24	0	0	0	0	0	0	0	24	0%
Transformation	390	0	0	0	0	0	0	0	390	0%
Performance	98	0	0	0	0	0	0	0	98	0%
Business Improvement	248	0	0	0	0	0	0	0	248	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2014-15

	Projected Budget 2013/14	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2014/15	% Change
City Services	7,911	71	(220)	(418)	(20)	(291)	(54)	(88)	6,891	-13%
Environmental Development	1,461	0	0	0	(20)	0	(54)	(88)	1,299	-11%
Environmental Control	614	0	0	0	0	0	(54)	(20)	540	-12%
Environmental Sustainability	569	0	0	0	0	0	0	(68)	501	-12%
Health Development	501	0	0	0	0	0	0	0	501	0%
Licencing and Development	(344)	0	0	0	(20)	0	0	0	(364)	6%
General Management	121	0	0	0	0	0	0	0	121	0%
Direct Services	239	64	(220)	(340)	0	(208)	0	0	(465)	-295%
Building Services	(1,977)	36	0	0	0	(77)	0	0	(2,017)	2%
Off Street Parking	(4,302)	0	(220)	0	0	(5)	0	0	(4,527)	5%
Waste & Recycling Domestic	3,085	0	0	0	0	(16)	0	0	3,069	-1%
Waste & Recycling Trade	(1,290)	0	0	(40)	0	(90)	0	0	(1,420)	10%
Engineering	(384)	0	0	0	0	(20)	0	0	(404)	5%
Street Scenes	3,978	0	0	0	0	0	0	0	3,978	0%
Motor Transport	(2,084)	28	0	0	0	0	0	0	(2,056)	-1%
Garages	88	0	0	0	0	0	0	0	88	0%
Miscellaneous	796	0	0	0	0	0	0	0	796	0%
Local Overheads	2,329	0	0	(300)	0	0	0	0	2,029	-13%
Customer Services	3,370	0	0	0	0	(14)	0	0	3,356	-0%
Customer Services	1,618	0	0	0	0	0	0	0	1,618	0%
Council Tax	84	0	0	0	0	(14)	0	0	70	-17%
Housing Benefit	1,524	0	0	0	0	0	0	0	1,524	0%
Income and NNDR	144	0	0	0	0	0	0	0	144	0%
City Leisure	2,841	7	0	(78)	0	(69)	0	0	2,701	-5%
Leisure Management	704	7	0	38	0	0	0	0	749	6%
Oxford Sports Partnership	7	0	0	0	0	0	0	0	7	0%
Sports Development	63	0	0	0	0	(2)	0	0	61	-3%
Allotments	(11)	0	0	0	0	0	0	0	(11)	0%
Burial Services	54	0	0	0	0	0	0	0	54	0%
Countryside	133	0	0	0	0	0	0	0	133	0%
Parks	1,934	0	0	(116)	0	(67)	0	0	1,751	-9%
Parks Management	(43)	0	0	0	0	0	0	0	(43)	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2014-15

	Projected Budget 2013/14	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investments	Projected Budget 2014/15	% Change
Chief Executive	4,762	0	0	(2)	0	(64)	0	(50)	4,647	-2%
Policy, Culture and Comms	1,018	0	0	(2)	0	(39)	0	0	977	-4%
Town Hall & Museum	(94)	0	0	(2)	0	(17)	0	0	(112)	20%
Communications	376	0	0	0	0	(9)	0	0	368	-2%
Culture	547	0	0	0	0	(14)	0	0	533	-3%
Policy & Partnerships	188	0	0	0	0	0	0	0	188	0%
People and Equalities	1,288	0	0	0	0	(20)	0	(50)	1,218	-5%
Employment Services	665	0	0	0	0	0	0	(50)	615	-8%
H&S	60	0	0	0	0	0	0	0	60	0%
Job Evaluation	(0)	0	0	0	0	0	0	0	(0)	0%
Learning & Development	493	0	0	0	0	0	0	0	493	0%
Payroll	71	0	0	0	0	(20)	0	0	51	-28%
									0	
Law & Governance	2,456	0	0	0	0	(5)	0	0	2,451	-0%
Committees	229	0	0	0	0	0	0	0	229	0%
Election Services	163	0	0	0	0	0	0	0	163	0%
Legal Services	728	0	0	0	0	(5)	0	0	723	-1%
Member Services	439	0	0	0	0	0	0	0	439	0%
Scrutiny	53	0	0	0	0	0	0	0	53	0%
Executive Support	844	0	0	0	0	0	0	0	844	0%
Total Portfolio Budget	22,225	176	(210)	(686)	(20)	(272)	(210)	(237)	20,765	-7%

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16

	Projected Budget 2014/15	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2015/16	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
City Regeneration	3,151	0	0	(103)	0	(131)	(105)	0	2,812	-11%
City Development	827	0	0	0	0	69	(86)	0	810	-2%
Cultural Development	20	0	0	0	0	0	(11)	0	9	-54%
Development	59	0	0	0	0	(6)	0	0	54	-9%
Support Services	317	0	0	0	0	0	0	0	317	0%
Information Services	(25)	0	0	0	0	0	0	0	(25)	0%
Spatial Development	455	0	0	0	0	75	(75)	0	455	0%
Corporate Assets	(4,514)	0	0	(103)	0	(200)	0	0	(4,817)	7%
Commercial Property	(6,550)	0	0	0	0	(200)	0	0	(6,750)	3%
Office Accommodation	987	0	0	0	0	0	0	0	987	0%
Property Maintenance	316	0	0	(30)	0	0	0	0	286	-9%
Support Services	733	0	0	(73)	0	0	0	0	660	-10%
Communities and Housing	6,838	0	0	0	0	0	(19)	0	6,818	-0%
Area Committees	72	0	0	0	0	0	0	0	72	0%
Communities & Neighbourhoods	1,110	0	0	0	0	0	0	0	1,110	0%
Community Grants & Commissioning	1,490	0	0	0	0	0	0	0	1,490	0%
Community Housing Strategy	526	0	0	0	0	0	0	0	526	0%
Safety Strategy & Operations	983	0	0	0	0	0	(19)	0	963	-2%
Housing Needs	2,656	0	0	0	0	0	0	0	2,656	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16

	Projected Budget 2014/15	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2015/16	% Change
Finance and Efficiency	6,077	0	0	(260)	0	0	(29)	0	5,788	-5%
Finance	2,046	0	0	(40)	0	0	0	0	2,006	-2%
Accountancy	1,298	0	0	(40)	0	0	0	0	1,258	-3%
Internal Audit	125	0	0	0	0	0	0	0	125	0%
Concessionary Fares	0	0	0	0	0	0	0	0	0	0%
Corporate Finance	303	0	0	0	0	0	0	0	303	0%
Investigations	66	0	0	0	0	0	0	0	66	0%
Revenues	254	0	0	0	0	0	0	0	254	0%
ICT Services	3,272	0	0	(200)	0	0	0	0	3,072	-6%
ICT Core Systems	153	0	0	0	0	0	0	0	153	0%
ICT Department Costs	3,019	0	0	(200)	0	0	0	0	2,819	-7%
ICT Telephony	99	0	0	0	0	0	0	0	99	0%
Business Improvement	759	0	0	(20)	0	0	(29)	0	710	-6%
Strategic Procurement	(1)	0	0	(20)	0	0	(29)	0	(50)	4995%
Shared Back Office Services	24	0	0	0	0	0	0	0	24	0%
Transformation	390	0	0	0	0	0	0	0	390	0%
Performance	98	0	0	0	0	0	0	0	98	0%
Business Improvement	248	0	0	0	0	0	0	0	248	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16

	Projected Budget 2014/15	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2015/16	% Change
City Services	6,891	74	(25)	(131)	0	(362)	0	(30)	6,417	-7%
Environmental Development	1,299	0	0	0	0	0	0	3	1,302	0%
Environmental Control	540	0	0	0	0	0	0	3	543	1%
Environmental Sustainability	501	0	0	0	0	0	0	0	501	0%
Health Development	501	0	0	0	0	0	0	0	501	0%
Licencing and Development	(364)	0	0	0	0	0	0	0	(364)	0%
General Management	121	0	0	0	0	0	0	0	121	0%
Direct Services	(465)	66	0	(25)	0	(333)	0	0	(757)	63%
Building Services	(2,017)	37	0	0	0	(81)	0	0	(2,061)	2%
Off Street Parking	(4,527)	0	0	0	0	(66)	0	0	(4,593)	1%
Waste & Recycling Domestic	3,069	0	0	0	0	(16)	0	0	3,052	-1%
Waste & Recycling Trade	(1,420)	0	0	0	0	0	0	0	(1,420)	0%
Engineering	(404)	0	0	0	0	(20)	0	0	(424)	5%
Street Scenes	3,978	0	0	(25)	0	0	0	0	3,953	-1%
Motor Transport	(2,056)	28	0	0	0	0	0	0	(2,028)	-1%
Garages	88	0	0	0	0	0	0	0	88	0%
Miscellaneous	796	0	0	0	0	0	0	0	796	0%
Local Overheads	2,029	0	0	0	0	(150)	0	0	1,879	-7%
Customer Services	3,356	0	(25)	(66)	0	0	0	0	3,265	-3%
Customer Services	1,618	0	0	(66)	0	0	0	0	1,553	-4%
Council Tax	70	0	0	0	0	0	0	0	70	0%
Housing Benefit	1,524	0	(25)	0	0	0	0	0	1,499	-2%
Income and NNDR	144	0	0	0	0	0	0	0	144	0%
City Leisure	2,701	8	0	(40)	0	(29)	0	(33)	2,607	-3%
Leisure Management	749	8	0	0	0	0	0	(33)	724	-3%
Oxford Sports Partnership	7	0	0	0	0	0	0	0	7	0%
Sports Development	61	0	0	0	0	0	0	0	61	0%
Allotments	(11)	0	0	0	0	0	0	0	(11)	0%
Burial Services	54	0	0	0	0	0	0	0	54	0%
Countryside	133	0	0	0	0	0	0	0	133	0%
Parks	1,751	0	0	(40)	0	(29)	0	0	1,682	-4%
Parks Management	(43)	0	0	0	0	0	0	0	(43)	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16

	Projected Budget 2014/15	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Projected Budget 2015/16	% Change
Chief Executive	4,647	0	0	(5)	0	(63)	(45)	0	4,533	-2%
Policy, Culture and Comms	977	0	0	0	0	(40)	(17)	0	920	-6%
Town Hall & Museum	(112)	0	0	0	0	(21)	0	0	(133)	19%
Communications	368	0	0	0	0	(12)	0	0	356	-3%
Culture	533	0	0	0	0	(7)	0	0	526	-1%
Policy & Partnerships	188	0	0	0	0	0	(17)	0	171	-9%
People and Equalities	1,218	0	0	0	0	(18)	0	0	1,200	-2%
Employment Services	615	0	0	0	0	0	0	0	615	0%
H&S	60	0	0	0	0	0	0	0	60	0%
Job Evaluation	(0)	0	0	0	0	0	0	0	(0)	0%
Learning & Development	493	0	0	0	0	(18)	0	0	474	-4%
Payroll	51	0	0	0	0	0	0	0	51	0%
									0	
Law & Governance	2,451	0	0	(5)	0	(5)	(28)	0	2,413	-2%
Committees	229	0	0	(4)	0	0	0	0	225	-2%
Election Services	163	0	0	(1)	0	0	0	0	162	-1%
Legal Services	723	0	0	0	0	(5)	0	0	718	-1%
Member Services	439	0	0	0	0	0	0	0	439	0%
Scrutiny	53	0	0	0	0	0	0	0	53	0%
Executive Support	844	0	0	0	0	0	(28)	0	816	-3%
Total Portfolio Budget	20,765	74	(25)	(499)	0	(555)	(179)	(30)	19,551	-6%
Total Savings proposals 2012-16		659	351	(3,582)	(684)	(2,681)	(920)	877		

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General Fund Budget Proposals 2012-13 to 2015-16

City Regeneration

City Development

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Proposal	H/M/L	2012-13	2013-14	2014-15	2015-16	FTE Impact				
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
Base Budget Fees and Charges		1,113	986	865	827					
1: Development	M	(10)	(10)							
2: Development	L		(5)							
3: Development	L		(5)							
4: Development	L				(3)					
5: Development	L	(36)			(3)					
6: Information Services	L	(15)	(15)							
7: Spatial Dev	M	(5)	(5)	(5)						
8: Spatial Dev	M	(50)	(50)	100						
9: Spatial Dev	H	(25)			25					
10: Spatial Dev	H	(25)			25					
11: Spatial Dev	H	(25)			25					
Total Fees and Charges		(191)	(90)	95	69					

City Development

Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
Service Reductions											
12	Cultural Dev		(16)	(14)	(13)	(11)					
13	Spatial Dev					(75)	1.0				1.0
14	Spatial Dev			(52)	(100)		2.5		1.0	1.5	
Total Service Reductions			(16)	(66)	(113)	(86)	3.5		1.0	2.5	
Efficiencies											
15	Spatial Development		(5)		(5)						
16	Spatial Development			(5)	(15)						
Total Efficiencies			(5)	(5)	(20)						
Invest to Save											
17	Spatial Development		(10)								
Total Invest to Save			(10)								
Pressures											
18	Spatial Development		45								
19	Spatial Development			40							
20	Spatial Development		50								
Total Pressures			95	40							
Total City Development Savings			(127)	(121)	(38)	(17)	3.5		1.0	2.5	
Proposed Budget			986	865	827	810					

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City Development

Proposal	H/M/L	2012-13	2013-14	2014-15	2015-16	FTE Impact			
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15

New Savings Proposed

- * Note that proposals 8,9 and 10 relate to the income streams proposed to meet the cost of city centre management £75k, this funding is expected to end in 2015-16
- ** Note that proposal 12 relates to the saving made from delivering city centre management in a different way (after the removal of funding from proposals 8,9 and 10)
- *** Note proposal 17 represents the entire county contribution towards city centre management being removed, this is then replaced with a £25k contribution in proposal 8

Corporate Assets

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Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
Base Budget			(3,758)	(4,222)	(4,407)	(4,514)					
Fees and Charges											
1	Commercial Property	Vacation and Disposal of Bury Knowle House Office accommodation with associated letting revenue	M		(17)	(12)					
2	Commercial Property	Vacation of Northgate Hall and associated letting	M		(60)						
3	Commercial Property	33-35 George Street - Income after refurbishment	L	(50)							
4	Commercial Property	Increase in Lease income	M				(200)				
Total Fees and Charges			(50)	(77)	(12)	(200)					
Efficiencies											
5	Commercial Property	Budget in this area not required	L	(28)							
6	Ramsey House	OFTF Integrate FM Town Hall & St Aldates. Implement integrated FM for both buildings	L	(30)							
7	Ramsey House	Ramsay House Vacation Reactive Maintenance and Minor Repairs	M	(11)							
8	Ramsey House	Ramsay House Vacation Service Maintenance (Planned)	M	(27)							
9	Ramsey House	Ramsay House Vacation Electricity	M	(44)							
10	Ramsey House	Ramsay House Vacation Gas	M	(1)							
11	Ramsey House	Ramsay House Vacation Rent	M	(0)							
12	Ramsey House	Ramsay House Vacation Rates	M	(121)							
13	Ramsey House	Ramsay House Vacation Service Charges	M	(5)							
14	Ramsey House	Ramsay House Vacation Water & Sewerage Charges	M	(3)							
15	Property Maintenance	Delete Community Centre rationalisation	L	27	8	35					
16	Property Maintenance	Community Centre rationalisation	L	(27)	(8)	(35)					
17	Property Maintenance	Savings from 15/16 Broad Street letting (reduction in maintenance)	L	(5)							
18	Property Maintenance	Savings from planned maintenance	L		(3)	(2)					
19	Property Maintenance	Savings from reduction in reactive maintenance following capital investment	L				(30)				
20	Support Services	Cleaning & Caretaking This includes cleaning/caretaking savings of £48k which forms part of the £400k savings figure resulting from the closure of Blue boar & Ramsay offices	L	(24)	(12)			1.0	1.0		
21	Support Services	Reduction of Capital Team as a result of significantly reduced capital programme.	L				(194)				
22	Support Services	Other Grade 8 posts Two Grade 8 posts in each of the first two years (Charge to Capital). Reversed in 2015/16	L	(94)			94				
23	Support Services	Other Grade 10 & Grade 6 post One Grade 10 post, one grade 6 post in each year	L		(93)	(93)					

Corporate Assets

Proposal	H/M/L	2012-13	2013-14	2014-15	2015-16	FTE Impact				
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
24: Support Services	L	(27)			27					
Grade 6 post One Grade 6 each year (Charge to Capital). Reversed in 2015/16										
Total Efficiencies		(420)	(108)	(95)	(103)	1.0	1.0			
Pressures										
25: Commercial Property		4								
26: Commercial Property		3								
Total Pressures		7								
Total Corporate Assets Savings		(463)	(185)	(107)	(303)	1.0	1.0			
Proposed Budget		(4,222)	(4,407)	(4,514)	(4,817)					
New Savings Proposed										

Community Housing and Development

FTE Impact

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Proposal	H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	2012-13	2013-14	2014-15	2015-16
Base Budget		7,032	7,219	7,046	6,838					
Service Reductions										
1 C&N Team Restructuring following redevelopment of Northway Community Centre	L		(24)			1.0		1.0		
2 Safer Strat and Ops Additional efficiency and service delivery changes	L			(43)	(19)	1.0			1.0	
3 Safer Strat and Ops City Councils contribution to PCSO's reduced in light of additional funding from other partners and consideration of service requirements	L	(16)	(16)							
Total Service Reductions		(16)	(40)	(43)	(19)	2.0	1.0	1.0		
Efficiencies										
4 Communities and Neighbourhoods £10k per year from supplies and services for Communities & Neighbourhoods Team. Re-provision of Northway sports facility will reduce costs	L	(10)	(10)	(10)						
5 Communities and Neighbourhoods 10k per year from premises running costs, which are the council's contribution to the running costs of Community Centres and two sports facilities Re-provision of Northway sports facility will reduce costs	M	(10)	(10)	(10)						
6 Housing Strategy Restructuring of Enabling team. Completion of Rose Hill development and general climate/lack of opportunities should reduce workload. Some routine / performance monitoring related tasks can be absorbed by other officers within the team.	L	(43)				1.0	1.0			
7 Housing Strategy Reduction of Cost Centre Budget - Misc Expenses	L	(8)								
8 Safer Strat and Ops Increase income through higher trading levels. Saving achieved this year- future saving subject to trading exigencies next year.	M	(30)								
9 Safer Strat and Ops Reduced annual revenue burden through investment wireless CCTV. Transformation bid approved.	M	(30)								
10 Safer Strat and Ops Year 1 - reduce Suppliers & Services & Transport Year 2 Subsidy for Active Communities management. Saving achieved this year, next year saving is dependent on negotiations.	M	(10)								
11 Safer Strat and Ops Reprofile budget to reflect the service level delivered to OCC tenants..	M	(10)								
12 Housing Needs Deletion of one officer post - anticipate efficiencies as a result of BPI, CRM, Customer First etc.	M		(36)			1.0		1.0		
13 Housing Needs Deletion of one assistant post (1 year fixed term contract).	M	(31)				1.0	1.0			
14 Housing Needs Delete one Assistant and one Officer post. Introduction of BPI, CRM, Customer First can be expected to deliver efficiencies)	M		(67)			2.0		2.0		

Community Housing and Development

FTE Impact

Proposal	H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	2012-13	2013-14	2014-15	2015-16
15: Housing Needs Deletion of one officer post. If efficiencies do not materialise, may need to redefine as service cuts. NB - potential for increased levels of applications and homelessness presentations may change anticipated needs etc in coming years.	M			(36)		1.0			1.0	
16: Housing Needs Reduction of Supplies & Services budgets	M	(10)	(10)	(10)						
17: Housing Needs Deletion of half officer post - Allocations as online forms deliver further efficiencies	M									
Total Efficiencies		(192)	(133)	(66)		6.0	2.0	3.0	1.0	
Pressures										
18: Safer Strat and Ops Youth Activities and East Oxford / Littlemore		15								
Total Pressures		15								
New Investment										
19: Housing Needs Homeshare: Discuss potential for scheme with Age UK		10								
20: Grants Councillor social inclusion initiatives		50		(50)						
21: Housing Needs Legal Aid - Welfare Benefit		29		(29)						
22: Grants Elderly persons support grant		20		(20)						
23: Communities And Neighbourhoods Youth Activities		240								
24: Grants		31								
Total New Investment		380		(99)						
Total Community Housing and Development Savings		187	(173)	(208)	(19)	8.0	2.0	4.0	2.0	
Proposed Budget		7,219	7,046	6,838	6,819					

 **New Savings Proposed**

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Finance and Efficiency

Finance

51

Proposal		2012-13				2013-14				2014-15				2015-16				FTE Impact				
		£000s				£000s				£000s				£000s				Total	2012-13	2013-14	2014-15	2015-16
Base Budget		2,677				2,211				2,080				2,046								
Service Reductions																						
1	Internal Audit	Reduce Internal Audit programme to meet target Programme. Reduces number of audit days to 220 in 2012-13, Look to tender service in 2013/14																				
2	Internal Audit	Oxfordshire County Council to pick up the provision from Dial-a-ride services																				
Total Service Reductions		(71)				(20)																
Efficiencies																						
3	Accountancy	Reduction in Supplies and services budget across the Service																				
4	Corporate Finance	Audit of grant claims by External Audit. Assumes reduced error rate. Dependant in part on future changes to DwP inspection requirements																				
5	Corporate Finance	Procurement saving on External Audit Fees post Audit Commission. Will be dependant on National Audit Office requirements and market rates at the time																				
6	Corporate Finance	Reduced banking and stationery costs as a consequence of going cashless, and moving to payment by BACS. Reduction in bank charges and cash collection contract																				
7	Corporate Finance	Reduction in bad debt provision budget as a consequence of improved collection through increased use of direct debits																				
8	Investigations	Reduce management overheads as part of restructure 0.5 fte														0.5	0.5					
9	Investigations	Tenancy fraud grant																				
10	Accountancy	Reduction in posts resulting from self service														2.0	1.0			1.0		
11	Accountancy	Implement Purchase to Pay to automate commitment accounting and payment processing. Saving in temporary posts														2.0		1.0	1.0			
12	Accountancy	Project Accountant deletion of vacant post following restructure														1.0	1.0					
Total Efficiencies		(225)				(111)				(34)				(40)				5.5	2.5	1.0	1.0	1.0
Invest to Save																						
13	Accountancy	Improve access & usability of Agresso for budget management and maintenance as well as fixed assets. One off growth to fund system																				
14	Revenues	Implement Purchase to Pay to automate commitment accounting and payment processing - one off growth																				

Finance

Proposal	Finance				FTE Impact				
	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	2012-13	2013-14	2014-15	2015-16
Total Invest to Save	(170)								
Total Finance Savings	(466)	(131)	(34)	(40)	5.5	2.5	1.0	1.0	1.0
Proposed Budget	2,211	2,080	2,046	2,006					
 New Savings Proposed									

ICT

53

Proposal		2012-13	2013-14	2014-15	2015-16	FTE Impact				
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
Base Budget		H/M/L	2,868	3,040	3,182	3,272				
Efficiencies										
1	Core Systems	L	(10)							
2	Dept Running Costs	L	(16)	(13)	(13)					
3	Dept Running Costs	L	(3)							
4	Dept Running Costs	H				(150)				
5	Dept Running Costs	H				(50)				
6	Telephony	L	(2)	(2)	(2)					
7	Telephony	L	(3)	(3)						
Total Efficiencies			(34)	(18)	(15)	(200)				
Contractual Inflation										
8	Dept Running Costs		16	13	13					
9	Dept Running Costs		12	13	13					
10	Dept Running Costs		47	50	52					
11	Dept Running Costs		23	25	26					
Total Contractual Inflation			98	101	104					
Pressures										
12	Dept Running Costs		50	50						
13	Dept Running Costs		8							

ICT

Proposal		2012-13	2013-14	2014-15	2015-16	FTE Impact			
		£000s	£000s	£000s	£000s				
14	Dept Running Costs Northgate Task Manager maintenance	2							
15	Dept Running Costs Public Sector Network Future Requirements	15	10						
16	Dept Running Costs Annual maintenance of new and upgraded systems	15							
17	Core Systems GCSX Communications Line	17							
Total Pressures		107	60	0	0				
Total Business Transformation and ICT savings		171	143	89	(200)				
Proposed Budget		3,040	3,182	3,272	3,072				
New Savings Proposed / Changed Savings									

Business Improvement

55

Proposal			2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
		H/M/L					Total	2012-13	2013-14	2014-15	2015-16
Base Budget			907	821	785	759					
Service Reductions											
1	Procurement Create a single support programme officer role from two current posts	M				(29)	1.0			1.0	
Total Service Reductions			0	0	0	(29)	1.0			1.0	
Efficiencies											
2	Transformation Projects Restructure of Service Area	L	(50)								
3	Procurement Procurement work plan for 2011	L	(30)	(30)	(30)	(20)					
4	Procurement Introduce a nominal charge for supplier training	L	(1)	(1)	(1)						
5	Procurement Saving in printer and print costs	M	(5)								
6	Procurement Online tendering and quoting system	M	(5)	(10)							
7	Procurement Improved contract management	M	(5)	(5)	(5)						
Total Efficiencies			(96)	(46)	(36)	(20)					
Pressures											
8	Procurement Funding for Procurement Hub Officer		10	10	10						
Total Pressures			10	10	10	0					
Total Business Improvement savings			(86)	(36)	(26)	(49)	1.0			1.0	
Proposed Budget			821	785	759	710					
New Savings Proposed											

City Services

Environmental Development

57

Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
Base budget			1,729	1,653	1,461	1,299					
Fees and Charges											
1	Env Control		(10)								
2	Health Dev	H		(15)							
3	Licensing and Development	H		(25)							
4	Licensing and Development	H		(10)							
Total Fees and Charges			(10)	(50)							
Service Reductions											
5	Env Control	L	(12)								
6	Env Control	M	(54)	(54)	(54)		3.9	1.3	1.3	1.3	
7	Environmental Sustainability	H	(32)				0.9	0.9			
Total Service Reductions			(98)	(54)	(54)		4.8	2.2	1.3	1.3	
Efficiencies											
8	General Management	L	(12)				0.5	0.5			
Total Efficiencies			(12)				0.5	0.5			
Pressures											
9	Environmental Sustainability		50								
Total Pressures			50								
New Investment											
10	Env Control		60	3	2	3					
11	Environmental Sustainability		36	(18)	(18)						
12	Env Control		22		(22)						

Environmental Development

Proposal	H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
						Total	2012-13	2013-14	2014-15	2015-16
13:Environmental Sustainability:Cleaner Greener area based door to door campaign		12								
14:Env Control:Proactive night time noisy party patrol		12								
15:Environmental Sustainability:Low Carbon Oxford		50		(50)						
16:Leisure Management:Work with Ground Works		6								
Total New Investment		198	(15)	(88)	3					
Invest to Save										
17:General Management:HMO Prime Pumping and recovery		(204)	(73)	(20)						
Total Invest to Save		(204)	(73)	(20)						
Total Environmental Development Savings		(76)	(192)	(162)	3	5.3	2.7	1.3	1.3	
Proposed Budget		1,653	1,461	1,299	1,302					
New Savings Proposed										

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Direct Services

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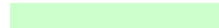
Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	FTE Impact			
								2012-13	2013-14	2014-15	2015-16
Base Budget			734	492	239	(465)					
Contractual Inflation											
1	Building Services		85	36	36	37					
2	Motor Transport		65	27	28	28					
Total Contractual Inflation			150	63	64	66					
Fees and Charges											
3	Off Street Parking	M	(250)		(65)	(66)					
4	Off Street Parking	M		(60)	60						
5	Waste and Recycling Domestic	M	(45)	(16)	(16)	(16)					
6	Waste and Recycling Domestic	L	(5)								
7	Waste and Recycling Trade	M	(180)	(90)	(90)						
8	Building Services	M	(181)	(77)	(77)	(81)	(18.0)	(9.0)	(3.0)	(3.0)	(3.0)
9	Engineering	M	(180)	(20)	(20)	(20)					
10	Local Overheads	M				(150)					
Total Fees and Charges			(841)	(263)	(208)	(333)	(18.0)	(9.0)	(3.0)	(3.0)	(3.0)
Efficiencies											
11	Waste and Recycling Domestic	L	(30)								
12	Waste and Recycling Trade	L	(40)	(40)	(40)						
13	Street Scene	L	(50)				2.0	2.0			

Direct Services

09

Proposal		H/M/L	2012-13	2013-14	2014-15	2015-16	FTE Impact						
			£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16		
14	Street Scene	Better management of sickness absence and efficiencies through mechanisation optimisation				(25)		1.0					1.0
15	Local Overheads	Depot Rationalisation			(300)			3.0			3.0		
Total Efficiencies			(120)	(40)	(340)	(25)		6.0	2.0		3.0		1.0
Pressures													
16	Off Street Parking	St Clements Closure			(220)								
17	Building Services	Fuel Price increases	105										
18	Off Street Parking	Worcester Street Car Park Rent adjust fee payable to Nuffield College to compile with lease agreement	90										
19	Waste and Recycling Domestic	Fuel Price increases	90										
20	Waste and Recycling Domestic	Additional Bank Holiday (Diamond Jubilee)	14	(14)									
21	Waste and Recycling Trade	Increased Tipping Charges increased volume in Trade Waste	56										
22	Street Scenes	Repairs budget cut when Public Toilets were to close, budget as not reinstated when decision reversed	30										
23	Local Overheads	NNDR at Horspath Road revaluation error, at present assumed both sites at Horspath will be functional	75										
24	Off Street Parking	Removal of charges between 6.30pm - 5am at Park & Rides	30										
25	Waste & Recycling	Impact of legislative changes for Agency Staff	100					(4.0)					
Total Pressures			590	(14)	(220)			(4.0)					
New Investment													
26	Street Scenes	New Low emission vehicle in city centre fro the removal of litter bin waste bags	2										
27	Street Scenes	Additional equipment to clear snow from footways	12	(12)									
28	Off Street Parking	New pathway from ground floor of Westgate car park to street allowing easy access and egress	15	(15)									
29	Waste and Recycling Domestic	Conversion of remaining Council flat sites to fortnightly collections, with recycling and improved bin stores		27									
Total New Investment			29										
Invest to Save													
30	Off Street Parking	ANPR Technology to increase revenue from penalty's, the invest is included in the capital programme	(50)										

Direct Services

Proposal	H/M/L	2012-13	2013-14	2014-15	2015-16	FTE Impact				
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
Total Invest to Save		(50)								
Total Direct Services Savings		(242)	(254)	(704)	(292)	2.0	2.0	3.0	1.0	
Proposed Budget		492	239	(465)	(757)					
 New Savings Proposed										

Customer Services

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Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
Base Budget			3,721	3,567	3,370	3,356					
Fees and Charges											
1	Council Tax	M		(13)	(14)						
Plan to increase in Court Fees over the back end of the period, values represent c4% of 2011/12 base budget for Court Fees											
Total Fees and Charges				(13)	(14)						
Efficiencies											
2	Customer Contact	L	2								
Phase 1 restructure - Additional hours from 32 to 37 for Customer Services Manager post.											
3	Customer Contact	H	(46)	(46)			3.0	1.5	1.5		
Efficiencies from combined contact centre (Multiskilling of contact centre staff, process improvements and new telephony system)											
4	Council Tax	M	(133)				4.0	4.0			
Restructure of Revenues and Rents											
5	Housing Benefit	M	(69)				3.0	3.0			
Efficiency savings driven from a Fundamental Service review in this area											
6	Customer Contact	M				(66)	2.0				2.0
Efficiency savings due to successful channel shift to self-service options											
7	Customer Contact	M		(35)			1.0	1.0			
Efficiency savings due to successful implementation of Customer Service Excellence Standard											
Total Efficiencies			(247)	(81)		(66)	13.0	8.5	2.5		2.0
Invest to Save											
7	Customer Contact		35	(30)							
Implementation of Customer Service Excellence for Customer Contact - (Saving in proposal 6)											
8	Housing Benefit		18	(18)							
Implementation of e-capture services (Saving in line 5)											
9	Housing Benefit		40	(40)							
Project management of Local Council Tax Benefit Scheme											
Total Invest to Save			93	(88)							
Pressures											
10	Customer Services			(40)							
CRM Role out funding £70k of funding in 2011-12, service needs £40k from 13-14 onwards											
11	Housing Benefit			25		(25)					
Double running of systems when Universal Credit is implemented											
Total Pressures				(15)		(25)					
Total Customer Services Savings			(154)	(197)	(14)	(91)	13.0	8.5	2.5		2.0
Proposed Budget			3,567	3,370	3,356	3,265					
New Savings Proposed											

City Leisure

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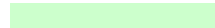
Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
Base Budget		3,623	3,006	2,841	2,701	Total	2012-13	2013-14	2014-15	2015-16
Fees and Charges										
1	Parks	Deliver tennis coaching / tennis contracts for coaches to hire our courts	M	(5)						
2	Sports Dev	Commission Sports Development to deliver activities to schools, other districts etc	L	(1)	(1)	(2)				
3	Parks	Income generated from a commercially funded football facility.	H		(15)	(35)				
4	Parks	External grants for green spaces	L	(5)	(5)	(5)				
5	Parks	Commissioned tree team to do other work to help to subsidise their costs.	L	(15)	(5)	(10)	(4)			
6	Parks	Grounds Maintenance team to undertake works for other organisations to help to subsidise their operating costs.	L	(20)	(5)	(5)				
7	Parks	Commission Landscaping team to undertake works for other organisations to help to subsidise their operating costs.	L		(5)	(5)				
8	Parks	Large park events	M	(3)		(6)				
9	Parks	Sponsorship in parks.	M	(2)						
10	Parks	Increase fees from sports bookings	M	(3)	(1)	(1)				
11	Leisure Management	Review leisure fees and charges	M				(25)			
Total Fees and Charges				(54)	(37)	(69)	(29)			
Service Reductions										
12	Burial Services	Increase biodiversity areas within cemeteries	L	(5)	(5)					
13	Leisure Management	Reduce leisure supplies and services	L	(30)						
14	Parks	Increased community management of facilities e.g. bowls greens and pavilions.	M		(30)					
Total Service Reductions				(35)	(35)					
Efficiencies										
15	Leisure Management	Reduction in fee paid to Fusion in line with contract. Increase in 2014-15 fees due to lifecycle costs associated with equipment replacement.	L	(82)	(50)	38				
16	Leisure Management	Utility savings	L	(75)						
17	Burial Services	Memorial Inspections: Train in house workforce to undertake this work rather than appointing a contractor	L	(10)						
18	Parks	Redesign and reallocation of parks work involving increased multi-skilled workers and use of volunteers.	M	(100)			2.0	2.0		
19	Parks	Further reduction in Management Structure once all other changes are in place	H			(110)	2.0		2.0	

City Leisure

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Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
						Total	2012-13	2013-14	2014-15	2015-16
20	Parks	Grounds maintenance service review.			(30)					
21	Parks	Use of red diesel fuel for grounds maintenance			(5)					
22	Parks	Reduction in nursery costs (type / volume of flowers)			(5)					
23	Parks	Oxford in Bloom Remove budget for OiB however continue to operate OiB using sponsorship and donations		(4)	(3)					
24	Parks	Review the management of Horspath Sports Park		(3)	(3)					
					(10)					
Total Efficiencies					(40)	4.0	2.0	2.0		
Contractual Inflation										
25	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption). 2013-14 decrease based on reductions to overall contract.		(2)	7	8				
Total Contractual Inflation										
					(2)	7	8			
Invest to Save										
26	Burial Services	Purchase automatic locking gates in Botley cemetery		3						
27	Burial Services	Stop locking gates manually in cemeteries. Part-year saving from Botley, and full-year effect of savings from no longer locking gates at Wolvercote.		(5)						
Total Invest to Save										
					(2)					
Pressures										
28	Leisure Management	Leisure Competition Pool		(354)						
29	Burial Services	Install automatic locking gates at Headington cemetery		5						
30	Burial Services	Install automatic locking gates at Rose Hill cemetery		5						
Total Pressures										
					(344)					
New Investment										
31	Parks	Cricket Festival		4	(2)					
32	Parks	Football Pitches		25	(25)					
33	Leisure Management	Restoration of free swimming for Under 17's		28						
34	Leisure Management	Leisure/Schools partnership activities		33		(33)				
35	Leisure Management	Oxford Cycle City		10						
36	Parks	Cowley Marsh Cricket Cage		5	(5)					
37	Parks	Cowley Marsh Tennis nets		2	(2)					
38	Parks	Additional Hours for litter picking and maintenance		15						
39	Burial Services	Locking of Florence Park Gates		5						

City Leisure

Proposal	2012-13	2013-14	2014-15	2015-16	FTE Impact				
	£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
Total New Investment	127	(34)		(33)					
Total City Leisure Savings	(618)	(165)	(140)	(94)	4.0	2.0	2.0		
Proposed Budget	3,006	2,841	2,701	2,607					
 New Savings Proposed									

Chief Executive

Policy Culture and Communications

67

Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
Base Budget			959	1,228	1,018	977					
Fees and Charges											
1	Communication	Selling advertising space on the OCC website - figures are taken from other similar authorities	L	(1)	(4)	(9)	(12)				
2	Culture	Carfax Tower Annual fee increase	L	(4)	(1)	(1)	(1)				
3	Culture	Income driven by increasing the utilisation of Town Hall space. This represents the additional income generated year on year. By Year 4 an additional profit of £250k will have been generated from Town Hall commercial utilisation Year 4 profit = £122k it is anticipated this would continue beyond year 4	M	(30)	(60)	(16)	(20)				
4	Culture	Extra revenue generated by increased marketing activity - Culture	M	(5)	(3)	(2)	(2)				
5	Culture	Poster Boards - this is driven by an invest to save bid (proposal 10)	M	(8)	(15)	(12)	(5)				
6	Communications	Seek partnership funding for cross boundary partnership working	H		(9)			1.0	1.0		
Total Fees and Charges			(47)	(101)	(39)	(40)		1.0	1.0		
Service Reductions											
7	Policy and Partnerships	Review of Policy delivery	M				(17)				
Total Service Reductions							(17)	2.0	2.0		
Efficiencies											
8	Town Hall and Museum	Catering contract up for tender mid yr 1 - improved contract negotiated	L	(6)	(2)	(2)					
Total Efficiencies			(6)	(2)	(2)						
Invest to Save											
9	Culture	Town hall turned into Heritage site - Reduction in base after investment in 2011-12		(160)							
10	Culture	Poster Boards - this is driving income from poster boards - (proposal 5)		30	(30)						
Total Invest to Save			(130)	(30)							
Pressures											
11	Town Hall and Museum	Staff Increase - Extra Staff member to support additional Town Hall business			24						

Policy Culture and Communications

Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
							Total	2012-13	2013-14	2014-15	2015-16
12	Town Hall and Museum	Museum Exhibit return	(50)								
13	Culture	Olympics	100	(100)							
14	Culture	City Poet - Funded for 1 year will seek sponsorship in future years	2	(2)							
Total Pressures			52	(78)							
New Investment											
15	Culture	Educational Attainment	400								
Total New Investment			400								
Total Policy Culture and Communications Savings			270	(210)	(41)	(57)	3.0	3.0			
Proposed Budget			1,228	1,018	977	920					
New Savings Proposed											

People and Equalities

69

Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
						Total	2012-13	2013-14	2014-15	2015-16
Base Budget		H/M/L	1,342	1,340	1,288	1,218				
Fees and Charges										
1	Payroll / Learning and Development	Income generated from selling HR services		(20)	(20)	(18)				
Total Fees and Charges			(20)	(20)	(18)					
Efficiencies										
2	Employee Services	Withdraw South East Employers subscription		(6)						
3	Payroll	Revise mileage rates down to HMRC rates (will need to be a saving allocated across all services)	(40)							
4	L & D	Rebase training budget on the per capita spend	(21)							
Total Efficiencies			(61)	(6)						
Service Reduction										
5	Employee Services	Implementation of e-recruitment module		(26)			1.0	1.0		
Total Service Reduction				(26)			1.0	1.0		
New Investment										
6	Employee Services	Apprenticeships	50		(50)					
7	Employee Services	Living Wage	9							
Total New Investment			59	(50)						
Total P&E Savings			(2)	(52)	(70)	(18)	1.0	1.0		
Proposed Budget			1,340	1,288	1,218	1,200				
New Savings Proposed										

Law and Governance

Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
	H/M/L					Total	2012-13	2013-14	2014-15	2015-16
Base Budget Fees and Charges		2,582	2,505	2,456	2,451					
1 Legal Services	L	(5)	(5)	(5)	(5)					
		(5)	(5)	(5)	(5)					
Total Fees and Charges										
Service Reductions										
2 Democratic Services	L	10								
3 Support team	L				(28)	1.0			1.0	
4 Democratic Services	L	(21)				1.0	1.0			

Income from Legal Hub - Collaborative working between all Oxfordshire authorities. Hub established in Oct 2011. The flow of cases has been steady and the service has also marketed its services to other public sector bodies, including Housing Associations. There is, however, limited spare capacity within the service as the lawyer FTE headcount has fallen but the number of new instructions remained constant. Our realistic assessment of additional income growth in 12/13 onwards (in addition to the existing income assumption of £86,500 in 11/12) is £5k per year. We have submitted a bid for a trainee Solicitor which, if successful, will allow the service to grow future talent from within and permit spare capacity for additional income of £5k a year (not shown below as it is entirely conditional on funding for a trainee).

This saving was a saving in 11/12 of £22k which was conditional on the introduction of new democratic arrangements in April 2011(which has been done) and related to the reduction of 0.5FTE post in democratic services. The saving will only be partially achieved. £10k will not be achieved as CMT have agreed to reallocate resources to the elections office (in order to release a fixed term post there) and avoid the costs of a restructure and £10k is therefore reversed out in 12/13.

This saving relates to the deletion of a Support Assistant post and is reliant on the completion of the scanning and indexing of all of the Council's title deeds, for which transformation funding will be sought.

This saving relates to the non-renewal of a fixed term post within the elections office. The saving will be achieved and replacement cover will be provided by the Democratic Services Officers. The saving was mis-stated in 11/12 as the full year effect of £21k is achieved in 12/13 not 11/12.

07

Law and Governance

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Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact								
						Total	2012-13	2013-14	2014-15	2015-16				
5	Corporate Secretariat	(24)				0.5	0.5							
6	Corporate Secretariat	(18)				0.5	0.5							
Total Service Reductions						(53)	0	0	(28)	3.0	2.0	1.0		
Efficiencies														
7	Democratic Services				(4)									
8	Democratic Services				(1)									
9	Legal Services		(30)			0.6		0.6						
10	Support team	(32)				1.0	1.0							
11	Member Services	(1)												
Total Efficiencies						(33)	(30)	0	(5)	1.6	1.0	0.6		
Invest to Save														
12	Legal Services	14	(14)											
Total Invest to Save						14	(14)	0	0					
Total Law and Governance savings						(77)	(49)	(5)	(38)	4.6	3.0	0.6	1.0	0.0
Proposed Budget						2,505	2,456	2,451	2,412					

Law and Governance

Proposal	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
					Total	2012-13	2013-14	2014-15	2015-16
 New Savings Proposed									

DRAFT HOUSING REVENUE ACCOUNT PROJECTIONS 2012/16
Oxford City Council

	2012-13 £'000	2013-14 £'000	2014-15 £'000	2015-16 £'000
INCOME:				
Rental Income	(37,253)	(38,790)	(40,987)	(42,796)
Void Losses	745	776	815	849
Service Charges	(889)	(911)	(934)	(957)
Non-Dwelling Income	(2,274)	(2,331)	(2,389)	(2,449)
Grants & Other Income	(720)	(720)	(720)	(738)
Total Income	(40,391)	(41,976)	(44,215)	(46,091)
EXPENDITURE:				
General Management	4,735	4,853	4,979	5,123
Special Management	2,527	2,590	2,655	2,721
Other Management	1,573	1,407	1,443	1,479
Bad Debt Provision	410	892	931	969
Responsive & Cyclical Repairs	9,389	10,715	10,468	10,209
Interest Paid & Administration	8,055	8,055	8,055	8,055
Interest Received	(35)	(43)	(36)	(43)
Depreciation	8,147	8,267	8,506	8,632
Total Revenue Expenditure	34,801	36,736	37,001	37,145
Net Operating Expenditure/(Income)	(5,590)	(5,240)	(7,214)	(8,946)
APPROPRIATIONS:				
FRS 17 /Other HRA Reserve Adj	74	74	74	74
Debt Repayment	0	0	0	0
Revenue Contribution to Capital	383	8,206	5,945	8,184
Total Appropriations	457	8,280	6,019	8,258
ANNUAL (SURPLUS) / DEFICIT	(5,133)	3,040	(1,195)	(688)
Opening Balance	(2,500)	(7,633)	(4,593)	(5,788)
Closing Balance	(7,633)	(4,593)	(5,788)	(6,476)

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ANALYSIS OF RENT INCREASE FOR 2012/13 BY PROPERTY TYPE

APPENDIX 5

Property Types	Min % Increase	Max % Increase	Average % Increase	Average of Increase per week	2012/13 Average Rent	No of Dwellings
Bedsit	0.67%	10.60%	8.06%	£4.25	£58.32	131
1B Bungalow	5.85%	8.84%	7.02%	£5.70	£86.87	264
1B Flat	4.59%	10.65%	6.62%	£4.99	£80.53	1,084
1B Hostel	-4.76%	10.45%	7.78%	£3.51	£55.66	6
1B House	6.27%	8.20%	6.66%	£5.50	£88.10	9
1B Sheltered Accommodation	1.45%	9.90%	6.68%	£5.02	£83.78	296
1B Tower Flat	6.02%	9.04%	6.98%	£4.90	£75.68	104
2B Bungalow	6.23%	8.36%	7.35%	£7.18	£106.19	33
2B Flat	4.64%	10.20%	7.93%	£6.40	£87.24	1,361
2B Hostel	10.50%	10.55%	10.53%	£4.76	£49.97	2
2B House	6.05%	9.39%	8.25%	£7.25	£95.38	815
2B Maisonette	6.04%	8.78%	7.65%	£6.32	£88.89	166
2B Sheltered Accommodation	3.68%	9.51%	6.82%	£5.80	£94.53	24
2B Tower Flat	6.05%	8.81%	8.20%	£6.45	£85.17	197
3B Bungalow	8.14%	8.48%	8.26%	£7.65	£100.27	32
3B Flat	8.03%	8.63%	8.33%	£7.26	£94.49	30
3B House	0.50%	8.94%	8.26%	£7.60	£99.73	2,869
3B Maisonette	6.07%	8.58%	8.34%	£7.40	£96.12	122
3B Service Accommodation	9.15%	9.15%	9.15%	£5.98	£71.30	1
3B Shared Ownership House	9.20%	9.20%	9.20%	£2.98	£35.36	1
4B Bungalow	5.67%	8.34%	7.00%	£7.56	£119.73	2
4B Flat	8.07%	8.10%	8.09%	£8.13	£108.63	4
4B House	6.08%	8.63%	8.16%	£7.90	£104.74	237
4B Maisonette	8.24%	8.24%	8.24%	£7.70	£101.18	1
4B Shared Ownership House	8.89%	8.89%	8.89%	£3.19	£39.06	1
5B House	2.70%	8.37%	7.91%	£7.97	£110.44	27
6B House	8.01%	8.04%	8.03%	£8.32	£111.94	3
Grand Total			7.83%	£6.68	£91.86	7,822

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Capital Programme 2012/13 to 2015/16

Capital Scheme	2012/13 £	2013/14 £	2014/15 £	2015/16 £
General Fund Capital Programme				
E3511 Renovation Grants	50,000	50,000	50,000	
E3521 Disabled Facilities Grants	640,000	640,000	640,000	640,000
S12 Environmental Development Total	690,000	690,000	690,000	640,000
M5015 Old Fire Station	90,000			
S13 Community Housing & Development Total	90,000	0	0	0
Q2000 Offices for the Future	792,000			
NEW Refurbishment of Council Buildings	2,011,000	1,400,000	1,400,000	600,000
NEW Installation to new roof structures at Avenue A3 from High St in Cov Mark	85,000			
NEW Leisure Centre substantive repairs	245,000	110,000	66,000	
S14 Corporate Assets Total	3,133,000	1,510,000	1,466,000	600,000
A1300 Playground Refurbishment	250,000			
A4810 New Build Competition Pool	6,938,071			
NEW Develop new burial space		1,000,000		
S22 City Leisure Total	7,188,071	1,000,000	0	0
NEW Pay & Display machines	84,000			
S23 City Works Total	84,000	0	0	0
C3039 ICT Infrastructure	150,000	200,000	100,000	
S31 Business Transformation Total	150,000	200,000	100,000	0
Existing Programme	11,335,071	3,400,000	2,256,000	1,240,000

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Capital Programme 2012/13 to 2015/16

Capital Scheme	2012/13	2013/14	2014/15	2015/16
New Capital Schemes				
1 Floyd Row	125,000	-	-	-
CCTV Replacement Programme	84,271	-	-	-
Vehicle & Plant Replacement Programme	1,280,000	2,301,000	1,991,000	1,799,000
New Depot	200,000	1,750,000	-	-
Leisure Centre Improvement Work	700,000	-	-	-
Software Licences	177,000	177,000	177,000	177,000
Covered Market Replacement Sprinkler System	150,000	-	-	-
Cemetery Development	15,000	-	-	-
Corporate Property Planned Maintenance Programme Yrs 5 & 6	-	-	-	310,000
Covered Market - Improvements to Emergency Lighting	50,000	-	-	-
Lye Valley & Chiswell Valley Walkways	62,000	62,000	-	-
ICT Infrastructure	-	-	-	150,000
Sports Pavillions	450,000	470,000	200,000	-
Rose Hill Cemetery Water Leak	8,000	-	-	-
Parks & Cemetery - Masonry Walls & Path Improvements	40,000	40,000	40,000	-
Town Hall - Fire Alarm replacement & upgrade	100,000	-	-	-
Upgrade Existing Tennis Courts	50,000	60,000	54,000	60,000
Upgrade Existing Multi-Use Games Area	76,000	48,000	48,000	48,000
Recycling & Bin Improvement (City Parks)	38,000	13,000	12,000	12,000
Fencing Repairs across the City	150,000	150,000	150,000	-
Town Hall - Audio visual equipment etc	400,000			
Carbon reduction		300,000		
Toilet improvements	185,000	175,000	80,000	
Cycle Oxford	100,000	100,000	50,000	50,000
Bin stores for council flats to assist recycling	325,000			
Low emission vehicle for litter bin collection	20,000			
Total New Capital Schemes	4,785,271	5,646,000	2,802,000	2,606,000
Total General Fund Schemes	16,120,342	9,046,000	5,058,000	3,846,000

Capital Programme 2012/13 to 2015/16

Capital Scheme	2012/13	2013/14	2014/15	2015/16
HRA New Capital Schemes				
Tower Blocks	1,000,000	1,000,000	1,000,000	1,000,000
Adaptations for the disabled	900,000	900,000	900,000	900,000
N6388 Major Voids	850,000	830,000	820,000	800,000
Kitchens (excluding wiring)	1,636,000	1,636,000	1,488,000	1,488,000
Electrics (part of kitchen programme)	595,000	595,000	476,000	417,000
Electrics rewires/upgrades	309,000	309,000	309,000	309,000
Bathrooms	619,000	619,000	585,000	585,000
Central Heating boilers	792,000	792,000	770,000	770,000
Central Heating carcusses	464,000	464,000	451,000	451,000
Roofs and associated works	250,000	250,000	250,000	250,000
windows	300,000	300,000	300,000	100,000
doors	200,000	200,000	200,000	200,000
communal areas	150,000	150,000	150,000	150,000
Environmental improvements	100,000	100,000	100,000	100,000
related assets garages , shops etc	117,000	117,000	117,000	117,000
contingency 5% major repairs	19,000	19,000	19,000	19,000
Fees 7%	94,000	94,000	94,000	80,000
Total Housing Revenue Account Capital Schemes	8,395,000	8,375,000	8,029,000	7,736,000
Total Capital Programme	24,515,342	17,421,000	13,087,000	11,582,000
Financing				
Developer contributions				
Government Funding	590,000	390,000	390,000	390,000
Capital Receipts	3,900,000	2,262,583	1,000,000	632,220
Direct Revenue Funding-council repairs, dfg and ICT	3,600,000	1,340,000	1,333,280	1,453,780
Revenue Reserves	457,505	356,000		
DRF for vehicles sinking fund	1,291,000	1,230,000	1,270,000	1,370,000
Prudential Borrowing	6,281,837	3,467,417	1,064,720	
Housing Revenue Funding	8,395,000	8,375,000	8,029,000	7,736,000
Total Financing	24,515,342	17,421,000	13,087,000	11,582,000

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COMMUNITY HOUSING & DEVELOPMENT FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Weekly Charges				
Private Lease Scheme [Heat,Light,Cook] - 1	12.00	12.00	0.00	0
Private Lease Scheme [Heat,Light,Cook] - 2	15.00	15.00	0.00	0
Private Lease Scheme [Heat,Light,Cook] - 3	18.00	18.00	0.00	0
Private Lease Scheme Rent - 1	204.34	204.34	0.00	0
Private Lease Scheme Rent - 2	236.54	236.54	0.00	0
Private Lease Scheme Rent - 3	266.66	266.66	0.00	0
Private Lease Scheme Water & Sewerage Charge - 1	3.00	3.00	0.00	0
Private Lease Scheme Water & Sewerage Charge - 2	5.00	5.00	0.00	0
Private Lease Scheme Water & Sewerage Charge - 3	6.00	6.00	0.00	0
Nightly Charge Rent - Per Week	160.38	160.38	0.00	0

HOUSING REVENUE ACCOUNT FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Weekly charges				
Garage Rents	11.80	11.80	0.00	0
Adjacent Garage	3.55	3.55	0.00	0
Parking Space	11.80	11.80	0.00	0
Mobility Scheme Council Tenants Discount	(10.02)	(10.02)	0.00	0
Mobility Scheme CT Discount in Curtilage	(10.02)	(10.02)	0.00	0
Mobility Scheme Private Rental Discount	(10.02)	(10.02)	0.00	0
Commercial Lets Rent	142.46	142.46	0.00	0
Other charges				
Sheltered Guest Room Hire per night - Star Rate 1	3.00	3.00	0.00	0
Sheltered Guest Room Hire per night - Star Rate 2	5.00	5.00	0.00	0
Sheltered Guest Room Hire per night - Star Rate 3	10.00	10.00	0.00	0
Standard rated & exclusive of VAT				
Weekly charges				
Garage Rents (Non Council Tenants Only)	11.80	11.80	0.00	0
Parking Space (Non Council Tenants Only)	11.80	11.80	0.00	0
Other charges				
ASSA Key	14.90	14.90	0.00	0
Controlled Entry Key Fob	14.90	14.90	0.00	0

CITY DEVELOPMENT FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
PLANNING				
Standard rated & exclusive of VAT				
Operations				
1. New Dwellings				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	335.00	335.00	0.00	0
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 hectare in excess of 2.5 hectare	8,285.00	8,285.00	0.00	0
b) Others (50 or less) - charge per dwelling	335.00	335.00	0.00	0
b) Others (51 or more) - plus £100 per dwelling in excess of 50	16,565.00	16,565.00	0.00	0
2. New buildings or extensions (except dwellings, agricultural buildings or plant):				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	335.00	335.00	0.00	0
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 ha in excess of 2.5 hectare	8,285.00	8,285.00	0.00	0
b) Others:				
(i) where no floor area is created	170.00	170.00	0.00	0
(ii) where floor area created is below 40 sq.m.	170.00	170.00	0.00	0
(iii) where floor area is between 40 and 75 sq.m.	335.00	335.00	0.00	0
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	335.00	335.00	0.00	0
(v) where floor area exceeds 3,750 sq.m - plus £100 per 75 sq. m in excess of 3,750 sq m	16,565.00	16,565.00	0.00	0
3. Erection, alteration or replacement of plant or machinery				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	335.00	335.00	0.00	0
(b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 5 hectare	16,565.00	16,565.00	0.00	0
4. Extensions or alterations to existing dwellings				
(a) one dwelling	150.00	150.00	0.00	0
(b) 2 or more dwellings	295.00	295.00	0.00	0
5. Curtilage, parking and vehicular access				
(a) Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	150.00	150.00	0.00	0
(b) Car park, road and access to serve single undertaking	170.00	170.00	0.00	0
Uses				
6. Change of use of a building: dwellings				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	335.00	335.00	0.00	0
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	16,565.00	16,565.00	0.00	0
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	335.00	335.00	0.00	0
(d) from other building to one or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	16,565.00	16,565.00	0.00	0
7. Use of disposal of refuse or waste materials and open mineral storage				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	170.00	170.00	0.00	0
(b) Site area exceeds 15 ha - plus £100 per 0.1 ha in excess of 15 hectare	25,315.00	25,315.00	0.00	0
8. Material change of use other than above	335.00	335.00	0.00	0
9. Erection on land for purposes of agriculture	See Fee Regs	See Fee Regs		
10. Erection of glasshouses on land used for agriculture	See Fee Regs	See Fee Regs		
11. Operations connected with oil and natural gas of for winning and working of minerals	See Fee Regs	See Fee Regs		
Plant and machinery				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
PLANNING	£	£	£	%
12. Wind Turbines				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	335.00	335.00	0.00	0
b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 50 hectare	16,565.00	16,565.00	0.00	0
Advertisements				
13. Advertising relating to business and displayed on the premises	95.00	95.00	0.00	0
14. Advance directions signs	95.00	95.00	0.00	0
15. All other advertisements, e.g. banners	335.00	335.00	0.00	0
Any Other				
16. Any other operation not within any of above categories - charge per 0.1 hectare	170.00	170.00	0.00	0
Determination				
17. Whether the prior approval of the Council is required for Installation of a radio mast, radio equipment, housing or public callbox (telecommunications)	335.00	335.00	0.00	0
Demolition (Part 31)	70.00	70.00	0.00	0
18. Confirmation of compliance with condition attached to planning permission				
a) Householder application - charge per request	25.00	25.00	0.00	0
b) Any other type of application - charge per request	85.00	85.00	0.00	0
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
Other Permission				
19. Variation of conditions: Application for removal or variation of a condition following grant of planning permission	170.00	170.00	0.00	0
Lawful Development Certificates				
20. Existing use or development	Same as full	Same as full		
21. Existing use – lawful not to comply with a particular condition	170.00	170.00	0.00	0
22. Proposed use or development	Half the normal planning fee	Half the normal planning fee		
Application for a New Planning Permission to replace an Extant Planning Permission. SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS) PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application,	50.00	50.00	0.00	0
(b) if the application is an application for major development,	500.00	500.00	0.00	0
(c) in any other case,	170.00	170.00	0.00	0
Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended)				
(a) if the application is a householder application,	25.00	25.00	0.00	0
(b) in any other case,	170.00	170.00	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
PLANNING	£	£	£	%
Exempt from VAT				
Documents & Publications				
1st Decision notice	15.00	15.60	0.60	4
Subsequent notice	15.00	15.60	0.60	4
TPO's	20.00	20.80	0.80	4
Legal Agreements	20.00	20.80	0.80	4
Plans stamped Approved or Refused	6.00	6.24	0.24	4
Provision of above documents and publications on the internet	Free			
Subsequent plans according to size:				
AO plan	5.00	5.20	0.20	4
A1 plan	5.00	5.20	0.20	4
A2 plan	5.00	5.20	0.20	4
A3 plan	1.00	0.00	(1.00)	(100)
A4 plan	1.00	0.00	(1.00)	(100)
Provision of above plans on the internet	Free			
Other				
A4 Miscellaneous copies	0.50	0.00	(0.50)	(100)
Subsequent copy	0.50	0.00	(0.50)	(100)
Standard rated & exclusive of VAT				
Weekly schedule of applications				
BY POST				
Commercial	164.40	170.97	6.57	4
	137.00	142.48	5.48	4
Local groups/residents	38.40	39.93	1.53	4
	32.00	33.28	1.28	4
VIA EMAIL				
Commercial	42.00	43.68	1.68	4
	35.00	36.40	1.40	4
Local groups/residents	Free	Free		
PLANNING - OTHER CHARGES				
Standard rated & exclusive of VAT				
Planning pre-application advice				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	480.00	480.00	0.00	0
Charge per written report	240.00	240.00	0.00	0
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	360.00	360.00	0.00	0
Charge per written report	180.00	180.00	0.00	0
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	240.00	240.00	0.00	0
Charge per written report	120.00	120.00	0.00	0
However, where a whole series of planning pre-application meetings is necessary, discounted bespoke charges may be negotiated if appropriate.				
Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	50.00	0.00	0
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	50.00	50.00	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
PLANNING	£	£	£	%
However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.				
Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead.	50.00	50.00	0.00	0
Exempt from VAT				
Written requests for planning history and planning constraints searches - To be introduced only following availability of relevant information on-line, including by provision of terminals for use by the public at the planning reception.	50.00	50.00	0.00	0
Requests of hard copies of plans stamped approved or refused	6.00	6.00	0.00	0
Invalid application charge per application	50.00	50.00	0.00	0
Application checking service per application	50.00	50.00	0.00	0
LAND CHARGES				
Exempt from VAT				
Local Land Charges				
LLC1 form	30.00	30.00	0.00	0
LLC1 Additional Parcel	1.00	1.00	0.00	0
CON29R form	90.00	90.00	0.00	0
CON29R Additional Parcel	16.00	16.00	0.00	0
Combined LLC1 + CON29R	120.00	120.00	0.00	0
Additional Parcel for combined LLC1 + CON29R	17.00	17.00	0.00	0
CON290 Optional Enquiries 4 to 21 (Additional parcel fees on application)	11.00	11.00	0.00	0
CON290 Optional Enquiry 22 only	22.00	22.00	0.00	0
Additional Enquiries	22.00	22.00	0.00	0
NLIS LLC1 form	28.00	28.00	0.00	0
NLIS LLC1 Additional Parcel	1.00	1.00	0.00	0
NLIS CON29R form	84.00	84.00	0.00	0
NLIS CON29R Additional Parcel	16.00	16.00	0.00	0
NLIS Combined LLC1 + CON29R	112.00	112.00	0.00	0
NLIS Additional Parcel for combined LLC1 + CON29R	17.00	17.00	0.00	0
NLIS CON290 Optional Enquiries 4 to 21 (Additional parcel fees on application)	11.00	11.00	0.00	0
CON290 Optional Enquiry 22 only	22.00	22.00	0.00	0
NLIS Additional Enquiries	22.00	22.00	0.00	0
Personal Searches				
Inspection				
Land Charges Register	Free	Free		
CON29R Qu. 1.1g	Free	Free		
CON29R Qu. 2	Free	Free		
CON29R Qu. 3.4 and 3.6	0.50	0.50	0.00	0
CON29R Qu. 3.7	Free	Free		
CON29R Qu. 3.8	Free	Free		
Compiled official answers combination of Qu. 1.1g, 2, 3.4, 3.6, 3.7 and 3.8	N/A	N/A		
All other CON29R questions other than the above	Free	Free		
Collection				
Land Charges Register	6.00	6.00	0.00	0
CON29R Qu. 1.1g	1.50	1.50	0.00	0
CON29R Qu. 2	N/A	N/A		
CON29R Qu. 3.4 and 3.6	N/A	N/A		
CON29R Qu. 3.7	1.50	1.50	0.00	0
CON29R Qu. 3.8	0.50	0.50	0.00	0
Compiled official answers combination of Qu. 1.1g, 2, 3.4, 3.6, 3.7 and 3.8	N/A	N/A		

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
PLANNING	£	£	£	%
Electronic				
Land Charges Register	5.00	5.00	0.00	0
CON29R Qu. 1.1g	see combination	see combination		
CON29R Qu. 2	see combination	see combination		
CON29R Qu. 3.4 and 3.6	see combination	see combination		
CON29R Qu. 3.7	see combination	see combination		
CON29R Qu. 3.8	see combination	see combination		
Compiled official answers combination of Qu. 1.1g, 2, 3.4, 3.6, 3.7 and 3.8	15.00	15.00	0.00	0
All other CON29R questions other than the above	As per official searches	As per official searches		
Official Answers for Component Data (CON29R)				
Charge by post				
Qu 1.1 a-e	7.00	7.00	0.00	0
Qu 1.1 f-h	4.00	4.00	0.00	0
Qu 1.2	5.00	5.00	0.00	0
Qu 2	4.00	4.00	0.00	0
Qu 3.1	3.00	3.00	0.00	0
Qu 3.2	3.00	3.00	0.00	0
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	6.00	6.00	0.00	0
Qu 3.5	3.00	3.00	0.00	0
Qu 3.6 a-j	10.00	10.00	0.00	0
Qu 3.7a-f	6.00	6.00	0.00	0
Qu 3.8	4.00	4.00	0.00	0
Qu 3.9a-n	20.00	20.00	0.00	0
Qu 3.10 a-b	4.00	4.00	0.00	0
Qu 3.11	4.00	4.00	0.00	0
Qu 3.12	3.00	3.00	0.00	0
Qu 3.13	4.00	4.00	0.00	0
Charge Electronic				
Qu 1.1 a-e	6.50	6.50	0.00	0
Qu 1.1 f-h	4.00	4.00	0.00	0
Qu 1.2	4.50	4.50	0.00	0
Qu 2	3.50	3.50	0.00	0
Qu 3.1	2.50	2.50	0.00	0
Qu 3.2	2.50	2.50	0.00	0
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	5.50	5.50	0.00	0
Qu 3.5	2.50	2.50	0.00	0
Qu 3.6 a-j	9.50	9.50	0.00	0
Qu 3.7a-f	6.00	6.00	0.00	0
Qu 3.8	4.00	4.00	0.00	0
Qu 3.9a-n	20.00	20.00	0.00	0
Qu 3.10 a-b	3.50	3.50	0.00	0
Qu 3.11	3.50	3.50	0.00	0
Qu 3.12	2.50	2.50	0.00	0
Qu 3.13	3.50	3.50	0.00	0
BUILDING CONTROL				
Standard rated & exclusive of VAT				
Schedule 1				
Charges for the creation of or conversion to new dwellings				
Number of Dwellings				
1	638.30	638.30	0.00	0
2	851.07	851.07	0.00	0
3	1,063.83	1,063.83	0.00	0
4	1,234.05	1,234.05	0.00	0
5	1,404.26	1,404.26	0.00	0
6	1,574.47	1,574.47	0.00	0
7	1,744.69	1,744.69	0.00	0
8	1,914.90	1,914.90	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
PLANNING	£	£	£	%
9	2,085.11	2,085.11	0.00	0
10	2,255.32	2,255.32	0.00	0
Schedule 2				
Charges for extensions, conversions and other alterations				
1. Erection/extension of a detached or attached garage with a floor area not exceeding 60m2	208.34	208.34	0.00	0
2. Extension with a floor area not exceeding 10m2	379.17	379.17	0.00	0
3. Extension with a floor area between 10m2 - 40m2	485.84	485.84	0.00	0
4. Extension with a floor area between 40m2 - 60m2	587.50	587.50	0.00	0
5. Extension with a floor area between 60m2 - 100m2	638.34	638.34	0.00	0
6. Loft conversion	442.50	442.50	0.00	0
7. Basement conversion/works	442.50	442.50	0.00	0
8. Multiple work (eg extension & basement/loft conversion/works) up to £100,000	775.00	775.00	0.00	0
9. Conversion of garage to habitable space	208.34	208.34	0.00	0
10. Re-covering of roof / upgrade of thermal elements	128.34	128.34	0.00	0
11. Replacement windows/doors	102.50	102.50	0.00	0
For detached buildings ancillary to the dwelling, refer to the same size extension.				
Please note some detached, non-habitable buildings less than 30m2 in floor area may be exempt from control under the Building Regulations.				
12. Conversion of previously exempt buildings to habitable accommodation	208.34	208.34	0.00	0
13. Installation of solar panels or PV arrays on the roof	102.50	102.50	0.00	0
14. DIY Electrical Installations	500.00	500.00	0.00	0
Schedule 3				
Works not listed in schedules 1 or 2				
i.e. structural alterations, refurbishments, internal alterations...				
Estimated cost of works				
£0 - £5000	225.00	225.00	0.00	0
£5001 - £10,000	280.84	280.84	0.00	0
£10,001 - £20,000	408.34	408.34	0.00	0
£20,001 - £50,000	536.67	536.67	0.00	0
£50,001 - £75,000	766.67	766.67	0.00	0
£75,001 - £100,000	1,020.84	1,020.84	0.00	0

CORPORATE ASSETS - FEES & CHARGES 2012/13

		2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
		£	£	£	%
Estate Management Fees and Charges					
Acquisition or Leasing of Leasehold property					
Rent up to £9,999 per annum	Lump sum of:	2,000.00	2,250.00	250.00	13
Rent between £10,000 and £49,999 p.a.	%age of rent agreed	2,000.00	2,750.00	750.00	38
Rent between £50,000 and £99,999 p.a.	%age of rent agreed	3,000.00	4,000.00	1,000.00	33
Rent over £100,000 p.a.	%age of rent agreed	7,500.00	8,500.00	1,000.00	13
Settlement of Rent Reviews and Lease Renewals of Leasehold property					
Rent up to £9,000 per annum	Lump sum of:	750.00	1,000.00	250.00	33
Plus additional %age:					
On the rent between £10,000 and £49,999 p.a.	lump sum plus %age of uplift	1,000.00	1,250.00	250.00	25
On the rent between £50,000 and £149,999 p.a.	lump sum plus %age of uplift	1,000.00	1,250.00	250.00	25
On the rent over £150,000 p.a.	lump sum plus %age of uplift	1,000.00	1,250.00	250.00	25
Acquisition or Disposal of Freehold property					
Capital value up to £99,999	Lump sum of:	2,000.00	2,750.00	750.00	38
Capital value between £100,000 and £499,999	Lump sum of:	3,500.00	4,500.00	1,000.00	29
Capital value between £500,000 and £2 million	Lump sum of:	7,500.00	10,000.00	2,500.00	33
Capital value over £2 million	Lump sum of:	10,000.00	12,500.00	2,500.00	25
Valuation of Leasehold and Freehold property					
Rental value up to £9,999 per annum	Lump sum of:	1,000.00	1,000.00	0.00	0
Rental value between £10,000 and £49,999 p.a.	Lump sum of:	1,000.00	1,000.00	0.00	0
Rental value between £50,000 and £99,999 p.a.	Lump sum of:	1,000.00	1,000.00	0.00	0
Rental value over £100,000 p.a.	Lump sum of:	1,000.00	1,000.00	0.00	0
Capital value up to £99,999	Lump sum of:	1,000.00	1,000.00	0.00	0
Capital value between £100,000 and £499,999	Lump sum of:	1,500.00	1,550.00	50.00	3
Capital value between £500,000 and £2 million	Lump sum of:	2,500.00	2,650.00	150.00	6
Capital value over £2 million	Lump sum of:	5,000.00	5,250.00	250.00	5
Consents					
To Assignments and Subletting	Lump sum of:	750.00	800.00	50.00	7
Alteration of Lease terms or consent for alterations	Lump sum of:	750.00	800.00	50.00	7
If both an alteration and alienation	Lump sum of:	1,250.00	1,300.00	50.00	4
Vendor's consent (minor works)	Lump sum of:	250.00	275.00	25.00	10
Administration fee (if under 5 working days notice)	Lump sum of:	175.00	200.00	25.00	14

ENVIRONMENTAL DEVELOPMENT FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Programmed Certificated Courses				
Level 2 Award in Food Safety in Catering (Foundation)	80.00	75.00	(5.00)	(6)
Level 3 Award in Supervising Food Safety in Catering (Intermediate)	430.00	250.00	(180.00)	(42)
Level 4 Award in Managing Food Safety in Catering (Advanced)	730.00	730.00	0.00	0
Level 2 Award in Health & Safety in the Workplace (Foundation)	90.00	90.00	0.00	0
Other non-specified courses-Charges for non specified training courses will be calculated to take into account market conditions				
Above charges are per person.				
Group Certificated Courses (for businesses requesting own on-site training)				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate	72.00	68.00	(4.00)	(6)
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per course	2,500.00	2,250.00	(250.00)	(10)
Advanced Food Hygiene or Health & Safety (5 day course, plus 1 day revision) - charge per course	4,500.00	4,500.00	0.00	0
Intermediate Certificate in Food Safety Refresher Course - charge per candidate	80.00	80.00	0.00	0
Level 3 Award in Implementing Food Safety Management Procedures - charge per candidate	80.00	80.00	0.00	0
Other non certificated part day and day courses-Charges for non specified training courses will be calculated to take into account market conditions				
Street Trading Consents (subject to Review by General Purposes Licensing Committee)				
Annual consent	7,000.00	7,315.00	315.00	5
Six months	3,600.00	3,762.00	162.00	5
Three months	1,750.00	1,829.00	79.00	5
One month	585.00	611.00	26.00	4
One week	155.00	162.00	7.00	5
NEW - One day	n/a	25.00		
Hard to let site	Market rate	Market rate		
Consent badge (replacement)	25.00	26.00	1.00	4
Pavement Café Licenses				
Annual fee per table	350.00	366.00	16.00	5
Street Parties				
Small Street Parties / Community Events (no commercial element) inc road closure	No Fee	No Fee		
Commercial Events				
Commercial Events inc road closure dependant upon size - Minimum	100.00	100.00	0.00	0
Commercial Events inc road closure dependant upon size - Maximum	300.00	300.00	0.00	0
Taxi Licensing				
Vehicles				
Hackney Carriage	400.00	400.00	0.00	0
Hackney Transfer of Ownership	100.00	100.00	0.00	0
Hackney Change of Vehicle	100.00	100.00	0.00	0
Hackney Plate Deposit	50.00	50.00	0.00	0
Hackney Temporary Vehicle	75.00	75.00	0.00	0
Private Hire	262.00	262.00	0.00	0
Private Hire Transfer	100.00	100.00	0.00	0
Private Hire Change of Vehicle	100.00	100.00	0.00	0
Private Hire Plate Deposit	50.00	50.00	0.00	0
Private Hire Temporary Vehicle	75.00	75.00	0.00	0
Drivers				
Hackney Combined	115.00	115.00	0.00	0
Private Hire	101.00	101.00	0.00	0
Additional Charges				
Local Knowledge Test	75.00	75.00	0.00	0
Local Knowledge Re-Test	75.00	75.00	0.00	0
Disability Awareness Course	45.00	45.00	0.00	0
CRB check - all driver only, at cost	43.00	47.00	4.00	9
DVLA check - for new applicants only, at cost	8.00	8.00	0.00	0
Licence badge/replacement badge	10.00	10.00	0.00	0
Replacement external plate	25.00	25.00	0.00	0
Replacement internal PHV sticker	5.00	5.00	0.00	0
Exempt badge/replacement badge	25.00	25.00	0.00	0
Replacement internal HC vehicle plate	5.00	5.00	0.00	0
Replacement approved fare chart	2.00	2.00	0.00	0
Replacement approved no smoking signs (includes VAT)	1.00	1.00	0.00	0
Duplicate paper licence (replacement)	2.00	2.00	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Fixed Penalty Notices Taxis	50.00	80.00	30.00	60
Operator's Licence				
Vehicle 3 & under	490.00	490.00	0.00	0
Vehicle 4 & over	980.00	980.00	0.00	0
Licensing Act 2003				
Application fee				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,905.00	1,905.00	0.00	0
Additional fee for capacity of more than 5,000 people - Minimum	1,000.00	1,000.00	0.00	0
Additional fee for capacity of more than 5,000 people - Maximum	64,000.00	64,000.00	0.00	0
Annual fee				
Premises Licenses and Club Premises Certificates - Minimum	70.00	70.00	0.00	0
Premises Licenses and Club Premises Certificates - Maximum	350.00	350.00	0.00	0
Enhanced fee for some premises with rateable value above £87,001 - Minimum	640.00	640.00	0.00	0
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,050.00	1,050.00	0.00	0
Additional fee for capacity of more than 5,000 people - Minimum	500.00	500.00	0.00	0
Additional fee for capacity of more than 5,000 people - Maximum	32,000.00	32,000.00	0.00	0
Personal License	37.00	37.00	0.00	0
Transfer of Premises Licence	23.00	23.00	0.00	0
Change of address	10.50	10.50	0.00	0
Copy of licence	10.50	10.50	0.00	0
Temporary Event Notice	21.00	21.00	0.00	0
Provisional Statement	315.00	315.00	0.00	0
HMO Licensing - New Scheme				
Initial application fee for a 3 or more storey HMO and 2 storey HMOs with 5 or more occupants	470.00	491.00	21.00	4
Plus for each additional room above 5 rooms	20.00	21.00	1.00	5
Initial application fee for all other HMOs that require licensing	362.00	378.00	16.00	4
Annual renewal fee for 3 storey HMO and 2 storey HMOs with 5 or more occupants	172.00	180.00	8.00	5
Annual renewal application fee for 2 storey HMO with 3 or 4 occupants	150.00	157.00	7.00	5
HMO Licence Variation	105.00	110.00	5.00	5
NEW - Withdrawal of application before inspection carried out	90.00	95.00	5.00	6
NEW - Service of Interested Party Notice other than by email	20.00	22.00	2.00	10
NEW - Incomplete application form (e.g. Interested Parties)	20.00	22.00	2.00	10
In the event of property being found by officers surveying for HMOs an additional charge will be added unless the landlord is able to demonstrate that they became the owner of the HMO within the previous 12 weeks	163.00	170.00	7.00	4
Additional charge to be added following second letter sent chasing licence application (this may be in addition to fees above)	35.00	37.00	2.00	6
Additional charge to be applied in the event of a reinspection being required during the renewal process as a result of poor management for a 3 storey HMO and 2 storey HMOs with 5 or more occupants	130.00	136.00	6.00	5
Additional charge to be applied in the event of a reinspection being required during the renewal process as a result of poor management for a 2 storey HMO with 3 or 4 occupants	86.00	90.00	4.00	5
Additional charge for missing an appointment during inspection process	86.00	90.00	4.00	5
Other Licensing & Fees (subject to approval by General Purposes Licensing Committee)				
Animal Boarding Establishment	160.00	167.00	7.00	4
Dangerous Wild Animals	365.00	381.00	16.00	4
Dog Breeding Establishment	160.00	167.00	7.00	4
Pet Shop	160.00	167.00	7.00	4
Riding Establishment	370.00	387.00	17.00	5
Acupuncture, tattooing, electrolysis & ear piercing (only payable on first registration)	100.00	105.00	5.00	5
	200.00	209.00	9.00	5
Motor Salvage Operators	90.00	120.00	30.00	33
Sex establishment	8,000.00	8,000.00	0.00	0
Sex establishment transfer/vary	1,100.00	1,100.00	0.00	0
Sexual entertainment venues new	5,500.00	5,500.00	0.00	0
Sexual entertainment venues renewal	5,000.00	5,000.00	0.00	0
Sexual entertainment transfer/vary	1,100.00	1,100.00	0.00	0
Gambling Act 2005 - Premises				
Bingo Premises				
Application (3500 max permitted)	836.00	870.00	34.00	4
Annual fee (1000 max permitted)	550.00	572.00	22.00	4
Variation application (1750 max permitted)	1,200.00	1,248.00	48.00	4
Transfer application (1200 max permitted)	388.00	404.00	16.00	4
Reinstatement application (1200 max permitted)	500.00	520.00	20.00	4
Provisional statement application (3500 max permitted)	727.00	756.00	29.00	4
Copy of licence	25.00	25.00	0.00	0
Notification of a change	50.00	50.00	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Family Entertainment Centre				
Application (2000 max permitted)	677.00	704.00	27.00	4
Annual fee (750 max permitted)	610.00	634.00	24.00	4
Variation application (1000 max permitted)	937.00	972.00	35.00	4
Transfer application (950 max permitted)	355.00	370.00	15.00	4
Reinstatement application (950 max permitted)	433.00	450.00	17.00	4
Provisional statement application (2000 max permitted)	593.00	617.00	24.00	4
Copy of licence	25.00	25.00	0.00	0
Notification of a change	50.00	50.00	0.00	0
Adult Gaming Centre				
Application (2000 max permitted)	677.00	704.00	27.00	4
Annual fee (1000 max permitted)	610.00	634.00	24.00	4
Variation application (2000 max permitted)	937.00	972.00	35.00	4
Transfer application (1200 max permitted)	355.00	370.00	15.00	4
Reinstatement application (1200 max permitted)	433.00	450.00	17.00	4
Provisional statement application (2000 max permitted)	593.00	617.00	24.00	4
Copy of licence	25.00	25.00	0.00	0
Notification of a change	50.00	50.00	0.00	0
Betting Premises (Track)				
Application (2500 max permitted)	800.00	832.00	32.00	4
Annual fee (1000 max permitted)	727.00	756.00	29.00	4
Variation application (1250 max permitted)	1,255.00	1,305.00	50.00	4
Transfer application (950 max permitted)	383.00	398.00	15.00	4
Reinstatement application (950 max permitted)	470.00	489.00	19.00	4
Provisional statement application (2500 max permitted)	660.00	686.00	26.00	4
Copy of licence	25.00	25.00	0.00	0
Notification of a change	50.00	50.00	0.00	0
Betting Premises (Other)				
Application (3000 max permitted)	755.00	785.00	30.00	4
Annual fee (600 max permitted)	577.00	600.00	23.00	4
Variation application (1500 max permitted)	1,040.00	1,082.00	42.00	4
Transfer application (1200 max permitted)	370.00	384.00	14.00	4
Reinstatement application (1200 max permitted)	460.00	478.00	18.00	4
Provisional statement application (3000 max permitted)	650.00	676.00	26.00	4
Copy of licence	25.00	25.00	0.00	0
Notification of a change	50.00	50.00	0.00	0
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
Application	150.00	150.00	0.00	0
Existing operator application	100.00	100.00	0.00	0
Annual fee	50.00	50.00	0.00	0
Permit variation fee	100.00	100.00	0.00	0
Transfer of permit	25.00	25.00	0.00	0
Change of name on permit	25.00	25.00	0.00	0
Copy of permit	15.00	15.00	0.00	0
Notification of 2 machines	50.00	50.00	0.00	0
Club Gaming Permits and Club Gaming Machine Permits				
Application	200.00	200.00	0.00	0
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0
Annual fee	50.00	50.00	0.00	0
Permit variation fee	100.00	100.00	0.00	0
Renewal	200.00	200.00	0.00	0
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0
Permit variation fee	100.00	100.00	0.00	0
Copy of permit	15.00	15.00	0.00	0
Family Entertainment Centre Gaming Machine Permits				
Application	300.00	300.00	0.00	0
Existing operator application	100.00	100.00	0.00	0
Renewal	300.00	300.00	0.00	0
Change of name on permit	25.00	25.00	0.00	0
Copy of permit	15.00	15.00	0.00	0
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0
Copy of Notice	25.00	25.00	0.00	0
Transferring/Replacing Licenses & Certificates				
Other replacement license	25.00	26.00	1.00	4
Replacement Food Hygiene/Health & Safety Certificate	35.00	35.00	0.00	0
Transfer of any non LA 2003 license (except Sex Establishment)	75.00	75.00	0.00	0
Integrated Pollution Prevention & Control Permits				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
LAPPC Charges - Industrial processes covered by Environmental Permitting Regulations	The fee for each application and renewal will be calculated in accordance with DEFRA guidance	The fee for each application and renewal will be calculated in accordance with DEFRA guidance		
Contaminated Land Enquiries				
Location enquiries	22.00	Constrained by LC		
NEW - Distribution of Free Printed Matter				
NEW - Annual consent	400.00	400.00	0.00	0
NEW - Monthly consent	100.00	100.00	0.00	0
NEW - Replacement badge	25.00	25.00	0.00	0
Fixed Penalty Notice Fines				
Full standard charge				
Depositing litter	80.00	80.00	0.00	0
Failure to comply with a street litter control notice	100.00	100.00	0.00	0
Failure to comply with a litter clearing notice	100.00	100.00	0.00	0
Failure to produce waste documents	300.00	300.00	0.00	0
Failure to produce authority to transport waste	300.00	300.00	0.00	0
Unauthorised distribution of free printed matter	80.00	80.00	0.00	0
Failure to comply with a waste receptacles notice	100.00	100.00	0.00	0
Dog Fouling (charge set by Statute)	50.00	50.00	0.00	0
Failure to comply with a dog control order	80.00	80.00	0.00	0
Failure to comply with a request to turn off an idling engine on a stationary vehicle	40.00	40.00	0.00	0
NEW - Graffiti/Flyposting	55.00	55.00	0.00	0
Reduced charge if paid within 10 days				
Depositing litter	55.00	55.00	0.00	0
Failure to comply with a street litter control notice	75.00	75.00	0.00	0
Failure to comply with a litter clearing notice	75.00	75.00	0.00	0
Unauthorised distribution of free printed matter	55.00	55.00	0.00	0
Failure to comply with a waste receptacles notice	75.00	75.00	0.00	0
Failure to comply with a dog control order	55.00	55.00	0.00	0
NEW - Graffiti/Flyposting	55.00	55.00	0.00	0
Reduced charge if paid within 28 days				
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	310.00	310.00	0.00	0
Request for confirmation of registration in support of work permit application	45.00	45.00	0.00	0
Insurance claim/voluntary surrender of unsound food	Hourly rate of officer	Hourly rate of officer		
Works in default	Hourly rate of officer + 20% establishment charges + costs incurred	Hourly rate of officer + 20% establishment charges + costs incurred		
Provision of factual statements etc	Hourly rate of officer	Hourly rate of officer		
Acting as an agent for a client in receipt of a disabled facilities grant or other building work - Up to £3,000 - a fee of 15% of the approved amount	3,000.00	3,000.00	0.00	0
Acting as an agent for a client in receipt of a disabled facilities grant or other building work - Over £3,000 - a fee of 10% of the approved amount	3,000.00	3,000.00	0.00	0
NEW - Acting as an agent for a client who is privately funding building works:	Fee of 10% of the builders quotation.	Fee of 10% of the builders quotation.		
Charging for notices under the Housing Act 2004 for a singly occupied dwelling	300.00	300.00	0.00	0
Charging for notices under the Housing Act 2004 for a singly occupied dwelling	400.00	400.00	0.00	0
Charging for food business consultation visits - per visit	200.00	200.00	0.00	0
Charging for food business consultation visits - per written response	100.00	100.00	0.00	0
Charging for "Scores on the Doors" rescoring visits - per visit	250.00	250.00	0.00	0
Any other work where a fee may be charged				
General Charges for printing, copying etc				
Legal Notice	20.00	20.00	0.00	0
Copy of Premises entry in Food Premises Register	20.00	21.00	1.00	5
Copy of Premises/Person Entry in Licensing Register	20.00	20.00	0.00	0
Statement of Licensing Policy document	40.00	40.00	0.00	0
Statement of Gambling Policy document	40.00	40.00	0.00	0
Copy of Licensing Decision Notice	20.00	20.00	0.00	0
Current list of licensing applications	10.00	10.00	0.00	0
Air Quality Reports	25.00	25.00	0.00	0
Contaminated Land Strategy document	35.00	0.00	(35.00)	(100)
Full copy of Food Premises register	350.00	367.50	17.50	5
Plans under copyright	8.00	8.36	0.36	5
Plans: A0, A1 & A2 size	5.00	5.23	0.23	5
Plans: A3 & A4 size	1.00	1.05	0.04	5
Photocopying per A4 sheet	0.50	0.52	0.02	4
Invoice request	20.00	21.00	1.00	5
Standard rated & exclusive of VAT				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Exempt from VAT	£	£	£	%
Pest Control Products				
Aller-zip mattress encasement:-				
Small single	34.50	34.50	0.00	0
Single	37.00	37.00	0.00	0
Small double	44.00	44.00	0.00	0
Double	49.50	49.50	0.00	0
King	55.00	55.00	0.00	0
Superking	63.60	63.60	0.00	0
Pillows	20.00	20.00	0.00	0
Standard rated & inclusive of VAT				
Dog Warden Services				
Return of impounded stray dog In addition to the fixed fee, transport, kenneling and vets fees (if applic) recharged at cost.	65.00	65.00	0.00	0
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribe benefits:				
Pest identification	Free	Free		
Rats - charge per treatment	28.00	28.00	0.00	0
Mice - charge per treatment	28.00	28.00	0.00	0
Wasps	50.00	50.00	0.00	0
Garden Ants (other than Pharaohs Ants)	60.00	60.00	0.00	0
Bedbugs - call out and treatment charge for up to first hour	200.00	200.00	0.00	0
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Fleas - call out and treatment charge for up to 5 rooms (excluding kitchens, utility, bathrooms & WC's)	80.00	80.00	0.00	0
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	50.00	50.00	0.00	0
Squirrels - call out and treatment charge for up to three visits	150.00	150.00	0.00	0
Other pests where there is a public health significance - call out and treatment charge for up to first hour	80.00	80.00	0.00	0
Site survey & advice	28.00	28.00	0.00	0
Charge for no access for any pest control appointments	28.00	28.00	0.00	0
For people in receipt of prescribe benefits:				
Pest identification	Free	Free		
Rats - charge per treatment	28.00	28.00	0.00	0
Mice - charge per treatment	28.00	28.00	0.00	0
Wasps	25.00	25.00	0.00	0
Garden Ants (other than Pharaohs Ants)	30.00	30.00	0.00	0
Bedbugs - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	50.00	50.00	0.00	0
Fleas - call out and treatment charge for up to 5 rooms (excluding kitchens, utility, bathrooms & WC's)	40.00	40.00	0.00	0
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	50.00	50.00	0.00	0
Squirrels - call out and treatment charge for up to three visits	75.00	75.00	0.00	0
Other pests where there is a public health significance - call out and treatment charge for up to first hour	40.00	40.00	0.00	0
Charge for no access for any pest control appointments	28.00	28.00	0.00	0
Pest Control Services (Treatments in Non-Domestic Premises)				
Pest identification	55.00	55.00	0.00	0
Rats & mice - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Bedbugs - call out and treatment charge for up to first hour	200.00	200.00	0.00	0
Fleas - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	100.00	100.00	0.00	0
Pigeons - call out and treatment charge for up to first hour	150.00	150.00	0.00	0
Squirrels - call out and treatment charge for up to three visits	200.00	200.00	0.00	0
Wasps - call out and treatment charge for up to three visits	100.00	100.00	0.00	0
Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour	100.00	100.00	0.00	0
Charge for no access for any pest control appointments	28.00	28.00	0.00	0
Other pests				
Pest Control Products				
Rat trap (Snap E)	3.00	3.00	0.00	0
Mouse trap (Snap E)	1.50	1.50	0.00	0
Odour Removal bag	8.00	8.00	0.00	0
Mousemesh Vent - small (9"x4")	5.95	5.95	0.00	0
Mousemesh Vent - large (9"x9")	9.95	9.95	0.00	0

CITY LEISURE FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Standard rated & inclusive of VAT	£	£	£	%
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND AQUA SLICE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Casual Swimming	3.90	4.10	0.20	5
Family Swim Ticket	10.00	10.50	0.50	5
Hinksey Swimming	5.30	5.60	0.30	6
Hinksey Family Swim Ticket	15.50	16.30	0.80	5
Hinksey (early/late)	4.10	4.30	0.20	5
Hinksey Family Swim Ticket (early/late)	10.00	10.00	0.00	0
Sauna/ Steam (TCP)	5.30	5.60	0.30	6
Water Workout	5.40	5.70	0.30	6
Badminton (per person)	3.10	3.30	0.20	6
Squash (per person)	3.50	3.70	0.20	6
U17/Over 60s/ Student Slice				
Casual Swimming	2.30	2.40	0.10	4
Hinksey Swimming	3.40	3.60	0.20	6
Hinksey (early/late)	2.30	2.40	0.10	4
Sauna/ Steam (TCP)	2.60	2.70	0.10	4
Water Workout	3.60	3.80	0.20	6
Badminton (per person)	2.10	2.20	0.10	5
Squash (per person)	2.20	2.30	0.10	5
Bonus Slice				
Casual Swimming	1.20	1.30	0.10	8
Hinksey Swimming	1.20	1.30	0.10	8
Hinksey (early/late)	1.20	1.30	0.10	8
Sauna/ Steam (TCP)	1.20	1.30	0.10	8
Water Workout	1.20	1.30	0.10	8
Badminton (per person)	1.20	1.30	0.10	8
Squash (per person)	1.20	1.30	0.10	8
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE SLICE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Aspires Fitness Gyms	7.00	7.30	0.30	4
Express Induction – Proficient user	18.60	19.50	0.90	5
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	18.60	19.50	0.90	5
Fitness programme	11.40	12.00	0.60	5
Programme & Health Review	7.70	8.10	0.40	5
Fitness Classes	5.40	5.60	0.20	4
Table Tennis	2.90	3.10	0.20	7
Racket Hire	1.10	1.20	0.10	9
U17/Over 60s/ Student Slice				
Aspires Fitness Gyms	3.70	3.90	0.20	5
Aspires Academy	2.70	2.80	0.10	4
Express Induction – Proficient user	9.30	9.80	0.50	5
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	9.30	9.80	0.50	5
Fitness programme	5.80	6.10	0.30	5
Programme & Health Review	5.20	5.50	0.30	6
Aspires Academy Induction	9.30	9.80	0.50	5
Fitness Classes	3.60	3.80	0.20	6
Table Tennis	2.10	2.20	0.10	5
Racket Hire	1.10	1.10	0.00	0
Bonus Slice				
Aspires Fitness Gyms	1.20	1.30	0.10	8
Aspires Academy	1.20	1.30	0.10	8
Express Induction – Proficient user	3.60	3.80	0.20	6
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	3.60	3.80	0.20	6
Fitness programme	3.60	3.80	0.20	6
Programme & Health Review	3.60	3.80	0.20	6
Aspires Academy Induction	3.60	3.80	0.20	6
Fitness Classes	3.60	3.80	0.20	6
Table Tennis	1.20	1.30	0.10	8
Racket Hire	0.50	0.50	0.00	0
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Standard rated & inclusive of VAT	£	£	£	%
Skate general session	6.90	7.20	0.30	4
Tea Time Skate	4.40	4.60	0.20	5
Skate Disco Session	6.90	7.20	0.30	4
Family Skate Ticket (for 5)	24.70	25.90	1.20	5
Family Skate Ticket (for 4)	20.20	21.20	1.00	5
Tea Time Family Skate (for 5)	19.70	20.70	1.00	5
Tea Time Family Skate (for 4)	15.70	16.50	0.80	5
Skate Training	5.80	6.10	0.30	5
Guardian Fee (spectators who are supervising children)	1.10	1.20	0.10	9
Teacher Rates (15mins)	9.00	9.50	0.50	6
Adult Group Lesson	44.90	47.10	2.20	5
U17/Over 60s/ Student Slice				
Skate general session	5.20	5.50	0.30	6
Tea Time Skate	4.40	4.60	0.20	5
Skate Disco Session	6.90	7.20	0.30	4
Skate Training	4.10	4.40	0.30	7
Golden Blades (over 50)	3.70	3.90	0.20	5
Guardian Fee (spectators who are supervising children)	1.10	1.20	0.10	9
Teacher Rates (15mins)	9.00	9.50	0.50	6
Junior Group Lesson	33.70	35.40	1.70	5
Bonus Slice				
Skate general session	1.90	2.00	0.10	5
Tea Time Skate	1.90	2.00	0.10	5
Skate Disco Session	1.90	2.00	0.10	5
Skate Training	1.90	2.00	0.10	5
Golden Blades (over 50)	1.90	2.00	0.10	5
Guardian Fee (spectators who are supervising children)	1.00	1.10	0.10	10
OTHER CHARGES (per session)				
Adult				
Aqua Natal	7.20	7.60	0.40	6
Aspires Physical Assessment	18.70	19.70	1.00	5
Body Fat Analysis	10.30	10.80	0.50	5
Aerobic Capacity Analysis	10.30	10.80	0.50	5
Fi-tech cholesterol test	10.30	10.80	0.50	5
Choice & Active				
Aqua Natal	6.70	7.00	0.30	4
Aspires Physical Assessment	10.00	10.50	0.50	5
Body Fat Analysis	5.80	6.10	0.30	5
Aerobic Capacity Analysis	5.80	6.10	0.30	5
Fi-tech cholesterol test	5.80	6.10	0.30	5
U17/Over 60s/ Student Slice				
Aqua Natal	6.70	7.00	0.30	4
Aspires Physical Assessment	9.60	10.10	0.50	5
Body Fat Analysis	5.80	6.10	0.30	5
Aerobic Capacity Analysis	5.80	6.10	0.30	5
Fi-tech cholesterol test	5.80	6.10	0.30	5
Bonus Slice				
Aqua Natal	3.70	3.90	0.20	5
Aspires Physical Assessment	5.80	6.10	0.30	5
Body Fat Analysis	3.10	3.30	0.20	6
Aerobic Capacity Analysis	3.10	3.30	0.20	6
Fi-tech cholesterol test	3.10	3.30	0.20	6
SWIMMING LESSONS (half an hour)				
Adult				
Adult Swim Lessons	6.80	7.10	0.30	4
Choice, Active & Aqua				
Junior Swim Lessons	4.40	4.60	0.20	5
Adult Swim Lessons	5.90	6.20	0.30	5
U17/Over 60s/ Student Slice				
Junior Swim Lessons	5.00	5.30	0.30	6
Adult Swim Lessons	5.00	5.30	0.30	6
Bonus Slice				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Standard rated & inclusive of VAT	£	£	£	%
Junior Swim Lessons	2.90	3.00	0.10	3
Adult Swim Lessons	4.10	4.30	0.20	5
Standard rated & inclusive of VAT				
Direct Debit Membership				
Active card				
Adult	41.00	43.00	2.00	5
Over 60	21.00	22.00	1.00	5
Under 17	17.00	17.90	0.90	5
Family	82.00	86.10	4.10	5
Aqua card				
Adult	29.00	30.50	1.50	5
Over 60	15.00	15.80	0.80	5
Under 17	11.00	11.60	0.60	5
Family	58.00	60.90	2.90	5
Choice Card				
Adult	47.00	49.40	2.40	5
Off Peak Choice	29.00	30.50	1.50	5
Couple	80.00	86.50	6.50	8
Family	105.00	110.30	5.30	5
Family Flex 1+3	83.00	87.20	4.20	5
The Annual Slice Card				
Active card				
Adult 12 months for 10	410.00	430.50	20.50	5
Over 60	190.00	199.50	9.50	5
Under 17	152.00	156.60	4.60	3
Family	742.00	779.10	37.10	5
Aqua card				
Adult 12 months for 10	290.00	304.50	14.50	5
Over 60	149.00	156.50	7.50	5
Under 17	112.00	117.60	5.60	5
Family	563.00	591.20	28.20	5
Adult (Hinksey)	122.00	128.10	6.10	5
Family (Hinksey)	236.00	247.80	11.80	5
Over 60 (Hinksey)	62.00	65.10	3.10	5
Choice Card				
Adult 12 months for 10	470.00	493.50	23.50	5
Off Peak Choice 12 months for 10	290.00	304.50	14.50	5
Couple 12 months for 10	800.00	840.00	40.00	5
Family 12 months for 10	1,050.00	1,102.50	52.50	5
Other Cards				
Bonus				
Adult	2.50	2.60	0.10	4
Dependent	0.90	1.00	0.10	11
Student				
October - September	9.00	9.50	0.50	6
Staff				
Family	33.00	34.70	1.70	5
Individual wet & dry	22.00	23.10	1.10	5
Individual dry	17.00	17.90	0.90	5
Reward (booking card)				
All	0.00	0.00	0.00	0
Sport Pitches (per match unless other wise stated)				
Cricket				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	48.00	50.40	2.40	5
Grass wicket - weekdays (Cutteslowe & Horspath 1)	37.00	38.85	1.85	5
Grass Wicket - weekend & bank holidays (Horspath 2)	38.00	39.90	1.90	5
Grass Wicket - weekdays (Horspath 2)	35.00	36.75	1.75	5

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Standard rated & inclusive of VAT	£	£	£	%
Adults				
Full Size Pitch weekend & Bank holidays	35.00	36.75	1.75	5
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	291.60	306.25	14.65	5
Full Size Pitch weekdays	27.00	28.35	1.35	5
Full Size Pitch weekdays 10 game - No VAT *	225.00	236.25	11.25	5
Under 17's				
Full Size Pitch weekend & Bank holidays	17.50	18.40	0.90	5
Full Size Pitch weekend 10 game booking - No VAT *	145.80	153.30	7.50	5
Full Size Pitch weekdays	14.00	14.70	0.70	5
Full Size Pitch weekdays 10 game - No VAT *	116.70	122.50	5.80	5
Under 11's				
Mini football	12.00	12.60	0.60	5
Mini football 10 game - No VAT *	100.00	105.00	5.00	5
Five a side pitch	25.00	26.25	1.25	5
Court Place Farm Stadium inc changing rooms	100.00	105.00	5.00	5
Court Place Farm Stadium floodlights	33.50	35.20	1.70	5
Floodlit 5 a side (East Oxford) per hour	34.00	35.70	1.70	5
Floodlit football pitch (Rose Hill) per hour	34.00	35.70	1.70	5
Other Charges				
Baseball	42.00	44.10	2.10	5
Rugby	35.00	36.75	1.75	5
Tarmac floodlit training area per hour	16.00	16.80	0.80	5
Horspath Floodlights per hour	34.00	35.70	1.70	5
Athletics Adult	3.75	3.95	0.20	5
OCAC Member Athletics Adult	2.75	2.90	0.15	5
OCAC Member Athletics Adult - 12 week pass	66.00	69.30	3.30	5
Athletics Junior	2.25	2.35	0.10	4
OCAC Member Athletics Junior	1.75	1.85	0.10	6
OCAC Member Athletics Junior - 12 week pass	42.00	44.10	2.10	5
Athletics Match (senior)	345.00	362.25	17.25	5
Athletics Match (junior)	185.00	194.25	9.25	5
Athletics track centre with lights	34.00	35.70	1.70	5
Pavilions/Changing rooms				
Adults	18.00	18.90	0.90	5
Concessionary Rate (including U17's)	9.00	9.45	0.45	5
Under 11's	4.50	4.75	0.25	6
Adults 10 game booking - No VAT *	150.00	157.50	7.50	5
Concessionary Rate (including U17's) 10 game booking - No VAT *	75.00	78.75	3.75	5
Under 11's 10 game booking - No VAT *	37.50	39.60	2.10	6
Tea Room per hour	22.00	22.00	0.00	0
Summer Activities				
Tennis Grass Adult	3.50	3.70	0.20	6
Tennis Grass Conc.	1.75	1.85	0.10	6
Tennis Grass Bonus slice	1.45	1.50	0.05	3
Family card / Doubles	8.00	8.40	0.40	5
Tennis Hard Adult	3.15	3.30	0.15	5
Tennis Hard Conc.	1.60	1.70	0.10	6
Tennis Hard Bonus slice	1.10	1.15	0.05	5
Family card / Doubles	7.00	7.35	0.35	5
Table Tennis Adult	2.40	2.50	0.10	4
Table Tennis Conc.	1.50	1.60	0.10	7
Table Tennis Bonus Slice	1.10	1.15	0.05	5
Bowls Adult	2.30	2.40	0.10	4
Bowls Conc.	1.20	1.25	0.05	4
Bowls Bonus Slice	1.10	1.15	0.05	5
Putting Adult	2.30	2.40	0.10	4
Putting Conc.	1.20	1.25	0.05	4
Putting Bonus	1.20	1.25	0.05	4
Putting Family Rate	4.80	5.05	0.25	5
Volley Ball < 10 people	1.15	1.20	0.05	4
Volley Ball > 10 people	11.00	11.55	0.55	5
Equipment Hire Bowls	1.15	1.20	0.05	4
Equipment Hire Tennis	1.15	1.20	0.05	4
Equipment Hire Putting	1.15	1.20	0.05	4
Sales lost tennis ball	1.15	1.20	0.05	4
Sales lost golf ball	1.15	1.20	0.05	4
Annual Club Charges				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Standard rated & inclusive of VAT	£	£	£	%
Bowls				
Per Green (7 days a week) per season	2,271.56	2,385.14	113.58	5
Tennis				
Hard Court per season	1,808.86	1,899.30	90.44	5
Grass Court per season	2,063.64	2,166.82	103.18	5
Hard Court (floodlit) per season	2,203.15	2,313.31	110.16	5
Equipment Provided and Prices				
Goal Nets (set)	65.00	68.25	3.25	5
Corner Posts (each)	9.00	9.45	0.45	5
Corner Flags (each)	4.50	4.75	0.25	6
Net Pegs (each)	0.60	0.65	0.05	8
Soft Broom	11.00	11.55	0.55	5
Dust Pan & Brush	11.00	11.55	0.55	5
Dust Bin (each)	19.00	19.95	0.95	5
Other Charges				
Use of wrong pitch	32.00	33.60	1.60	5
Cost for over running per 10 minutes	6.00	6.30	0.30	5
All works undertaken for third parties	Costed at value of of time spend based on an hourly rate to be decided by the Head of Leisure	Costed at value of of time spend based on an hourly rate to be decided by the Head of Leisure		

DIRECT SERVICES FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Refuse, Recycle & Motor Transport	£	£	£	%
Outside Scope for VAT				
Refuse Collection & Recycling				
Blue Recycling box (collection only)	5.00	5.00	0.00	0
Green Recycling box (collection only)	5.00	5.00	0.00	0
Blue Recycling box (inc delivery)	7.00	7.00	0.00	0
Green Recycling box (inc delivery)	7.00	7.00	0.00	0
Blue/Green Wheelie Bin	35.00	35.00	0.00	0
Wheelie Bin Swaps	35.00	35.00	0.00	0
Garden Waste Bags Pack 10	25.00	26.25	1.25	5
Garden Waste Bags Pack 20	35.00	36.75	1.75	5
Garden Waste Bins	35.00	36.75	1.75	5
Trade Refuse collection - Minimum	5.35	5.35	0.00	0
Trade Recycling collection - Minimum	3.95	3.95	0.00	0
Motor Transport				
MOT Test fees				
Class 4				
Cars (up to 8 passenger seats)				
Motor caravans				
Dual purpose vehicles	54.85	54.85	0.00	0
PSVs (up to 8 seats)				
Goods vehicles (up to 3,000kg DGW)				
Ambulances and taxis				
Private passenger vehicles & ambulances (9-12 passenger seats)	57.30	57.30	0.00	0
Class 4A				
Includes seat belt installation checks	64.00	64.00	0.00	0
Class 5				
Vehicles & ambulances	59.55	59.55	0.00	0
more than 13 passenger seats)	80.65	80.65	0.00	0
Class 5A				
Includes seat belt installation checks				
13-16 passenger seats	80.50	80.50	0.00	0
more than 16 seats	124.50	124.50	0.00	0
Class 7				
Goods vehicles	58.60	58.60	0.00	0
Re-Test All Classes				
Partial retest fee	half test fee			
Duplicate test certificate	10.00	10.00	0.00	0
Taxi & PHV				
Hackney Carriage Vehicle Test	68.30	68.30	0.00	0
Private Hire Vehicle Test	63.10	63.10	0.00	0
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0
Duplicate Certificate of Compliance	10.00	10.00	0.00	0
Retest	30.00	30.00	0.00	0
PHV DOOR STICKERS (PAIR)	0.00	35.00	35.00	0
PHV INTERNAL STICKER	0.00	5.00	5.00	0
HCV INTERNAL NUMBERS	0.00	10.00	10.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
Abandoned vehicles				
Voluntary surrender	35.25	35.25	0.00	0
Collection of vehicles from private land	35.25	35.25	0.00	0
Partnership with DVLA - Untaxed vehicles				
Vehicles sited on a public highway without a valid tax disc:				
Within 24 hours	100.00	100.00	0.00	0
After 24 hours	0.00	0.00	0.00	0
<u>Standard rated & inclusive of VAT</u>				
Cowley Marsh Depot				
Weighbridge Check	21.50	21.50	0.00	0
Jetter Services				
Drain Clearance	84.00	84.00	0.00	0
Drain Clearance (Out of Hours Charge)	120.00	120.00	0.00	0
CCTV Surveys	120.00	120.00	0.00	0
Cess Pitt Emptying (no VAT on domestic)	94.87	94.87	0.00	0
<u>Car Parks Charges</u>				
<u>Standard rated & inclusive of VAT</u>				
City Centre Car Parks				
Westgate Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.40	2.40	0.00	0
1 to 2 Hours	4.00	4.00	0.00	0
2 to 3 Hours	6.00	6.00	0.00	0
3 to 4 Hours	7.60	7.60	0.00	0
4 to 6 Hours	11.50	11.50	0.00	0
6 to 8 Hours	17.30	17.30	0.00	0
8+ Hours	21.90	21.90	0.00	0
All other times	2.40	2.40	0.00	0
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.00	3.00	0.00	0
1 to 2 Hours	4.00	4.00	0.00	0
2 to 3 Hours	6.00	6.00	0.00	0
3 to 4 Hours	7.60	7.60	0.00	0
4 to 6 Hours	14.40	14.40	0.00	0
6 to 8 Hours	21.70	21.70	0.00	0
8+ Hours	27.40	27.40	0.00	0
All other times	2.50	2.50	0.00	0
Coaches per stay	0.00	20.00	20.00	0
Worcester Street Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0
1 to 2 Hours	5.20	5.20	0.00	0
2 to 3 Hours	7.20	7.20	0.00	0
3 to 4 Hours	8.70	8.70	0.00	0
4 to 6 Hours	13.30	13.30	0.00	0
6 to 8 Hours	20.20	20.20	0.00	0
8+ Hours	24.20	24.20	0.00	0
All other times	3.10	3.10	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.90	3.90	0.00	0
1 to 2 Hours	6.50	6.50	0.00	0
2 to 3 Hours	9.00	9.00	0.00	0
3 to 4 Hours	10.90	10.90	0.00	0
4 to 6 Hours	16.70	16.70	0.00	0
6 to 8 Hours	25.30	25.30	0.00	0
8+ Hours	30.30	30.30	0.00	0
All other times	3.90	3.90	0.00	0
Oxpens & Abbey Place Car Parks				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.40	2.40	0.00	0
1 to 2 Hours	4.00	4.00	0.00	0
2 to 3 Hours	6.00	6.00	0.00	0
3 to 4 Hours	7.60	7.60	0.00	0
4 to 6 Hours	11.50	11.50	0.00	0
6 to 8 Hours	17.30	17.30	0.00	0
8+ Hours	21.90	21.90	0.00	0
All other times	2.40	2.40	0.00	0
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.00	3.00	0.00	0
1 to 2 Hours	5.00	5.00	0.00	0
2 to 3 Hours	7.50	7.50	0.00	0
3 to 4 Hours	9.50	9.50	0.00	0
4 to 6 Hours	14.40	14.40	0.00	0
6 to 8 Hours	21.70	21.70	0.00	0
8+ Hours	27.40	27.40	0.00	0
All other times	2.50	2.50	0.00	0
Gloucester Green Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0
1 to 2 Hours	5.20	5.20	0.00	0
2 to 3 Hours	7.20	7.20	0.00	0
3 to 4 Hours	8.70	8.70	0.00	0
4 to 6 Hours	13.30	13.30	0.00	0
6 to 8 Hours	20.20	20.20	0.00	0
8+ Hours	24.20	24.20	0.00	0
All other times	3.10	3.10	0.00	0
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.90	3.90	0.00	0
1 to 2 Hours	6.50	6.50	0.00	0
2 to 3 Hours	9.00	9.00	0.00	0
3 to 4 Hours	10.90	10.90	0.00	0
4 to 6 Hours	16.70	16.70	0.00	0
6 to 8 Hours	25.30	25.30	0.00	0
8+ Hours	30.30	30.30	0.00	0
All other times	3.90	3.90	0.00	0
St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.20	1.20	0.00	0
1 to 2 Hours	2.00	2.00	0.00	0
2 to 3 Hours	3.00	3.00	0.00	0
3 to 4 Hours	6.50	6.50	0.00	0
4 to 6 Hours	9.50	9.50	0.00	0
6 to 8 Hours	14.00	14.00	0.00	0
8+ Hours	17.50	17.50	0.00	0
All other times	1.00	1.00	0.00	0
Oxpens Coach & Lorry Park				

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
Coach for 24 hours	10.00	20.00	10.00	100
Lorries for 24 hours	12.50	12.50	0.00	0
Minibuses for up to 4 hours	5.00	5.00	0.00	0
Minibuses 4-24 HOURS	7.50	7.50	0.00	0
<u>Car Parks Charges</u>				
<u>Standard rated & inclusive of VAT</u>				
Other Off Street Car Parks				
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.00	1.00	0.00	0
1 to 2 Hours	1.50	1.50	0.00	0
2 to 3 Hours	3.00	3.00	0.00	0
3 to 4 Hours	5.00	5.00	0.00	0
4 to 6 Hours	12.50	12.50	0.00	0
6 to 8 Hours	12.50	12.50	0.00	0
8+ Hours	12.50	12.50	0.00	0
All other times	1.00	1.00	0.00	0
Headington, St Leonards Road Car Parks				
0 to 2 Hours	1.20	1.20	0.00	0
2 to 3 Hours	3.00	3.00	0.00	0
3 to 4 Hours	5.00	5.00	0.00	0
4 to 6 Hours	12.50	12.50	0.00	0
6 to 8 Hours	12.50	12.50	0.00	0
8+ Hours	12.50	12.50	0.00	0
All other times	1.20	1.20	0.00	0
Headington, St Leonards Road Car Parks				
Local resident/business permit				
Monday to Friday - charge per day	6.00	6.00	0.00	0
Saturday & Sunday - charge per day	6.00	6.00	0.00	0
Note: permits will be sold in blocks of 4 weeks minimum				
Summertown Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.00	1.00	0.00	0
1 to 2 Hours	1.50	1.50	0.00	0
2 to 3 Hours	3.00	3.00	0.00	0
3 to 4 Hours	5.00	5.00	0.00	0
4 to 6 Hours	12.50	12.50	0.00	0
6 to 8 Hours	12.50	12.50	0.00	0
8+ Hours	12.50	12.50	0.00	0
All other times	1.00	1.00	0.00	0
Barns Road Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	0.70	0.70	0.00	0
2 to 3 Hours	1.00	1.00	0.00	0
3 to 4 Hours	1.20	1.20	0.00	0
4 to 24 Hours	2.50	2.50	0.00	0
Union Street Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.00	1.00	0.00	0
1 to 2 Hours	1.50	1.50	0.00	0
2 to 3 Hours	3.00	3.00	0.00	0
3 to 4 Hours	4.00	4.00	0.00	0
4 to 6 Hours	4.50	4.50	0.00	0
6 to 8 Hours	12.50	12.50	0.00	0
8+ Hours	12.50	12.50	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
All other times	0.80	0.80	0.00	0
<u>Car Parks Charges</u>				
<u>Standard rated & inclusive of VAT</u>				
Park & Ride				
Redbridge, Seacourt & Peartree				
5.00am - 6.30pm	1.50	1.50	0.00	0
6.30pm - 5.00am	Free	Free	0.00	0
Chargeable Parking in Selected Park Areas				
Cotteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.50	0.50	0.00	0
1 - 3 hours	1.00	1.00	0.00	0
3 - 24 hours	2.00	2.00	0.00	0
Cotteslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.50	0.50	0.00	0
1 - 3 hours	1.00	1.00	0.00	0
3 - 24 hours	2.00	2.00	0.00	0
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0
1 - 3 hours	1.00	1.00	0.00	0
3 - 5 hours	2.00	2.00	0.00	0
5 - 24 hours	10.00	10.00	0.00	0
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0
1 - 3 hours	1.00	1.00	0.00	0
3 - 5 hours	2.00	2.00	0.00	0
5 - 24 hours	10.00	10.00	0.00	0
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0
1 - 3 hours	1.00	1.00	0.00	0
3 - 5 hours	2.00	2.00	0.00	0
5 - 24 hours	10.00	10.00	0.00	0
<u>Parking Penalty Charges</u>				
<u>Outside Scope for VAT</u>				
For off-street parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0
Causing an obstruction or nuisance	100.00	100.00	0.00	0

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0
Unauthorised class of vehicle	100.00	100.00	0.00	0
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0

LAW & GOVERNANCE - FEES & CHARGES 2012/13

	2011/12 Charge	2012/13 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Legal Services				
Copies of legal documents	15.00 plus 10p per page	25.00	10.00	67
Costs recovered from 3rd parties in legal transactions	Value of time spent based on hourly rate or fixed fee decided by Head of Law and	Value of time spent based on hourly rate or fixed fee decided by Head of Law and		
Democratic Services				
Copies of the Constitution	20.00	25.00	5.00	25
Copies of agenda	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Certification of existence of recipient for continued payment of pension - £10	10.00	10.00	0.00	0
Research of non electronically archived minutes	Value of time spent based on hourly rate decided by Head of Law and Governance	Value of time spent based on hourly rate decided by Head of Law and Governance		
Hire of ballot boxes	12.00	15.00	3.00	25
Hire of polling screens	No charge	15.00		
Certificates of Registration	12.00	15.00	3.00	25
Executive Support				
St Giles Fair Tolls	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		

BUDGET REPORT RISK IMPLICATIONS 2012/13 TO 2015/16

Risk ID	Risk					Corporate Objective	Gross Risk		Current Risk		Residual Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)	Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence		Date raised	1 to 5	I	P	I	P				
	Business Rates Reforms	Threat	Localisation of Business Rate proposals which are currently being consulted on may not be as financially beneficial as expected	Changes in the way formula grant is distributed	Less council funding	23-Nov-11		5	4	3	4	3	4	2		Respond to consultation positively and monitor
	Welfare Reforms	Threat	Welfare Reforms which will come in from 2013/14 may effect the authority more adversely than estimated	Changes in the administration and provision of welfare benefits will impact adversely on the authority	Increased arrears, possible redundancy payments for council, impact on homelessness	23-Nov-11		4	3	4	3	4	2		Provisions and Contingency within the budget, respond to consultation	
	Localisation of Council Tax	Threat	Localising support for Council Tax currently being consulted on may cost the Council more than estimated and have an increased impact on arrears	Changes in the provision of Council Tax Benefit	Reduced subsidy, potentially increased Council Tax arrears	23-Nov-11		4	3	4	3	4	2		Adequate estimate for subsidy, provisions for costs and bad debts included within budget proposals	
	New Homes Bonus	Threat	The potential for the variation in the New Homes Bonus. This is based on estimated numbers of new dwellings constructed and occupied during a given 12 months period, clearly this will be subject to variation	Fluctuations in house building will affect amount of bonus paid	Reduced New Homes Bonus	23-Nov-11		4	3	4	3	4	2		Conservative estimates used. NHB to fund Capital Programme enables flexibility if sums less than expected	
107	Investment interest	Threat	Interest rates falling lower than projected	Economic climate	Reduced investment income	23-Nov-11		3	2	3	2	3	2		Interest rates are already low therefore only moderate impact. Monitor and ensure placing investments in high credit rated agencies	
	Efficiencies	Threat	Any further slippage in the delivery of savings, especially around trading or additional pressures on the 2011-12 budget that could impact on 2012-13	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	23-Nov-11		3	3	3	3	3	2		Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks	
	Formula grant	Threat	The Council's Formula Grant Settlement Figures are less than estimated	Government settlement figures less than estimated	Reduced income	23-Nov-11		3	3	3	3	3	2		Monitor. Figures based on CSR 2010	
	Self Financing	Threat	HRA Self Financing debt settlement reduces the debt cap and curtails aspiration of the Councils Housing Strategy	DCLG debt settlement in January 2012	Less headroom for new borrowing, increased interest charges	23-Nov-11		3	3	3	3	3	2		Monitor and update business plan accordingly	
	Interest Rates on Borrowing	Accept	Interest rates increase adversely affecting HRA debt charges	Market fluctuations in interest rates	Less money available to support Housing Strategy and fund the Business Case	23-Nov-11		4	3	4	3	4	2		Set borrowing strategy to include both variable and fixed loans. Use of external consultants , Sector to advise depending on market conditions	
	Discounts on Council Houses	Threat	Increased discounts on RTB's increase house sales, reducing rental income in Business Plan	Consultation on increasing council house RIB discounts	Less money available to service debt and expenditure in HRA	23-Nov-11		4	3	4	3	4	2		Respond to consultation paper. Track situation and respond accordingly through prioritisation of spend	
	Robustness of Estimates	Threat	The revenue and capital estimates vary from estimated and planned	Fluctuations in prices and reduced income	Potential overspend	23-Nov-11		4	3	3	2	3	2		Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within budget to cover where mitigation is insufficient. Including Fundamental Service Reviews undertaken in Customer Services and Direct Services	

Risk ID	Risk					Corporate Objective	Gross Risk		Current Risk		Residual Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts Only)	Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 5	I	P	I	P	I	P			
	Capital Receipts	Threat	Asset disposals are not secured or fall short of target amount	Economic climate or inability to negotiate deals	Insufficient resources to fund capital programme	23-Nov-11		4	3	4	3	4	2			Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	23-Nov-11		3	3	3	3	3	2			Monitoring
	Slippage in Capital Programme	Threat	Schemes in Capital Programme do not start or finish on time	Contract delays or increased variations	Impact on delivery of Council priorities	23-Nov-11		3	3	3	3	3	2			Robust monthly monitoring of programme and flexible treasury management strategy

The table below refers to new proposals introduced in the 2012/13 budget refresh. A comprehensive initial equalities impact assessment was included in last year’s budget. It remains a Council priority to safeguard front-line services as far as possible, and particularly those upon which the most vulnerable in our community rely.

Efficiency savings constitute the largest proportion of the Council’s savings proposals over the lifetime of the 2012/ 2016 budget and therefore will not directly affect service users. In terms of the impact on staff, all proposals require consideration of equalities issues built into various relevant procedures (such as the Organisational Change policy and all recruitment policies).

Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
New positive impact initiatives proposed in this budget												
Educational attainment	✓	X	X	✓	X	X	X	✓	✓	Age (youth)	Targeted interventions to improve life chances of under achieving children Co funding with schools and County Council	A proposed fund of £350k per annum to support primary and secondary school age children. Opportunity to engage with and involve community and voluntary groups outside schools. Direct opportunity to implement proactive and preventative work in relation to NEETS
Youth Activities/ Services	✓	X	X	✓	X	X	X	✓	X	Age (youth)	Targeted provision with partnership groups through practically based interventions as well as general access	Proposed funding of £240k per annum designed to reverse (where practicable) County Council reductions in youth provision. Possibility to develop in house expertise with Positive Futures/ Communities & neighbourhoods acting as an administrator and employing a team of specialist youth workers

Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
City Leisure/ Free Swimming, Oxford Cycle City & Leisure/ School partnership activities	✓	X	X	X	X	X	X	X	X	Age (youth)/ All	Likely positive equality impacts arising e.g. City Leisure restoration of Free Swimming for U17s, leisure/ schools partnership activities, and a commercially funded Football facility with a potential profit share	The free swimming for U17 will deliver a significant programme, primarily targeted at people from disadvantaged backgrounds. The Oxford Cycle City will see the City Council target the creation of more cycle lanes and better signage through a £300k capital fund spread over four years) To mitigate against the effect of cuts to youth sport the Council propose to create a three-year post to deliver more use of Council owned facilities by local schools
Oxford Living wage & New Apprentices	✓	✓	✓	✓	✓	✓	✓	✓	✓	All (youth)	Immediate benefit across all protected characteristics in recruiting a diverse workforce attempting to reduce youth unemployment and support work experience/ qualifications	A proposed uplift to £8.01 from January 2012 for all Council employees and contractors will be a significant help to offset the high cost of living in Oxford. There is a proposal to commit a £50k per annum fund for two years to provide new apprenticeship opportunities. Service areas will be encouraged to bid into this fund and commit to a percentage match from departmental resources

Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
Stronger private sector enforcement	✓	✓	✓	✓	✓	✓	✓	✓	✓	All	Proactive enforcement of housing standards in the private rented sector	To ensure that family properties do not become sub standard.
Homeshare/ Older People's Support Grant & Welfare Advice	✓	✓	✓	✓	✓	✓	✓	✓	✓	All (age/ youth & elderly)	Partnership working with Age UK. Targeting isolated elderly groups and young potentially homeless	Housing and Communities will involve Age UK in the design, implementation and promotion of the scheme to encourage more inter-generational home sharing. The Older People's Support Grant (£20k pa) will promote new initiatives to support isolated older people in the community. The Council will also look to create a two-year post to mitigate against cuts in external housing/ welfare advice. It is envisaged that a full time independent advisory role will be created to work with customers at St Aldate's Chambers and to provide entirely independent advice.
Councillor social inclusion initiatives	✓	✓	✓	✓	✓	✓	✓	✓	✓	None anticipated	Depends on the initiative – could be all	Current £1.5k per annum ward budgets will be enhanced by a £50k per annum fund (over two years) for local projects that will clearly demonstrate they will be able to achieve social inclusion aims that Councillors can bid into

Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
Fees and Charges												
Increase in Trade Waste fees	X	X	X	X	X	X	X	X	X	None anticipated	Increase in revenue will enable the Council to achieve its wider objectives	Majority of the fees/charges proposals relate to external agencies or commercial returns in order to tackle significant projects, e.g. Northern Gateway Area Action Plan, City Centre Management. Planned increases in some costs (specifically an average of 5% uplift in trade waste prices over the next two years) and regular contract monitoring will pick up any reductions in trade waste business or associated impacts e.g. fly tipping or environmental health prosecutions. Continue to monitor the impact of fee increases from areas in last year's budget such as increases to car parking and the reintroduction of Park & Ride charges (note proposals to remove charges between 6.30-5am), or planning pre-application charging or pest control. Monitoring of Green Waste recycling and any potential charges for those in receipt of benefit is under consideration through a Corporate Equality objective
Building services/ engineering / planning – increased income	X	X	X	X	X	X	X	X	X	None anticipated	Increase in revenue will enable the Council to achieve its wider objectives	

Service Reductions												
Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
Various support services - service reductions	X	X	X	X	X	X	X	X	X		No anticipated negative impact through the reduction of PCSO financial support as the coverage across the city will continue to maintain high visibility and adequate cover	Finance are proposing to reduce the audit contract (£5k pa), L&G are proposing some reductions in headcount in order to achieve approx £30k of savings. These are not anticipated to have any adverse impact on service delivery. Leisure and Parks have also reduced their supplies and services budget by £30k, with no differential impact. There are also some specific reductions in the Housing and Communities budget that offset a reduction in service needs as the service is covered by other partners, e.g. reduced support for PCSOs
Efficiencies												
Various reductions in supplies and services										None anticipated	None anticipated	Both Housing and Finance are proposing reductions in their supplies and services budget (Housing £8k and Finance £7k)
Finance Restructure/ reduction in posts	X	X	X	X	X	X	X	X	X	None anticipated	None anticipated	Reduction in posts resulting from self service and restructure

Budget proposal (savings in brackets where stated)	Equality strand being considered (✓ denotes possible differential impact)									Potential or actual negative impacts	Potential or actual positive impacts	Comments / Action to be taken
	Age	Disability	Sex	Race/ Ethnicity	Sexual Orientation	Gender reassign	Marriage/ partners	Pregnancy / maternity	Religion/ Belief			
Tenancy Fraud Grant										All and none potentially	Potentially recovering lost rent and prosecuting illegal tenants. Also freeing up a small % of tenancies	£80k grant to support work into investigating "ghost" tenancies and illegal sub letting/ fraud
Waste and recycling route optimisation and trade waste food tipping	X	X	X	X	X	X	X	X	X	None anticipated	Reducing fuel costs and trade waste food tipping charges	Route optimisation in terms of fuel usage and general utility savings
Leisure & Parks utilities/ fuel savings	X	X	X	X	X	X	X	X	X	None anticipated	None anticipated	Cheaper fuel bills and use of red diesel for grounds maintenance will improve the Council in terms of value for money
People & Equalities rebase training budget	X	X	X	X	X	X	X	X	X	None anticipated	None anticipated	Training budget has been reduced by £21k on the basis that the workforce is smaller than three years ago. The amount of spend per head has not reduced, therefore no differential impact.

There are a handful of other new budget proposals not included in the above assessment that are also likely to have a positive impact for Oxford residents. These include a ground works environmental improvement programme (a social enterprise programme to help with flood prevention), low carbon initiatives to enable Oxford City Council to reduce its carbon footprint to 5% per annum, additional hours for litter picking and maintenance to cover for the increased use of parks/ play areas across the city, and other environmental work, e.g. a Green Deal to promote insulation, cleaner greener area based campaigns to improve recycling and street cleanliness across the city, and a proactive night time noisy party patrol to reduce noise problems in areas where there has been a history of noise complaints.

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To: City Executive Board

Date: 8th February 2012

Report of: David Edwards, Executive Director, Housing and City Regeneration

Title of Report: HRA BUSINESS PLAN DRAFT FOR CONSULTATION

Summary and Recommendations

Purpose of report: To advise CEB of the public consultation on the draft HRA business plan and to advise the latest funding position

Key decision? No

Executive lead member: Cllr Joe McManners

Policy Framework: Corporate Plan, Housing Strategy, Asset Management Plan, Regeneration Framework, Core Strategy.

Recommendations:

1. To note the outcome of the consultation
2. To note the latest draft HRA business plan which reflects an improved Treasury funding framework, prior to the final plan being submitted to full Council.

Background

1. The existing Housing Revenue Account (HRA) subsidy regime will end on 31st March 2012. The financial risk, control and responsibility for council housing will revert to Local Authorities in exchange for a final capital settlement arrangement. Councils in notional surplus HRA positions, such as Oxford City, will be required to make a final capital payment to DCLG to buy the Council out of the current system. The HRA Business Plan has been prepared to ensure OCC has a sustainable and robust HRA in the new self-financing regime from 1st April 2012. The latest draft version is attached (Appendix 1), but this will not be finalised until it is submitted to full Council and the final Treasury arrangements associated with the borrowing needed to buy us out of the existing system are confirmed.
2. A series of five resident engagement road shows were held in November-December 2011. This provided an opportunity for the Council to consult both tenants and leaseholders on their priorities to inform the draft HRA business plan

Consultation

3. The events were held in five locations across the City: Wood Farm, Barton, Rose Hill, Blackbird Leys and the Town Hall. Whereas we anticipated the estate based events would attract a local audience, the Town Hall event was aimed at attracting tenants and leaseholders from across the city. To publicise the events an A4 poster was included with 'Tenants view', sent to all tenants at the beginning of October. Two weeks before the first event a further A5 flyer along with a letter from the Head of Housing and Communities was sent to all tenants and leaseholders inviting them to the event. Finally, flyers and posters were delivered and displayed in all of the buildings and surrounding areas for each road show as well as general information appearing on the City Council website.
4. Teams from across the Council were invited with, attendance from Housing and Communities, Direct Services and Leisure and Parks. Other partners were invited to attend as well as representatives from the Tenants and Leaseholders Improvement Panel (IMP). To encourage tenants and leaseholders to participate in the consultation we offered entry to a prize draw for completing the survey. To attract young people to the event the Oxon Bus Company was hired, who supplied the youth bus and three youth workers. They worked with young people to create a

video to capture their thoughts and feelings about their home and estate. There were also free refreshments and the opportunity to win a hamper for anyone who completed an event feedback form. Over 100 people attended the events, with 50 people completing the 'Tenant and Leaseholder – How do you want to get involved' survey.

5. At the road shows as part of a broader survey residents were asked three questions linked to the HRA business plan and invited to comment on the priorities already identified within it. These questions were:
 - What work or improvements would you like to see undertaken within your home?
 - What work or improvement would you like to see undertaken to the communal areas of the block you live in or to the external environment where you live?
 - What improvement or changes would you like to see to the housing service the council provides (excluding repairs and maintenance)?
6. The results received were very positive. In the main, and of the 35 respondents to this question, tenants were pleased with the repair service they received. The improvement works they wished to see undertaken to their home form part of the Decent Homes standard, and in all cases either a new kitchen or bathroom. A small number of respondents did feel that the Decent Homes standard replacement times should be reduced (currently bathrooms 30 years and kitchens 20 years). Other responses were:
 - Improved security to their home
 - Showers included in Decent Homes standard (saving water)
7. For communal areas, responses were, again, generally positive, with comments such as “happy where I live”. Suggestions made included:
 - Improved block security to flats
 - Keeping gardens tidy
 - Cutting trees and bushes in land owned by Magdalene college (to discourage rats)
 - Play areas for children
8. Finally, in response to questions about the housing service, these were mixed, a number of positive comments, such as “happy with service” were made, but other comments included:
 - Difficult to get through over the phone
 - Would like more information for leaseholders
 - Would like leaseholder forum to be reinstated
 - More help to elderly tenants, e.g. with fitting carpets
 - Why has my rent gone up so much?
9. The feedback from the tenant discussions has been incorporated in the business plan and will be included in the action plan taken forward.

HRA Business Plan

10. The attached plan is the latest working draft. The main adjustments relate to the refinement of the Treasury framework following confirmation from Government that the HRA capital payment on transfer will be £199.61m. The borrowing cap is set at c. £242m, which includes £23m historical HRA debt borrowed from the General Fund. This leaves borrowing headroom of c. £19m. The funding assumptions are summarised below:
 - The average interest rate that has been applied to the self-financing debt figure of £199.61m is 3.74%. Although the actual rates will be influenced at the margin by the term of the loans and the rates prevailing at the time this is based on 0.5% higher than current cost of PWLB loans to allow for some uplift between now and 26th March 2012 when the borrowing will be procured.
 - The loans will be structured to provide for progressive repayment between 15 and 50 years.
 - All initial self-financing borrowing will be undertaken utilizing the PWLB preferential fixed rate facility.
 - There is no utilization of the available £19m borrowing headroom.
 - Right to Buy disposals have been profiled to result in a 10% reduction in the existing housing stock in the first 10 years of the BP e.g. 78 RTB sales per year. This may be a pessimistic view of the impact of the RTB consultation. Although the consultation itself has not completed the risk such changes could bring to the sustainability of the HRA BP need to be identified, evaluated and measured. We have brought in a significant reduction in property numbers in the early years of the BP to ascertain its robustness. From year 11 onwards RTB sales are included at 10 disposals per year.
 - £17.9m funding for HCA new build for 112 properties provided by March 2015, funded from HRA cash surpluses and HCA grant of £2.4m;

- o £60m of “additional” resources have been included from 2015/16 spread over the following 6 years for additional new affordable homes, such as Barton.

11. The lower PWLB borrowing interest rates, together with a planned redemption strategy allow us to fund our repairs and maintenance programme, including tower blocks, undertake the HCA development programme and have capacity to undertake additional new build, as at Barton without the need to use any of our £19m available borrowing headroom. The headroom is not required at present as there are no additional investments or development projects immediately available, and the discount on market rates only applies to the borrowing of the capital payment to DCLG.

Wider Implications

12. **Climate Change and Environmental Impact:** the improvements to the tower blocks will raise the energy efficiency standards of 400 homes. There is potential to improve further energy efficiency across the Council’s housing stock.

13. **Equality Impact Assessment:** the continued provision of social rented affordable homes and the development of new affordable homes will benefit people on low incomes and vulnerable sections of society.

14. **Financial Implications:** there are none immediately at this stage. The consequent 2012/13 HRA budget will be reported to Council in February 2012.

15. **Legal Implications:** there are none at this stage.

Appendix to the report: Working Draft HRA Business Plan

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List of background papers: None
Version number:1

Risk Register

RED RISK
CLOSED RISK

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts Only)
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised		1 to 6	I	P	I	P	I			
CRR-000-CHCD	Universal Credit (P)	T	Reduction in benefits entitlement	Changes in Government policy	Increased tenant arrears	17.11.11	2	4	5	4	2	4	4	TP	Current	NA
CRR-000-CHCD	Housing Benefit payment (P)	T	HB payment changed from landlord to tenant	Changes in Government policy	Increased tenant arrears	17.11.11	2	4	5	4	2	4	4	TP	Current	NA
CRR-000-CHCD	Increased homelessness (E)	T	Increased homelessness	Economic context	Increased presentations and waiting list	17.11.11	1	4	4	4	2	4	3	TP	Current	NA
SRR-000-CHCD	Affordable rents policy (E)	T	Grant funding conditional on 'Affordable Rents'	Changes in Government policy	Less funding support and development	17.11.11	1	3	4	2	4	3	4	TP	Current	NA
CEB-000-CHCD	Right to Buy	T	Increased discounts for RTB	Changes in Government policy	Reduced stock and income	17.11.11	1	4	3	3	3	4	3	TP	Current	NA
CEB-000-CHCD	Tenant governance (P)	O/T	Need to overhaul tenant scrutiny and engagement	Lack of effective tenant participation	Poor tenant scrutiny/engagement	17.11.11	6	4	5	2	2	4	2	TP	Current	NA
SRR-000-CHCD	Local Offer	O/T	Local offer required	TSA regulation	Lack of regulatory compliance	17.11.11	2	4	3	2	2	4	2	TP	Current	NA
SRDR-000-CHCD	Residents profiles	O	Raise quality/coverage of resident profiles	Inadequate survey information	Less effective targeting of services	17.11.11	1	4	4	2	2	3	3	TP	Current	NA
SRR-000-CA	Renewals/repairs database	T	Lack of stock condition data assurance	Inadequate data and systems	Higher costs and poor workflow	17.11.11	1	5	4	3	2	4	4	SS	Current	NA
SRR-000-CA	Stock condition	T	Accurate stock condition data needed	Inadequate data and systems	Higher costs and poor workflow	17.11.11	6	5	4	3	2	4	4	SS	Current	NA
CEB-000-DS	Renewals/repairs costs	T	Current costs too high	City Services costs too high	Excessive costs	17.11.11	1	5	4	3	3	5	4	GB	Current	NA
CEB-000-CA	Tower block programme	T	Cost exceed programme	Additional works required	Additional costs	17.11.11	6	4	3	2	2	3	2	SS	Current	NA
SRR-000-CA	Green Deal	O	Funding for energy efficiency	Government programme announcement	Potential to access funding	17.11.11	1	4	3	2	2	4	3	SS	Current	NA
SRR-000-CHCD	Performance measures	O/T	Need to confirm indicators suite	Current indicators not comprehensive	Inadequate reporting	17.11.11	1	5	4	2	2	3	3	TP	Current	NA
CRR-000-FI	Treasury strategy	O/T	Interest charges and conditions	Market volatility	Increased finance risk/costs	17.11.11	1	5	3	3	2	3	3	NK	Current	NA
CEB-000-FI	Borrowing cap	T	Reduction in borrowing cap	Changes in Government policy	Inability to fund programme	17.11.11	1	4	3	3	3	4	3	NK	Current	NA
CEB-000-FI	Rent increase	T	Possible cap on future rent increases	Government regulation and high inflation	Lower income	17.11.11	1	4	2	3	2	3	3	NK	Current	NA
CEB-000-CA	Service charges	O	Potential to secure full tenant recharge	Policy to cap tenant charges	Failure to recover full service costs	17.11.11	1	3	5	3	3	3	4	SS	Current	NA
SRR-000-CHCD	Void	T	Increased incidence and extended void period	Reduction in benefits/change in benefit payment	Lower rental income	17.11.11	6	4	4	3	3	3	4	TP	Current	NA
SRR-000-CHCD	Bad debts	T	Increased bad debts	Reduction in benefits/change in benefit payment	Lower rental income	17.11.11	6	4	4	3	3	3	4	TP	Current	NA
CEB-000-CA	Tower block cost recovery	O	Potential to recharge part to leaseholders	Leaseholders unable to fund	Lower income	17.11.11	6	4	5	2	4	3	5	SS	Current	NA
CRR-000-CA	HCA programme delivery	T	Failure to deliver programme	Council capacity and land holdings	Non-delivery of affordable homes	17.11.11	1	4	4	3	2	4	3	SS	Current	NA
CEB-000-CA	Barton development	O	Potential for City Council to deliver affordable homes	Management and financial capacity	Lack of increase of Council stock	17.11.11	1	4	4	3	3	4	4	SS	Current	NA
CEB-000-CA	Estate regeneration	O	Potential for City Council to deliver affordable homes	Management and financial capacity	Lack of increase of Council stock	17.11.11	1	4	4	3	2	4	4	SS	Current	NA
CEB-000-CA	Energy efficiency and carbon reduction	O	Potential to support Low Carbon Oxford and reduce fuel poverty	Strategy required	Potential efficiencies and carbon reduction targets missed	17.11.11	1	3	4	2	3	2	4	SS	Current	NA
SRR-000-CA	Raise quality of stock renewal	O	Improve specification for bathroom and kitchen renewals	Strategy required	Potential to raise stock standards missed	17.11.11	1	2	4	2	3	2	4	SS	Current	NA

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DRAFT DOCUMENT

HOUSING REVENUE ACCOUNT BUSINESS PLAN

2012-2042

This document is a working draft for the final HRA business plan. The main changes to the document are in the areas of resident consultation, development programme and borrowing assumptions.

Version CEB 2.0 working draft

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Appendices

1. Action Plan Schedule
2. 30 year Cashflow Forecast
3. Risk Register
4. Report of Residents Consultation

Executive Summary

To be inserted

1 Introduction

This draft Business Plan sets out Oxford City Council's plans for the maintenance and regeneration of its 7,800 rented homes and leaseholder properties, together with plans for the development of additional new affordable housing over the next ten years. The plan is developed in response to the Government's reform of the Housing Revenue Account (HRA) regime.

[This version of the Plan is a working draft preparatory to the final Business Plan which is to be recommended to Council for approval in March 2012.] This business plan is first and foremost a financial document which demonstrates that the Council can fund the borrowing required to meet the capital charge payable to Government when the HRA regime ends in 2012 and meet its management and repairs responsibilities thereafter. However the new freedoms post HRA create the potential for opportunities and choices in future housing investment which are outlined here and these will need to be considered and developed going forward.

The Government has confirmed that the HRA regime will cease on 31st March 2012. This ends the system where Councils, such as Oxford City, which had a notional income surplus under the HRA, made an annual payment (negative subsidy) to Government. The payments were redistributed to Local Authorities which had a notional deficit. To bring this system to an end, Government has capitalised future payments and requires Local Authorities in surplus to make a final single payment, which will be redistributed to Local Authorities in deficit. The Government will allow Local Authorities to borrow to fund this capital payment. Local Authorities will have responsibility for rents, repairs and maintenance and investment, and funding the borrowing.

The Council's Corporate Plan priorities include increasing the quality and quantity of affordable housing. This plan is a fundamental part of our commitment to meeting this corporate objective. It published its Housing Strategy in 2008 (for the period 2008-11), and will shortly publish its strategy for the period 2011-14. This strategy identifies considerable demand for housing in the city; one that continues to outstrip supply and demonstrates that we have a significant affordability gap for many in our community whose housing needs are met through social housing.

The Council remains committed to its landlord role, and the retention and ownership of its stock following an options appraisal in 2005, and consultation with its tenants.

The Council has delivered and met the national Decent Homes standard in its own stock in 2010, ahead of the deadline. It remains committed to the delivery of a high quality service and maintaining its housing assets. The priorities include: the continued improvement of our rented homes, the refurbishment of tower blocks, the regeneration of our estates, raising the thermal efficiency of homes and investing in new homes for rent to meet housing need.

This document sets out information on our stock condition; it identifies the work we need to do to sustain our stock through a thirty year period and beyond, including the further improvement and refurbishment work we intend to undertake and illustrates our plans for new development to help address the high demand for housing in the City. The

financial plan has been modelled by CIH consultants with cost assumptions from asset management consultants Savills and Sector treasury management.

The Council is committed to a process of continuous improvement in its housing services. The business plan notes actions which are in hand or to be commissioned to deliver further improvements which are referenced in the document (A. reference number) and consolidated in an action plan schedule in the appendices (Appendix 1).

The Plan is arranged as follows:

Section 2: Economic and Policy Context: describes the economic and policy context at national and local levels;

Section 3: Housing Need and Supply: describes our tenants and leaseholders and the requirement for social housing in Oxford.

Section 4: Council Housing Assets: provides an analysis of the Council's housing stock and planned maintenance and renewal;

Section 5: Governance and Consultation: reports on our engagement as part of the business plan process;

Section 6: Performance and Service Delivery: reviews our current performance and standards

Section 7: Resources: examines the funding available for the transfer of the housing stock out of the HRA and our projected income and borrowing;

Section 8: Self-Financing Housing Model: sets out the projected repairs, maintenance and other costs identified in the current programme

The appendices include the action plan schedule, model cashflows, and risk register, together with a report on the residents' consultation in the preparation of this plan.

2 Economic and Policy Context

2.1 Economic context

The economic challenges which face social housing are significant:

- Major reductions in grant funding for social housing and regeneration, together with reductions in financial resources available to Local Authorities in general.
- Adverse economic and employment conditions where the effects are most keenly felt by the less affluent and more vulnerable in society.
- Increasing incidence of homelessness and rent arrears as a consequence of economic pressures and the changes in benefits and welfare policies.
- Increasing pressures on housing in Oxford with rising house prices and market rents, with market housing unaffordable for many in work as well as for those on benefits.
- Demographic factors reinforce these challenges: increases in migration, household formation and the incidence of family breakdown, and life expectancy.

In summary the high level of demand for social housing is set to rise further and the demand in Oxford is already evidencing the highest affordability gap nationally, with the exception of parts of London.

The current economic context also affords some opportunities:

- Borrowing costs are at extremely low levels
- Costs in the construction sector are being held down, at least in the short term.

These factors will help support the Council in taking opportunities to reduce costs, improve efficiency and re-invest the savings in its existing and new homes.

2.2 National policy

The reform of national housing policy and finance will have an impact on our city wide housing strategy. The reform of social housing finance is part of a wider approach to social housing reform by the Government.

Many of these reforms are contained in the proposed Localism Bill. Our Business Plan needs to be robust and flexible enough to manage the benefits and the risks which arise. This is reflected in our initial risk management plan (Appendix 1). Examples of the reforms that will impact on our service delivery plans are identified below.

Welfare Reform

Proposals for welfare reform will introduce the universal credit system with a single payment made to individuals and families, replacing a number of existing sources of welfare benefit. This payment may include the housing benefit allowance, currently paid to the landlord directly.

The potential risks are that overall benefit levels may be reduced, even if housing benefit is ring-fenced, and that the tenants receiving housing benefit allowance will be

responsible for making rental payments. This is expected to lead to an increase in rent and service charge arrears, and will also increase management pressures, both affecting the income side of our business plans.

Oxford City Council has a robust income management strategy and a specialist rental income team, who have an excellent record. We are confident that our performance, including early intervention, allied to a strong management and governance regime will minimise arrears and debt right-off. We will also seek to make arrangements with tenants to facilitate direct payment to the Council and will focus advice and tenancy support in these areas.

Increased Homelessness

There will be a duty upon Local Authorities to develop a tenancy strategy setting out their plans to meet housing need through a combination of different tenures and tenancy type. We already have a highly effective and 'beacon' private sector scheme to assist potentially homeless people. The reforms contained within the proposed bill will enable us to expand this to discharge our homeless duty, where appropriate, into the private sector, alleviating pressure on our own housing stock to meet this demand. However, the welfare reforms are already resulting in an increased incidence in homelessness and rising costs for Local Authorities.

Affordable Rents

The Government's 'Affordable Rents' policy promotes the funding of new rented homes by setting rents up to 80% of market levels.

Following a successful bid to the HCA for funding to build new housing, in competition with many other social housing providers, we have received an indicative award of £2.5 million to build 112 new homes on Council-owned sites throughout the city. HCA funding is conditional on homes let at Affordable Rents, with limited exceptions. The Council will fund the balance of the cost of £17.9 million.

The Council's policy remains that affordable housing provided through Section 106 planning agreements are at social rents. Social housing provided in addition to planning requirements may be considered under the higher 'Affordable Rents' model. It will not support the re-letting of existing social housing stock at 'Affordable Rents'. The Council's proposed new build programme is consistent with this with 40 new homes provided at social rents and the balance which would not be provided under Section 106 will be at 'affordable rents'. with priority for the homeless where they face moving to inappropriate market accommodation at full market rents.

Right to Buy

The Government has announced its intention to promote Right to Buy through increasing the sale discount to tenants. A consultation has been undertaken. The details of the proposals have not been confirmed. Under current arrangements the Council receives only 25% of the net receipt with the balance paid to the Treasury. Under the current consultation proposals the Council receipts will not cover the cost of replacement homes, and the Government expects Councils to subsidise replacement. It is understood that the Government may require any Council receipts to be applied to new properties at the higher 'Affordable Rents'. Where Right to Buy has led to properties moving into the private rented market we have seen a higher incidence of

management problems, and additional calls being made on Council services and enforcement.

2.3 Local Policy

The Oxfordshire Local Investment Plan (March 2010), developed in partnership between the City Council, Oxfordshire District Councils, the County Council and the Homes and Communities Agency, sets out the sub regional housing priorities for the County within a wider regional context.

The priorities set out include the delivery of 7,200 new affordable homes up to 2030, in contribution to a wider South East Plan requirement of a further 22,000 new homes between 2006-2026.

The City of Oxford, with its high levels of housing demand is identified within this plan as a priority area for new housing. The Oxfordshire Local Investment Plan, identifies the need for a further 3,222 homes to be built in the city; 1,344 of which should be 'affordable' rented or shared ownership.

Oxford has considerable strengths:

- Our young, diverse and thriving community
- Our world class knowledge economy
- Oxford is the second fastest growing city in the UK
- Our place as a major tourist destination with a thriving tourism and cultural economy
- Our location as a preferred place for major industry, such as BMW
- Oxford has the third highest minority ethnic population in the South East of England, not only is it diverse, but; in part due to our high student population, it is a youthful, mobile and a continually renewing city.

A dynamic city provides great opportunities but also brings challenges. Covering only 29 square miles, the city has high densities of housing and is amongst the least affordable locations in the UK, with high levels of homelessness, houses in multiple occupation, private renting and overcrowding.

The Council's Regeneration Framework for Oxford 2010 to 2026 sets out our City plan for the continued growth and regeneration of the city. These include:

- Reducing inequality
- Increasing the supply of housing, particularly affordable housing
- Creating a place where people wish to live
- Increasing skills and promoting skills development
- Providing sustainable jobs for all through economic growth
- Providing connectivity between employment, housing and those seeking employment

Our Regeneration Framework for Oxford 2010 to 2026 sets out how we are and will continue to meet these objectives, but it is clear that our Housing Service, through its Housing Strategy and this Business Plan, has a key role in delivering our corporate objectives for the continued growth and regeneration of the City of Oxford.

We will shortly be publishing our Housing Strategy 2012-2015 which recognise the problem of high demand within the City of Oxford for affordable housing and a lack of

supply to meet this. The strategy recognises a lack of affordability for families to find housing in other tenures, including the private rented sector (particularly within the centre of the city), and in home ownership, across the city. We also continue to have high levels of homelessness.

Our housing strategy sets out the following priorities:

- To provide more affordable housing to meet demand
- To prevent and reduce homelessness
- To address the housing needs of vulnerable people and communities
- To improve housing conditions
- To improve housing services
- To implement self financing of our HRA and ensure the delivery of our Business Plan to the optimum level of performance in order to support the delivery of objectives and support our role in meeting priorities.

In this context the aims of the Council’s housing service are:

“ To provide the highest quality of housing and landlord service to our tenants through continuous improvement of services and prudent investment in our housing stock and listening to our residents to ensure that we provide a service to them that meets local need and avoids waste ”.

The Housing Strategy is delivered through the HRA Business Plan, the Asset Management Plan, the Treasury Management Plan, and Homelessness Strategy. Examples of how our strategic objectives are delivered through the HRA business plan are as follows:

Strategic Objective	HRA Business Plan
Provision of high quality housing by the City Council to its tenants	Programme and fund works to ensure that our stock continues to meet the Decent Home standard, and is well maintained.
Refurbishment of high rise flats	Some £8.4 million in refurbishment works is planned to modernise the exterior and communal areas of these properties giving them a high quality of life for at least a further 30 years.
Regeneration of Blackbird Leys	Initial discussions have begun through the Neighbourhood Management Groups and Area Forums to shape the regeneration strategy.
Increase the supply of social rented housing through the development of new homes	Development of over 320 new social rented homes within the Barton development, and other schemes on Council land such as Northway/Cowley. Funding proposed (including HCA grant) to build 112 new rented homes on Council land.
Increase levels of energy efficiency in our housing stock and improve levels of fuel poverty.	External cladding of tower blocks will bring over 400 homes will improve thermal efficiency. Installation of efficient gas boilers and improved insulation as part of stock maintenance. Solar panels and district-wide heating options are

	to be pursued as part of Low Carbon Oxford (A1).
Reduce levels of homelessness within the City	The Council's policies including new affordable homes, rents, service charges and tenancy sustainment are aligned to reduce homelessness.

2.4 Regulation of social housing

The Tenant Services Authority (TSA) approach to regulation concentrates on six main standards:

- Tenant involvement and empowerment
- Stock condition and repair and maintenance services
- Tenancy management
- Neighbourhood management (including anti social behaviour)
- Value for money
- Governance and financial viability (for housing associations only)

It is expected that the standards will be achieved through 'co-regulation' with tenants closely monitoring performance, whilst the regulator will intervene as a last resort in strategic issues. The regime for complaints will be transferred to the Housing Ombudsman when the TSA is incorporated in the Homes and Communities Agency.

The Council's housing service has been restructured and formed into specialist teams: tenancy management, anti social behaviour, rental and service charge income, and have set up an in house housing repair service, to maintain our stock, giving us operational and strategic control over this critical aspect of our business plans, enabling us to determine repair and improvement priorities, service standards and cost.

We are developing plans with our tenant representatives to implement governance, training and development programme as part of our commitment to continual performance management, scrutiny and service improvement (A2).

The TSA also requires landlords to make a local 'offer' to tenants, agreed with them and specifying the service standards. We will revisit our service standards and revise these as part of developing a local offer in 2012 (A3).

3 Housing Need and Supply

3.1 Our tenants and leaseholders

The profile of our tenants and leaseholders helps shape our policies and plans to meet the diverse needs of our residents. We visit all our tenancies at least once every three years to ensure that properties are maintained and to confirm registered tenancies. An outline residents' profile is given below.

- Tenants are more likely to be female (61%) than male (39%).
- A third of households (33% General Needs) have children (under 16 years).
- Half (51%) of tenants' households contain 3 or more persons; the remainder is evenly divided between one (26%) and two (23%) person households.
- The proportion of black or ethnic minority households (13%) corresponds with the City population.
- Over half (57% General Needs) receive Housing Benefit.
- Tenants with a disability comprise 16% and wheelchair users 1%.
- Residents tend to remain in the area: 22% of tenants have been resident for over 21 years and 98% of leaseholders for over 5 years.

Further work is being undertaken to develop residents' profiles (A4).

3.2 Local Housing Market

The main characteristics of the local housing market are summarised below.

Population

- The population of Oxford is over 150,000 and projected to reach 154,500 by 2020
- There are over 25,000 students in Oxford
- 12.9% of the population are from a black and minority ethnic background
- The population is relatively young: 64.6% aged under 40 and only 15% are over 60.
- There are an estimated 56,000 households in Oxford.

Housing market

- There are 57,800 dwellings in Oxford: 70% are houses or bungalows.
- The proportion of owner occupation in the city is low compared with the region, which reflects high house prices and an affordability gap.
- Housing Market Assessment 2007 showed a need for a further 1,700 homes per annum in the city to meet demand.

Housing market by tenure, City of Oxford and South East England

	Oxford	South East
Owner Occupation	56%	76%
Private Rented	22%	13.5%
Social Rented	22%	10.5%

- There are over 5,000 Houses in Multiple Occupation in Oxford
- There are almost 1,000 homes in sheltered housing in the city

Affordability of housing in Oxford

- Average house prices have more than doubled in the last ten years with the average price £321,634 in 2010 for a three bedroom house.
- The average lower quartile house price in 2010 was £215,000; up to ten times the average income of a single income household

3.3 Need for social housing in Oxford

- Over 6,000 households are on the Council's housing waiting list
- Over 190 households live in temporary accommodation
- Over 170 live in hostels across the City
- Over 6,000 households are assessed as overcrowded in Oxford
- 713 social housing lettings were completed in 2009/10, but only 155 were for homes with three bedrooms or more.

It is clear from the above that Oxford will continue to be an area of high demand for affordable and social housing. With major constraints on the availability of land for new build the ability of the Council and its strategic housing partners to meet this demand is very limited. The Council plans to build 112 new homes over the next three years, but more new affordable homes will be needed.

4 Council's Housing Assets

4.1 Council Stock

The Council's housing assets by age and type are set out below (March 2011).

	<1945	1945-64	1965-74	1975-84	1985>	Total
Houses (traditional construction)						
1 bed	2			7		9
2 bed	386	87	5	115	97	690
3 bed	730	355	68	203	190	1546
4 bed+	127	26	7	9	32	201
Total	1,245	468	80	334	319	2,446
Houses (non traditional construction)						
2 bed		25	71	29		125
3 bed	22	1,009	253	35	4	1,323
4 bed+	1	48	16	3		68
Total	23	1,082	340	67	4	1,516
Flats and Maisonettes						
1 bed	58	208	512	391	196	1,365
2 bed	21	916	427	329	58	1,751
3 bed	5	107	27	9	5	153
4 bed+		1			5	5
Total	84	1,247	966	729	263	3,289
Bungalows						
1 bed		93	5	163	45	306
2 bed			1	12	20	33
3 bed		26	4		2	32
4 bed+		1		1		2
Total		120	10	176	67	373
Bedsits						
0 bed	29	61	40	13	35	178
1 bed		3	2	15		20
Total	29	64	42	28	35	198
Total						7,822

- Houses and bungalows comprise 55% the Council's housing stock, with 45% of its stock being flats and maisonettes. Tenants' preferences are generally for self-contained (non-flatted) properties, and these may be better suited to the needs of young families. However, flatted development is usually less costly to develop.
- Family sized accommodation; 3 bedrooms and above, makes up 43% of our housing stock. The Council continues to place a priority on family accommodation when adding to its housing stock.

- The Council own 12 sheltered housing schemes comprising 355 flats and bungalows. With the move to 'personalised' care many elderly persons chose to remain in their homes. The Council continues to keep sheltered provision under review and to redevelop stock where this no longer meets needs.

The Council also has the following associated non-housing assets in the HRA portfolio. These properties are fully let with the exception of a limited number of voids consistent with normal turnover. The demand for garages remains sustained. Whilst some of the retail units require new investment, the Council is pro-active in minimising voids. The hostels are let to service providers.

Non-housing assets	Number in stock
Garages in blocks	2,280
Garages within cartilage	275
Shops	67
Hostels	9
Total	2,631

4.2 Stock Condition: Planned and Responsive Maintenance

Overall the Council's stock is in good condition. The programme to address the legacy of system built housing, such as Orlit homes, has been completed (see below). The Council achieved Decent Homes status for its stock in 2010. With the exception of our five tower blocks, the forward programme is driven by responsive and planned maintenance (including environmental works) and programmed renewals such as boilers (every 15 years), kitchens (every 20 years) and bathrooms (every 30 years), doors, windows and roofs. The planned expenditure profile is shown in the following table. The renewals profile will be confirmed and monitored with Direct Services to ensure value for money in efficiency and workflow (A5).

Our stock condition records are held and maintained by Corporate Assets using a computer database (Codeman) which receives direct entry from on-site surveys and direct services works. The Council requires continuing corporate assurance on the data quality and the maintenance of computer systems. An annual on-site survey of 20% of the stock will be undertaken for the initial five years of the plan to provide comprehensive coverage (A6). Thereafter, an annual survey of 5-10% of stock will be undertaken. We will also review and update our software systems on a regular basis.

Oxford City Council
30 Year Repairs and Maintenance Obligations

Activity	No. of Units	Years 1 - 5					Years 5 - 10					Years	Years	Years	Years	Total
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	11 - 15	16 - 20	21 - 25	26 - 30	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CAPITAL																
Kitchens excluding wiring	350	1,636	1,636	1,488	1,488	1,339	1,190	1,041	1,041	1,041	1,041	5,205	5,205	5,205	5,205	33,761
Major Void Works	400	850	830	820	800	776	750	750	750	750	750	3,750	3,750	3,750	3,750	22,826
Electrics - Part of Kitchens programme	350	595	595	476	417	357	298	238	238	238	238	1,190	1,190	1,190	1,190	8,449
Electrics - Rewires / Upgrades	130	309	309	309	309	309	309	309	309	309	309	1,545	1,545	1,545	1,545	9,274
Bathrooms	260	619	619	585	585	553	553	553	553	553	553	2,765	2,765	2,765	2,765	16,783
Central Heating Boilers (ave. 15 year life)	440	792	792	770	770	748	748	748	748	748	748	3,740	3,740	3,740	3,740	22,572
Central Heating Carcass	246	464	464	451	451	439	439	439	439	439	439	2,195	2,195	2,195	2,195	13,245
Roofs and Associated Works	156	250	250	250	250	250	250	250	250	250	250	5,000	5,000	5,000	0	17,500
Wall Finishes		0	0	0	0	0	200	200	200	200	200	1,000	1,000	1,000	1,000	5,000
Windows	300	300	300	300	100	100	100	100	100	100	100	1,500	1,500	875	875	6,350
Doors	650	200	200	200	200	200	200	200	200	200	200	1,000	1,000	1,000	1,000	6,000
Communal Areas		150	150	150	150	150	50	50	50	50	50	1,000	250	250	250	2,750
Tower Blocks		1,000	1,000	1,000	1,000	1,000	1,100	1,100	1,100	0	0	0	0	0	0	8,300
Environmental Improvements		100	100	100	100	100	100	100	100	100	100	0	0	0	0	1,000
Related Assets - garages, shops, etc		117	117	117	117	117	117	117	117	117	117	585	585	585	585	3,510
Contingency Sum 5% on Major Repairs		19	19	19	19	19	22	22	22	22	22	226	226	226	76	959
Fees 7%		94	94	94	80	80	87	87	87	87	87	817	817	774	424	3,709
Discretionary																
Aids & Adaptations		1,166	1,186	900	900	900	900	900	900	900	900	4,500	4,500	4,500	4,500	27,552
Total		8,661	8,661	8,029	7,736	7,437	7,412	7,204	7,204	6,104	6,104	36,018	35,268	34,600	29,100	209,539
REVENUE																
Responsive Repairs		3,559	3,675	3,640	3,600	3,565	3,530	3,485	3,450	3,415	3,380	21,615	21,615	21,615	21,615	121,759
Estate Shops		210	200	200	200	200										
Void Maintenance		1,336	1,320	1,300	1,285	1,270	1,255	1,240	1,225	1,210	1,195	5,975	5,975	5,975	5,975	36,536
Discretionary Spend - Exemptions (Decorating etc.)		200	200	200	200	200	200	200	200	200	200	1,000	1,000	1,000	1,000	6,000
Discretionary Spend - Garden Scheme		200	200	200	200	200	200	200	200	200	200	1,000	1,000	1,000	1,000	6,000
Planned Maintenance		2,283	2,260	2,240	2,220	2,200	2,180	2,160	2,140	2,120	2,100	10,500	10,500	10,500	10,500	63,903
Communal and Environmental Improvements		1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	6,375	6,375	6,375	6,375	38,250
Discretionary Disabled spend treated as Revenue		230	230	230	230	230	230	230	230	230	230	1,150	1,150	1,150	1,150	6,900
Total		9,292	9,360	9,285	9,210	9,140	8,870	8,790	8,720	8,650	8,580	47,615	47,615	47,615	47,615	279,347

The average unit costs for works will need to be reduced over the programme to broadly in line with sector averages, meet the budget allocation and maintain current volumes, levels of service and specification. The comparison is shown below.

	Average Unit Cost	
	Current	Average
	£	£
Kitchens excluding wiring	5,500	3,215
Major Void Works	TBA *	1,902
Electrics - Part of Kitchens programme	TBA*	805
Electrics - Rewires / Upgrades	TBA*	2,378
Bathrooms	3,200	2,152
Central Heating Boilers (ave. 15 year life)	TBA*	1,710
Central Heating Carcass	TBA*	1,795

* To Be Advised: Direct Services/Corporate Assets

4.3 Projected Stock Condition

The main housing types are reviewed below.

Tower Blocks

The five Council tower blocks meet the Decent Homes criteria internally.

A structural investigation identified that four of the blocks had deficiencies with too few wall ties to secure the brick panels and a lack of insulation which gave rise to cold bridging and high heat loss from the buildings. There is a need for structural repair works by providing a rain-screen, which will secure the brick panels and include insulation. This will extend the life of the blocks for a further 30 years. As part of the works the installation of Cat A energy efficient double glazed windows will be included. They will be designed to retain as much heat as possible in the winter period and reflect the sun in the summer months, to make the living conditions more comfortable and provide affordable warmth for the residents.

In addition to the external envelope, the lifts need improving. There are two lifts in each block, stopping on alternate floors, which can result in difficulties for residents when a lift breaks down. It is proposed to start lift improvement works from 2017. The blocks also require improvements to the landlord's electrical supply and fire detection works in the communal areas which will be undertaken alongside the lift works. The existing heating is electric storage heaters which is nearing the end of its life. A number of flats have already had replacements fitted. It is important to look at ways in which we improve the energy efficiency and options will be considered such as combined heat and power or similar by making use of an ESCO (Energy Supply Company) and, if possible, linking/sharing the energy source with other buildings nearby. The heating replacement programme will also begin in 2017. The tower block works would be integrated with a wider estate renewal programme.

The latest estimated cost for each block is as follows:-

Hockmore Tower	£1,336,451
Plowman Tower	£1,959,804
Forresters Tower	£1,905,230
Windrush Tower	£1,527,459
Evenlode Tower	£1,527,459

The costs for the external envelope – rain-screen, insulation and windows amount to a total of £3,497,572 (£916,839 each for Forresters and Plowman Tower and £831,947 each for Windrush and Evenlode Tower) and it is this area which needs to be addressed first because of the structural issue with the wall ties (Hockmore Tower excluded).

It is proposed that works are carried out over a six year period with the following funding required:-

2011/12	£206,168
2012/13	£930,179
2013/14	£930,179
2014/15	£1,015,072
2015/16	£1,015,072
2016/17	<u>£833,160</u>
	£4,929,830

The 2017/18/19/20 programme will include heating, electrics and lifts at an estimated sum of £3,326,572, resulting in an estimated total sum of £8,256,402 to be spent on the blocks.

Leaseholders will be recharged a proportion of the costs through their service charges, and this will vary according to the works. There are currently 38 leaseholders in the four blocks that require the structural works, and we estimate that the income from recharges may be in the order of £286,000. However, the final amount and timing of repayments will need to be considered and they have not been included in the current forecasts.

Non-traditional Homes

The Council has a number of non-traditional properties which meet the Decent Homes standard and most of which have had comprehensive repair and improvement works carried out on them in order that they have a life of at least 30 years and have a much improved carbon footprint.

B.I.S.F. (steel framed) – 131 units in Barton. The structure has been checked and new roofs, external insulated cladding and double glazed PVCu windows fitted in 2008/10. Internal decent homes works were carried out at the same time and the insulation values and appearance of the buildings have been improved considerably.

Orlits – A programme of demolition and re-builds has just been completed and the Council no longer has Orlit houses within its housing portfolio.

Aireys – 17 units in Littlemore. During 2010/11 repairs have been made to the concrete frame together with the fitting of insulated external cladding and PVCu double glazed windows. Internal works to bring the homes up to decent homes standard were carried out at the same time.

Howard Houses (steel framed) – 199 units in Rose Hill and Barton. These properties have no structural problems and external insulated cladding was installed a number of years ago but the construction has resulted in additional Decent Homes costs due to the replacement of internal wall linings. Further works will be required in the future to address the inadequacies of the lean-to conservatory on the front elevation

Minox – 190 timber framed properties in Rose Hill and Barton. There are no structural problems but the properties are poorly insulated and a pilot scheme to fix external insulated cladding is being undertaken in 2011/12 to help identify options.

Glen Lyon Bungalows – the remaining 20 units in Rose Hill were demolished to make way for a recently completed new development scheme of general needs housing with the help of grant funding from the HCA.

Hawkesley Bungalows – these aluminium clad semi-detached bungalows were extensively improved by building an external brickwork skin, with insulated cavity and the installation of double glazed PVCu windows, giving them a further 30 year life.

Easiform – although classed as non-traditional, these houses and flats were built in blockwork in a number of styles with brick or rendered block external skin. There are no structural problems and they all have cavity wall insulation and double glazed PVCu windows.

Maisonettes

The Council's stock of one bed flats and maisonettes all meet the Decent Homes Standard. However, these properties have a poor and outdated design, and this has been associated with tenant dissatisfaction and has also attracted anti-social behaviour. There are 36 maisonette blocks with external walkway access within the city, predominantly in Blackbird Leys and the Friars Wharf area. These provide 367 homes, 80 of which have been sold and are now leasehold. The future of these blocks will be considered as part of the wider regeneration feasibility schemes for parts of the City (A7).

One Bed Flats

The Council has a stock of 1,563 one bed flats and bedsits. These meet the demand for single accommodation but do not address the most pressing need in Oxford which is for family accommodation.

4.4 Delivering energy efficiency in our homes

The Council has a priority to improve energy efficiency in its housing stock and improve insulation using of grants or other funding where possible. Examples of the areas in which energy consumption has been reduced are -

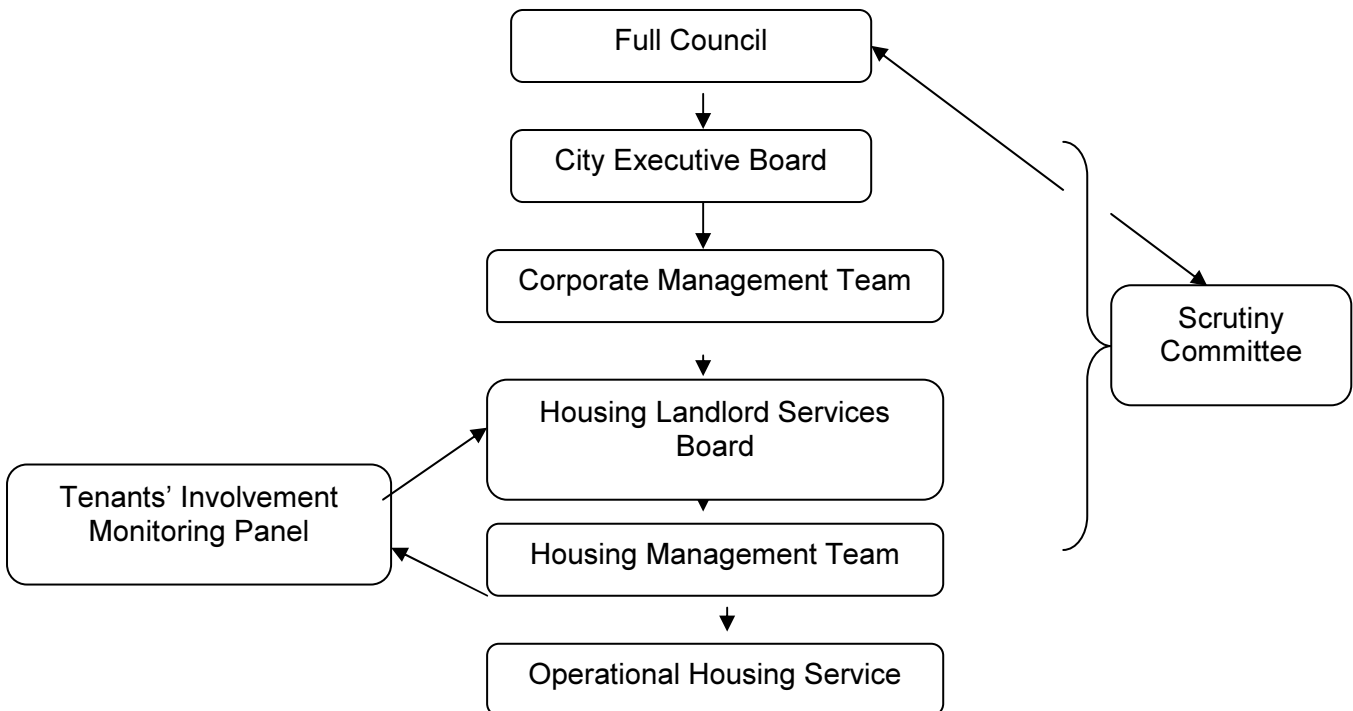
- Central Heating - “A” rated condensing boilers always fitted in new and replacement systems together with thermostatic radiator valves and modern controls.
- Top-up lofts to 250mm insulation and lagging pipes. Cavity wall insulation if needed (grant funded). External insulation to homes with no cavity and non-traditional houses – extensive works recently undertaken on BISF and Airey houses in Barton and Rose Hill.
- Increased “lagging” within central boiler rooms of sheltered schemes (grant funded).
- Double glazing (“E” glass) to over 90% of homes. New installations are to Category “A” standard.
- Biomass - Centralised biomass systems have been installed for 14 new Council flats in the centre of Oxford and as part of the refurbishment of Cardinal House sheltered housing scheme.
- Heat pumps- a new build scheme of general housing has seen air source heat pumps and solar P.V. installed in 38 properties.
- Solar hot water- a number of schemes installed on elderly persons bungalows, two blocks of flats and to a sheltered housing block, all with solar P.V. to power the pumps.
- Solar pv.- installed on the roof of Knights House, a sheltered housing scheme in Blackbird Leys, to feed the “landlords” supply with surplus being fed into the National Grid.
- A recent small scheme has resulted in the Council forming a successful partnership with Low Carbon West Oxford which provided solar pv’s on a block of five Council houses. The tenants receive free electricity and receipts from the Feed In Tariff (FIT) will go to fund additional units in the community.
- Electricity - “Sun pipes being used in sheltered scheme refurbishments to cut down on lights being used during the day.
- Low energy bulbs in all landlord supply areas in blocks of flats etc.
- Hard to treat homes - a project funded by the Strategy Technology Board and DCLG has seen the Council in partnership with Ridge & Partners and Brookes University, extensively improve an end of terrace, solid walled property through the installation of many regeneration measures, such as solar thermal hot water, solar P.V. and a heat recovery ventilation system (to improve air quality), together with improved insulation and draught proofing. The energy consumption will be closely monitored and analysed by Brookes University over the next two years to aid/inform future projects.

Next year the Government will announce the Green Deal –an initiative to establish a framework of private companies to offer consumers energy efficiency improvements to their homes, community spaces and businesses, at no upfront cost. The money will be recouped through a charge in instalments on the energy bill. The timetable is for detailed industry guidance to be prepared by Spring 2012 with the first Green Deals appearing in Autumn 2012. The Council will review the opportunities this scheme provides when the details are announced (A8)

5 Governance and Consultation

5.1 Governance

The Council's current housing services governance structure is set out below. This provides for the effective direction, monitoring and review of service delivery and financial performance. The Tenants' Involvement Monitoring Panel provides independent scrutiny, and this area is the subject of further development, described below.



5.2 Resident involvement

The Council promotes a broad range of involvement with residents and communities, including tenants and leaseholders.

Neighbourhood Management Groups and Area Fora: the Council has established these to provide a focus for engagement between communities and residents, the Council, the voluntary and third sector and service agencies and providers.

Residents Associations: the Council is promoting the extension of the network of residents associations to provide comprehensive coverage and representation for Council tenants and leaseholders at the local level.

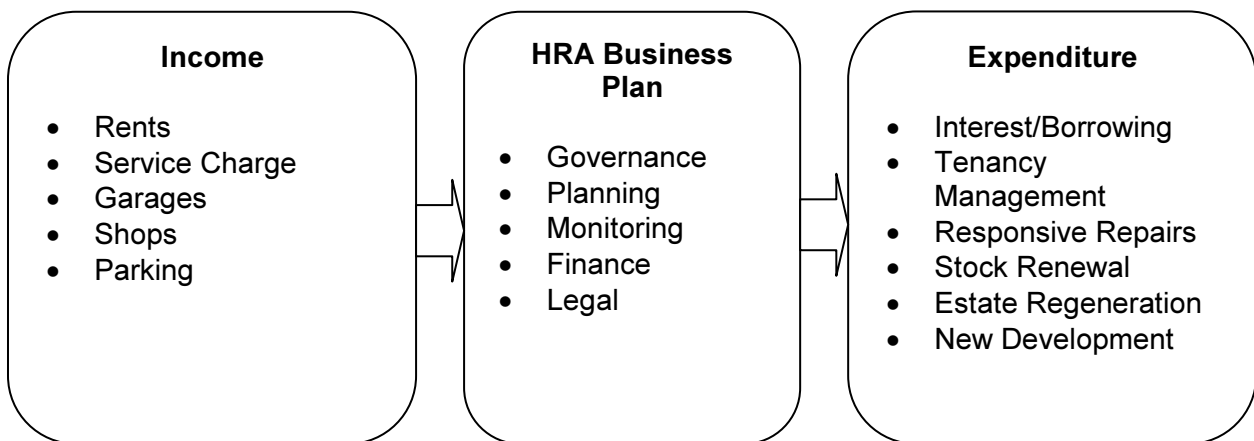
Tenants and Leaseholders Involvement and Monitoring Panel (IMP): where customer representatives work with officers to shape and monitor the quality of our housing service. IMP members are invited to Council bodies, including:

- Scrutiny committee (finance panel) – members panel
- Scrutiny committee (housing panel) – members panel
- Housing Landlord Services Board – joint member and staff panel.

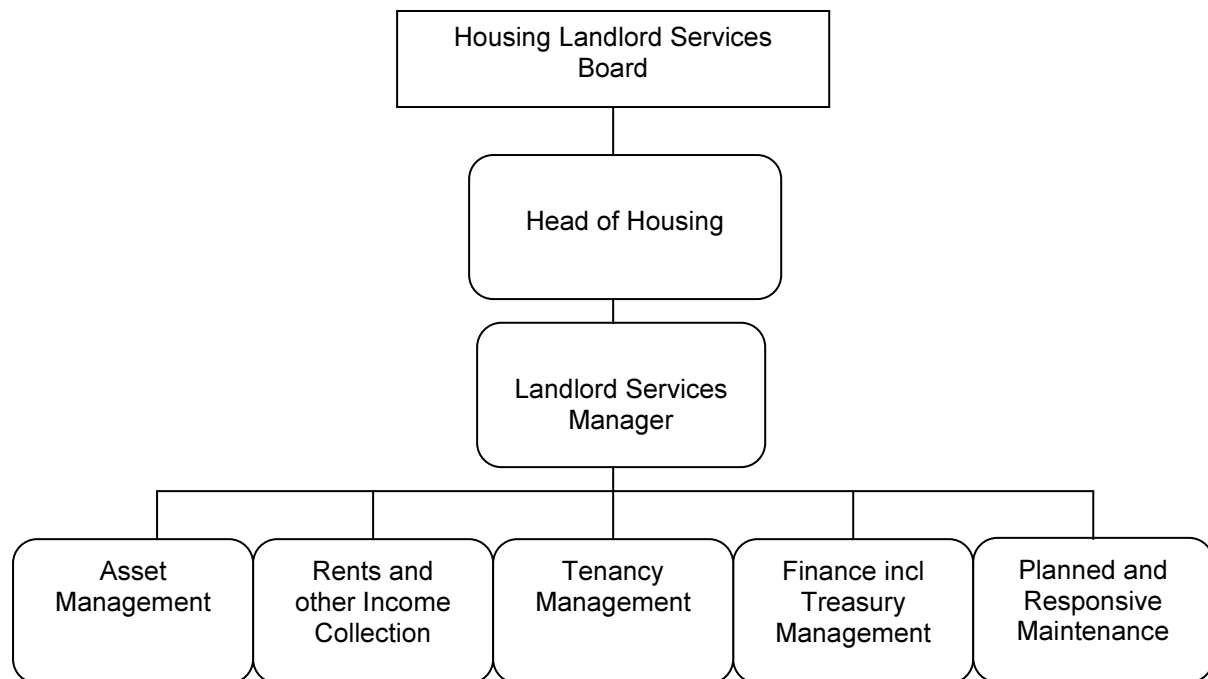
The Council is working with the IMP to review governance and to ensure that there is capacity for members to contribute their views and exercise scrutiny and to represent tenants and leaseholders effectively (A2). Following a report from the Tenant Participation Advisory Service (TPAS) on models for tenant co-regulation due in January 2012 we will be working with residents to overhaul the existing arrangements. The aim is to develop a comprehensive network of residents' associations with representation on a single tenant and leaseholder panel. This panel will have a representative on the Housing Landlord Services Board.

5.3 Executive

The main service elements are shown in the figure below.



The executive team reflects these functions, supported by legal and other corporate services.



5.4 Business Plan Priorities

Tenants were consulted over their priorities for the improvement of their homes and neighbourhoods during our options appraisal in 2005. The main priority identified in this consultation was that in meeting the Decent Home standard the Council should seek to replace elements of the standard sooner and at the end of their useful life cycle as follows: 15-20 years for kitchens and 25-30 years for bathrooms, provided their condition requires this.

In developing this Business Plan, further consultation was undertaken with tenant and leaseholder representatives and with all of our tenants through:

- a newsletter and survey, and
- five residents' consultation roadshows.

At the roadshows residents were asked three questions linked to the business plan as well as giving tenants the opportunity to comment on the priorities already identified.

The questions were:

- What work or improvements would you like to see undertaken within your home?
- What work or improvement would you like to see undertaken to the communal areas of the block you live in or to the external environment where you live?
- What improvement or changes would you like to see to the housing service the council provides (excluding repairs and maintenance)?

The results received were very positive.

In the main, and of the 35 respondents to this question, tenants were pleased with the repair service they received. The improvement they wished to see undertaken to their home was to achieve Decent Home standards, and in all cases either a new kitchen or bathroom. A small number of respondents did feel that the Decent Home replacement times should be shorter (currently 20 years for kitchens and 30 years for bathrooms).

Other responses were:

- Improved security to their home
- Showers included within decent home standard (saving water)

In regard to communal areas, responses were, again, generally positive, with comments such as “happy where I live”. Suggestions made included:

- Improved block security to flats
- Keeping gardens tidy
- Cutting trees and bushes on Magdelane college land (to discourage rats)
- Play areas for children

Finally, in response to questions about the housing service, these were mixed, a number of positive comments, such as “happy with service” were made, but other comments included:

- Difficult to get through over the phone
- Would like more information for leaseholders
- Would like leaseholder forum to be reinstated
- More help to elderly tenants, e.g. with fitting carpets
- Why has my rent gone up so much?

6 Performance and Service Delivery

6.1 Performance measurement

The Council's Housing and Communities Service will measure and report progress against this financial plan and the service indicators listed below. The targets are set at or above the average for the top quartile nationally. Overall tenant satisfaction with the housing service is high: 84%. There is a corporate commitment to rise this to 87%.

Performance indicators compared to national performance levels*

[HS to complete]

Performance indicator	Top quartile average	Oxford City Council	
		Target	YTD December 2011 (Q3)

Income Service			
% rent collected excluding arrears		99%	99%
% rent arrears of annual debit		2%	1.86%
% rent roll paid by HB		52%	52.7%
Cash value of arrears		<£500,000	£617,311
Value of approved write-off		<£60,000 pa	£61,830
Cases served NSP (number and % arrears >6 weeks)		Info/100%	385/100%
Cases in court		Info	70
Cases evicted		Info	7
BVPI 66a (collection current rent +c/f arrears)		97%	97%
% leasehold service charge collection rate		98%	TBA
% rent loss due to vacant dwelling		<1%	0.7%
FTA £ total outstanding/recovery %		TBA	£127,008

Repair Service			
Number/% RTR jobs completed within target		98%	99.93%
Number/% emergencies completed within target time		100%	100%
Number/% non-RTR jobs undertaken within target		97%	TBA
Average cash value of RTR (incl mgt/admin)		TBA	TBA
Average cash value of non RTR (incl mgt/admin)		TBA	TBA
Tenant satisfaction with repair undertaken		98%	TBA
Number/% pre-inspection undertaken		>10%	TBA
Number/% post inspection satisfactory		TBA	100%

Planned Works (PPM/Cyclical)			
Gas servicing completed to planned target		100%	99.72
High rise water tanks checked/cleaned to target		100%	100%
Lifts serviced to planned target		100%	100%
Lift call outs within planned time (4 hours)		100%	TBA
Lift release within target time (45 mins)		100%	TBA
Communal area H&S check low rise to target		100%	100%
Communal area H&S check sheltered to target		100%	100%

Voids and Allocations			
Average repair time for void property		<17 days	
Average allocation time for property in period		<4 days	
Average void time (total)		<21 days	23 days
Average repair cost for void		<5 days	TBA

Property let first offer		75%	78%
High priority/TR cases not bidding/inactive		Nil	Nil
Homeless/HWL split		TBA	TBA
Cases let with support		TBA	TBA
% New lettings satisfied with condition of property		100%	TBA

Community Safety			
ASB cases received		Info	168
ASB cases investigated within target time		95%	TBA
ASB cases actioned/closed (pre-court) within target		90%	TBA
ASB cases to court (number)		TBA	TBA
Perpetrator: tenant/leaseholder		Info/info	TBA
Cases evicted (number)		Info	0
% tenants satisfied with outcome		85%	TBA
Hate crimes reported (number)		Info	5

Community and Neighbourhoods			
Number of active tenants associations		Info	6
TRA meetings attended/services in a month (no/%)		Info	11
Estate walkabouts undertaken		3	0
%/number estates not meeting top standard		TBA	TBA
New resident groups started		TBA	TBA
Tenant training groups run		Quarterly	3
Grant issued/% budget		TBA	TBA
Newsletters produced		Quarterly	2

Tenancy Management			
Welcome visits (no/% in target)		No/100%	138
Tenancy updates undertaken		TBA	202
Number of unlawful ID's		Info	0
Unlawful occupants referred for possession		Info	0
Transfer cases assessed/medical cases		No/95%	TBA
RTB cases received		Info	20
RTB sales		Info	TBA
Homeswapper moves in period		No/100%	45/80.25%
Evictions attended/% requested to		No/100%	8/75.5%

Housing Service			
Complaints received		Info	152
Complaints investigated in target time		98%	TBA
Member and MP enquiries responded on target		100%	TBA
H&S issues raised/closed (staff)		No/100%	0/100%
H&S issues raised/closed (public)		No/100%	0/100%
Phone calls answered within 5 rings		95%	TBA
Letters responded within 10 days		95%	TBA
Appointments kept within 5 days of request		100%	TBA
Tenant satisfaction with housing service		87%	87%

Finance			
Budget spend on profile		Yes	No
HRA cashflow		<£500	£1,800
Compliance with BP treasury management plan		Yes	Yes
Housing management cost per property		TBA	£696
R&M cost per property		TBA	£869
Programmed renewals: bathroom cost per property		TBA	TBA
Programmed renewals: kitchens cost per property		TBA	TBA
Programmed renewals: rewiring cost per property		TBA	TBA

*Source of data 'Housemark', the Chartered Institute of Housing's benchmarking service covering 95% of all social housing providers in the UK (Council, ALMO and RSL)

There are certain key indicators which are critical to the financial performance and where there is business risk. These are identified as follows:

- Rent arrears: with benefits changes and the current economic context arrears could increase. We have set a maximum target of £0.5m arrears at any time.
- Void properties: our average re-letting time is currently 23 days, placing it top quartile nationally; however, this has been targeted to be reduced to a level that is under 21 days, by April 2012, to minimise rental loss.
- Programmed renewals and reactive maintenance: we are planning for a 10% per annum reduction in costs for the initial three years of the business plan (April 2012-2015)

6.2 Service Improvement Planning

The Council has an embedded process of service improvement. This is achieved through the following:

- A commitment to deliver services in the most efficient way
- A programme of comprehensive service reviews
- Scrutiny of service performance
- Benchmarking against Councils, housing associations and service providers
- Involvement of customers and service users in defining and shaping the services.

Our service improvement planning process is therefore a wide ranging one, involving all aspects of our service and all stakeholders. In March 2011, we restructured the service creating specialist teams, improving synergies with other parts of the Council's service, and delivered saving annually of £300,000.

7 Resources

7.1 Capital Payment and Borrowing Cap

Oxford City's HRA Business Plan has been compiled using the Government's capital valuation of the 30 year HRA notional surpluses and the Government's latest proposed debt settlement in January 2012.

Under the HRA system Oxford City paid into the national fund £13 million per annum (negative subsidy), out of a total income of £34 million per annum. This was redistributed to Local Authorities where their HRA was in deficit. The system will end in March 2012 and a one-off capital payment made by those Local Authorities in surplus, for redistribution to those in deficit. Thereafter Local Authority stock is to be self-financing; that is income (rents and service charges) will need to cover services, new investment and any borrowing to fund the capital payment.

The Government has assessed that Oxford City Council is to pay £199.6 million when the stock is transferred out of the HRA on 31st March 2012. In addition there is already a current HRA debt charge of £20 million, borrowed from the City Council's General Fund, making a total debt payment of £220 million. The Government has set Oxford City's borrowing cap at £238.4 million, giving potential headroom of a further £18.8 million borrowing, if desired.

DCLG HRA Assumptions	
	Jan 2012
Headline Assumptions	
Discount factor	6.5%
Maximum Debt Settlement Figure	£238.8m
Debt Oxford CC needs to pay DCLG	£200m
HRA Existing Debt (HRA CFR)	£20m
Borrowing potential	
HRA Notional Debt (Subsidy CFR)	£38.8m
HRA Actual Debt (HRA CFR)	£20m
Borrowing potential – Headroom	£18.8m
Management and Maintenance Allowance	
M&M uplift	5.3%
Allowance	£15m
Major Repairs Allowance	
MRA uplift	34%
Uplifted MRA per unit allowance – capital spend	£xx
Consolidated average uplift	15.8%

The main factors which will influence the final settlement are shown below.

Variable	What will be used	Effect
Retail Price Index	September 2011	The RPI figure used in the February valuation was 3.5%. September RPI is likely to be higher. A 1% increase adds around £1billion to the national debt settlement
Dwelling information	2012 base data	A decrease in dwellings will reduce an authority's valuation. The mix of dwellings will affect the allowance calculations. The RTB assumptions will also be updated.
Re-lets and terminations	2012 base data return	Relets/ terminations above the national average will increase management and maintenance allowances and reduce stock valuation.
Crime statistics	Home Office	Crime figures above the national average will increase management and maintenance allowances and reduce stock valuation.
Area cost adjustment	Local Government Finance Report for 11/12	A higher relative increase in ACA will increase management allowances and MRA, and reduce stock valuation.
BCIS price factors	BCIS survey of tender prices May 2011	An increase in the BCIS adjustment factor will increase maintenance allowances and MRA, reducing an authority's valuation.
GDP deflator	Office of Budget Responsibility forecast of GDP deflator	An increase in the GDP deflator will increase the expenditure allowances and reduce all authorities' valuations.

7.2 Treasury Management: Funding the Capital Payment and Borrowing

In principle there is a wide range of borrowing options available to Local Authorities. These include: the capital markets (such as retail or wholesale bonds and private placements), short term borrowing from financial institutions, pension fund lending, and fixed and variable borrowing (LOBO's: lender option borrower option). Most Local Authorities are likely to have a portfolio of borrowing with variables rates and repayment profiles which balance funding requirements and value for money.

Government has announced that borrowing will be available from the Public Works Loan Board (PWLb) at a preferential rate (estimated at 3.24%) for the amount of the HRA capital payment (£200 million for Oxford City). This is the main borrowing option for most Local Authorities, including Oxford City, as it is designed to undercut the costs and fees of market solutions. This still leaves options as to borrowing the balance (up to

£34 million for Oxford City), but even if this was also taken through the PWLB it would be at market rates.

In borrowing funding there are two considerations which inform the initial treasury strategy: the requirement for capital and the priority on repayment. These determine the amount of borrowing and the profile for repayment.

Our analysis shows that based on initial borrowing £199.4m for the single capital payment to Government we can also fund:

- our repairs and maintenance programme, including the tower blocks;
- deliver the current HCA affordable homes development programme (112 homes) at £17.9m (plus £2.42m HCA grant) in the period to 2015;
- fund additional new affordable homes up to £60m from 2015-21, for example at Barton.

There may be further development opportunities in the future, when there may be case for using our borrowing headroom which remains available to us. But for the present there are no additional Council developments available or other HRA capital projects, and so there is no point in increasing our borrowing at this time.

The latest discussions with Sector, our Treasury advisers identify a portfolio of PWLB loans at an average interest rate of 3.24% which is fixed at the outset and maturing between 15-50 years to reflect the progressive paying down of debt, whilst retaining sufficient working capital to re-invest for development and improvement of stock. There will remain the opportunity for fresh borrowing within the overall headroom if required at a future date, but this would be at market rates.

8 Self Financing Housing Model

The main assumptions for the model are listed below. The initial four years cashflow forecast is shown here, with a full 30 years forecast shown in the appendices (Appendix 2)

8.1 Income

Rents

Rent restructuring remains under the automatic convergence with average formula rents, although the 2015-16 convergence date used is very unlikely to be achieved. None of our rents will exceed cap or formula rents in accordance with the rent restructuring guidance.

The Council will not be adopting 'Affordable Rents' (up to 80% of market rents) on re-letting its existing stock

Capped rents remain and will continue to increase as per current subsidy determination calculations: RPI + 1%. The Council has the option to determine the rent formula going forward. Actual average rent increases are based on the rent restructuring formula and this is estimated to realise slightly above 5% for the first 5 years and 3% per year thereafter. Where formula rents are achieved, future increases are estimated at 3% per year.

Limit rents also remain to protect the Exchequer and to ensure authorities do not fall foul of the Rent Rebate Subsidy Limitation calculations. We have excluded the potential option to allow average rents to increase above the level allowed in the benefit subsidy regulations covering the limit rents as there is an estimated £4.37 per week difference between our 2011/12 average rent and the 2011/12 limit rent set for OCC. The average base weekly rent for 2011/12 is £85.19.

Service Charges

The Council accounts fully for services and these are recharged to tenants and leaseholders. However, for tenants there is currently a service charge cap (operated by a credit) which is a cost subsidy of £700,000 per year. For over half of our tenants who are on Housing Benefit the service charge is paid by the benefit. There is a case for considering removing the limiter, possibly on a phased basis, to release more income for investment, but this has not been included in the model (A9)

Voids

The plan ignores new tenancies which will go straight to formula rent following a void period. We currently have 400 voids per year. The model cannot identify which properties become void so some will be at the formula rent and others would have been below. In the latter case, this is additional income.

An annual voids rate of 2% has been applied to the model but it is hoped that we can reduce this to 1% or less.

HOUSING REVENUE ACCOUNT PROJECTIONS

Oxford City Council

Year	2012.13	2013.14	2014.15	2015.16
£'000	1	2	3	4
INCOME:				
Rental Income	37,253	38,790	40,987	42,790
Void Losses	-745	-776	-815	-849
Service Charges	889	911	934	957
Non-Dwelling Income	2,274	2,331	2,389	2,449
Grants & Other Income	720	720	720	738
Total Income	40,391	41,976	44,215	46,099
EXPENDITURE:				
General Management	-4,735	-4,853	-4,979	-5,123
Special Management	-2,527	-2,590	-2,655	-2,721
Other Management	-1,573	-1,407	-1,443	-1,479
Rent Rebates	0	0	0	0
Bad Debt Provision	-410	-892	-931	-969
Responsive & Cyclical Repairs	-9,389	-10,715	-10,468	-10,211
Total Revenue Expenditure	-18,634	-20,458	-20,476	-20,503
Interest Paid	-8,055	-8,055	-8,055	-8,055
Finance Administration	0	0	0	0
Interest Received	35	43	36	43
Depreciation	-8,147	-8,267	-8,506	-8,632
Net Operating Income	5,591	5,238	7,214	8,945
APPROPRIATIONS:				
FRS 17 /Other HRA Reserve Adj	-74	-74	-74	-74
Revenue Provision (HRACFR)	0	0	0	0
Revenue Contribution to Capital	-383	-8,206	-5,945	-8,188
Total Appropriations	-457	-8,280	-6,019	-8,250
ANNUAL CASHFLOW	5,133	-3,041	1,196	687
Opening Balance	2,500	7,633	4,593	5,788
Closing Balance	7,633	4,593	5,788	6,476

Bad Debt Provision

We have factored in an increasing bad debts provision from 1% in Year 1 rising to 2.3% from Year 3 onwards. This is due to the anticipated Housing Benefit adjustments and the introduction of the universal credit.

Stock Change: Right to Buy and New Development

RTB disposals have been profiled to result in a 10% reduction in the existing housing stock in the first 10 years 78 RTB sales per year. This is seen as a pessimistic view of the outcome of the RTB consultation, but reflects a cautious approach. We have brought in a significant reduction in property numbers in the early years of the BP to ascertain its robustness. From year 11 onwards RTB sales are included at 10 disposals per year. In line with the consultation we have assumed the first £30,000 capital receipt of each RTB disposal will be set aside to cover the self-financing debt per unit, and the remaining £17,000 capital receipt be made available for the General Fund capital programme..

The business plan provides financial capacity to deliver 112 new homes through the HCA Affordable Homes Programme in the first three years of the programme at a cost of £17.9m plus £2.5m HCA grant. The model does not include income from new development. First, the development programme will not be confirmed with HC until March 2012. Second, the additional income provides a potential offset if there is a substantial increase in Right to Buy stock losses.

The Council also has the ambition to develop more new affordable homes. For example the Council may decide to own the affordable homes in the Barton development (around 400 new homes). Other opportunities remain to be identified at this stage. The business plan has the capacity to fund £60m of new development to 2020/21.

Non-Dwelling Property

We expect an annual income £580,000 from shops and £800,000 from garages in Year 1. Annual uplifts to these figures have been applied at 2.50%.

The potential option to transfer these assets to the General Fund will be explored (A10) as there are several technical accounting regulatory adjustments that need to be satisfied. These assets are not included in the Government's HRA payment and debt cap calculations. Transferring these assets to the General Fund may allow the Council additional borrowing capacity for housing investment.

8.2 Expenditure

Direct Service Costs

Annual uplifts have been applied to the rest of repairs at 2.50%.

The Council's Direct Services are responsible for undertaking a range of works contracts covering: programmed renewals, cyclical maintenance, re-letting and void works, environmental works, garages and shops, aids and adaptations.

The 30 year programme expenditure equates to around £59,500 per dwelling. This is towards the higher end of national average benchmarks of £55,000 to £60,000-but will still require significant changes to achieve this through improved efficiency and reduced costs. This in turn will release funds for further investment in our stock and new development. Increasing stock through new development may also assist in reducing

fixed overhead costs. A full service review of repairs and maintenance costs is planned for 2012 (A11).

Oxford City Council
30 Year Repairs and Maintenance Obligations

Activity	No. of	Years 1 - 5					Total
	Units	2012/13	2013/14	2014/15	2015/16	2016/17	
		£'000	£'000	£'000	£'000	£'000	£'000
CAPITAL							
Kitchens excluding wiring	350	1,636	1,636	1,488	1,488	1,339	33,761
Major Void Works	400	850	830	820	800	776	22,826
Electrics - Part of Kitchens programme	350	595	595	476	417	357	8,449
Electrics - Rewires / Upgrades	130	309	309	309	309	309	9,274
Bathrooms	260	619	619	585	585	553	16,783
Central Heating Boilers (ave. 15 year life)	440	792	792	770	770	748	22,572
Central Heating Carcass	246	464	464	451	451	439	13,245
Roofs and Associated Works	156	250	250	250	250	250	17,500
Wall Finishes		0	0	0	0	0	5,000
Windows	300	300	300	300	100	100	6,350
Doors	650	200	200	200	200	200	6,000
Communal Areas		150	150	150	150	150	2,750
Tower Blocks		1,000	1,000	1,000	1,000	1,000	8,300
Environmental Improvements		100	100	100	100	100	1,000
Related Assets - garages, shops, etc		117	117	117	117	117	3,510
Contingency Sum 5% on Major Repairs		19	19	19	19	19	959
Fees 7%		94	94	94	80	80	3,709
Discretionary							
Aids & Adaptations		1,166	1,186	900	900	900	27,552
Total		8,661	8,661	8,029	7,736	7,437	209,539
REVENUE							
Responsive Repairs		3,559	3,675	3,640	3,600	3,565	121,759
Estate Shops		210	200	200	200	200	
Void Maintenance		1,336	1,320	1,300	1,285	1,270	36,536
Discretionary Spend - Exemptions (Decorating etc.)		200	200	200	200	200	6,000
Discretionary Spend - Garden Scheme		200	200	200	200	200	6,000
Planned Maintenance		2,283	2,260	2,240	2,220	2,200	63,903
Communal and Environmental Improvements		1,275	1,275	1,275	1,275	1,275	38,250
Discretionary Disabled spend treated as Revenue		230	230	230	230	230	6,900
		9,292	9,360	9,285	9,210	9,140	279,347

Average total cost per property (30 years)	£59,500
Base year: August 2011	7,799 homes

Programmed Renewals

These works are planned for replacement based on an average life cycle. In some cases elements will extend beyond their average life, whilst others will need replacing earlier. For efficiency and safety it is usually best to group renewals rather than wait for the individual failures to arise. For example we assume replacing bathrooms every 30 years, kitchens every 20 years, and boilers every 15 years. The elements and inclusive unit rates adopted are listed below, including management, works and supply of materials.

Description	Unit Rate/Dwelling
Kitchens	£3,215
Kitchens: electrics / wiring	£805
Bathrooms	£2,152
Re-wiring	£2,378
Central heating boilers	£1,710
Central heating carcass	£1,795
Voids-major works	£1,902

The current charges by Direct Services will be reduced during the initial years of the Business Plan with the largest reductions being planned from year three of the programme of works.. In general terms it will require efficiencies of around 10% per year, for example reducing kitchen costs from £5,500/dwelling and bathrooms from £3,200 without reducing the quality or specification.

Tower Blocks

A total of £8.25 million programmed expenditure is included to bring the five tower blocks to a good standard and provide a further 30 year minimum life. A proportion of this expenditure is recoverable through service charges. At this stage we have not made provision for any recovery. For tenants on benefits, there will be a cap on recoverable charges. For tenants who are not on benefits and leaseholders, whilst they may be liable for full recovery of service costs, many will not have adequate means to support this. The Council will need to devise an appropriate strategy (A12)

Cyclical Maintenance

This is a planned programme for redecoration and routine maintenance. Whilst there is some flexibility in timing, it is limited. At present the cost is £1,200 per dwelling and we have planned to reduce this by 5% in the initial 5 years, and thereafter progress to a benchmark cost of £700 per dwelling over the following 5 years.

Responsive and Void Maintenance

This expenditure covers call-out repairs and works to refit properties for new tenants. It is essentially demand driven, and is an estimate based on previous experience and national benchmarks.

Environmental Works

This covers works to common areas such as common parts and stairways, lighting, and external grounds.

Garages/Shops/Other

The Council needs to meet repairs and maintenance liabilities for these assets.

Contingency: this allowance reflects the need to provide for some more extensive repairs where we have to undertake unforeseen major or structural works.

Fees

This covers external professional fees for major works, such as the tower blocks.

Aids and Adaptations

We have maintained a significant budgetary provision that does not fall below £0.9m per annum. This budget is discretionary and covers a wide range of support, from funding adaptations/extensions to Council housing (in some cases up to £50,000) to stair rails and steps. To date the Council has funded almost all the applications, and this is above levels compared with some other Local Authorities. For example, some Local Authorities now require applicants who have the financial means to contribute to works, or effectively ration access to adapted flats through a waiting list. With an ageing population costs will escalate, and we would wish to develop a fair and transparent strategy with Members to manage the programme within the current budget (A13).

In addition there are gardening and decoration services which are provided to elderly and disabled persons (£0.2m per annum) which should be reviewed (A14).

8.3 Borrowing

Finance Rate

The Government have recently announced that for Self-Financing borrowing they are proposing that PWLB will charge pre Comprehensive Spending Review rates: 11-15 points above gilt prices, 85-89 basis points below prevailing rates. It is difficult to see how this can be bettered and this is expected to be the one preferred by Sector our Treasury Advisors. Using current PWLB rates normal 30 year maturity borrowing rates are 4.16%.

However, the rates are subject to daily changes between now and the last day we can apply for PWLB Self-Financing loans is 26 March 2012. Given there is potentially changes to the capital investment requirements the maturity periods that may be used and subsequently advised by Sector will be subject to change, as the borrowing cash flows need to mirror the capital investment requirements.

Interest on Positive Balances

Interest earned on cash balances has been estimated at 0.7% LIBD rate.

Capital Finance Requirement

Subject to reviews required to reconcile the GF and HRA Capital Finance Requirements (CFR) the assumed actual HRA CFR at the beginning of 2012/13 is £23 million.

The debt cap from the DCLG valuation is £242 million.

Our potential headroom would £19 million .Any expenditure in the current year over and above in-year MRA should be funded from existing HRA reserves that currently stand at £2.6m as at 31 March 2011. There is an assumed nil balance on the Major Repairs Reserve at the beginning of 2012/13. Whilst the data is only relevant for 2011/12 some base plan assumptions are still required to be estimated and these include MRA uplifts, management and maintenance allowance uplifts, estimates for tenants in receipt of benefit, allowable debt management expenses, GDP uplifts. A minimum HRA balance of £3m is initially identified as a prudent position to adopt in the early years of the BP.

Depreciation

Depreciation has been increased to the higher levels from c. £5.5m to over £8m to reflect the increases in spend. This is to ensure that under the transitional arrangements CIPFA have introduced regarding the change in depreciation measurements that OCC HRA is robust enough to accommodate and fund an £8m/year capital expenditure programme for our existing housing stock..

Repayment Profile

The repayment profile is assumed as follows:

£m	Period (Years)	Redemption
20	15	2027
20	20	2032
25	25	2037
25	30	2042
25	35	2047
25	40	2052
30	45	2057
<u>29.61</u>	50	2062
£199.61m		

Financial Capacity

The assessed financial capacity is based on the following assumptions:

Debt Cap	£242m
Less HRA Self-Finance Payment	£200m
Less HRA Debt Existing	£23m
Net Borrowing Capacity	£19m

8.4 Additional Commitments

As indicated above, there is potential financial capacity to fund additional commitments over the life of the 30 year programme and beyond as well as pay down borrowing.

The opportunities identified are set out in broad order of priority on the basis of the following themes:

- New and affordable homes to address the housing shortage
- Estate regeneration
- Energy efficiency, carbon reduction and reducing fuel poverty
- Improving the quality of the existing stock and renewals.

New and Affordable Homes

HCA Affordable Homes Programme

The Council has successfully bid for programme funding to deliver 112 new homes in the period 2012-2015. The programme comprises the redevelopment of an existing sheltered housing block (Bradlands: 40 homes) together with a range of small surplus sites in the Council's ownership which would otherwise be sold and are beneath the Sec 106 Planning Obligations requirement to contribute to affordable housing (less than 10 homes). The programme provides for 68 homes at social rents. The balance of the

programme will be higher 'Affordable Rents' to provide accommodation for homeless persons who would not otherwise find housing at market rents in the private rented sector. The HCA grant is £2.42 million with the balance of £17.9 million funded by the HRA (A15).

Barton Development

The Council has a partnership with Grosvenor Developments to deliver over 900 new homes over the next 10-15 years, with a minimum of 40% affordable social rent. The Council may elect to develop, fund and manage the affordable stock. This might be partly or fully funded through the HRA. The Council will review the financial options (A16).

Estate Regeneration

There is a range of opportunities for redevelopment within the existing housing estates. These have the potential to release opportunities for new affordable homes as well as to contribute to improving the environment and services on our estates. They may also provide for the decanting and demolition of stock such as the maisonettes in due course (A7).

Energy Efficiency and Carbon Reduction

The Council has already undertaken a wide range of initiatives to improve energy efficiency, including tacking our non-standard housing stock. The proposed tower block programme will improve 400 flat and raise their thermal standards to acceptable levels. With new additions to our stock we have introduced bio-mass boilers and are investigating options for CHP and other low carbon solutions. We are also pursuing PV options for selected housing blocks. The Government's Green Deal next year gives us the potential opportunity to develop a wider and more holistic strategy for our stock (A1 and A8).

Improving the Quality of Existing Stock and Renewals

The business plan provides for the continued renewal of bathrooms and kitchens to the Decent Homes standard, as well as the necessary safety repairs and maintenance of energy supplies. This is a modest standard and the Council would wish to explore the options to raise this to a higher Oxford standard. However, this option can only be progressed if efficiencies in the current cost of renewals identified in the business plan are delivered as a priority (A17).

APPENDICES

- 1. Action Plan**
- 2. Self-Financing Model 30 Year Cashflow**
- 3. Risk Assessment**

Action Plan

Appendix 1

	Action	Elements	Start	Complete	Finished
A1	City Homes Energy Efficiency Strategy	Work with Low Carbon Oxford to develop comprehensive strategy	3/12	9/12	
A2	Tenant Engagement and Governance Strategy	Undertake review with existing Improvement Monitoring Panel Implement strategy including resident groups framework	11/11 4/12	2/12 7/12	/
A3	Local Offer and Service Standards	Tenants roadshows Develop Local Offer and service standards Implement and monitor	11/11 12/11 4/12	11/11 1/12	/
A4	Residents Profile	Develop data capture framework Implement and monitor	4/12 7/12	6/12	
A5	Planned Renewals Profile	Review with City Services	11/11	1/12	
A6	Stock Condition Survey/Software Review	Stock survey framework Software review Implement annual survey	1/12 1/12 5/12	3/12 3/12 4/17	
A7	Estate Regeneration Strategy	Blackbird Leys strategy development Donnington strategy development	10/12 10/12	4/12 4/12	
A8	Green Deal Programme				
A9	Service Charge Cap Review	Commission review and report Implement changes	1/12 4/12	3/12 4/15	
A10	Non-Commercial Assets Transfer	Review options	11/11	12/11	
A11	Direct Services Review	Specification Commission and report	1/12 4/12	3/12 10/12	
A12	Tower Blocks Service Charge Recovery	Strategy review	4/12	5/12	
A13	Aids and Adaptations Review	Strategy review	1/12	3/12	
A14	Gardening and Redecoration Review	Strategy review	1/12	3/12	
A15	HCA Affordable Homes Programme	Programme development HCA contract	10/11 1/12	12/11 3/12	/

A16	Barton Affordable Homes Strategy		11/11	3/12	
A17	Planned Renewals: Oxford Standard	Options review	6/12	9/12	

HOUSING REVENUE ACCOUNT PROJECTIONS

Oxford City Council

Year	2012.13	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14
INCOME:														
Rental Income	37,253	38,790	40,987	42,796	44,408	46,040	47,238	48,143	49,060	49,989	51,171	52,627	54,125	55,666
Void Losses	-745	-776	-815	-849	-881	-914	-938	-956	-974	-992	-1,016	-1,045	-1,074	-1,105
Service Charges	889	911	934	957	981	1,006	1,031	1,057	1,083	1,110	1,138	1,166	1,196	1,225
Non-Dwelling Income	2,274	2,331	2,389	2,449	2,510	2,573	2,637	2,703	2,771	2,840	2,911	2,984	3,058	3,135
Grants & Other Income	720	720	720	738	756	775	795	815	835	856	877	899	922	945
Total Income	40,391	41,976	44,215	46,090	47,775	49,480	50,764	51,762	52,775	53,803	55,081	56,632	58,227	59,866
EXPENDITURE:														
General Management	-4,735	-4,853	-4,979	-5,123	-5,251	-5,382	-5,517	-5,655	-5,796	-5,941	-6,090	-6,242	-6,398	-6,558
Special Management	-2,527	-2,590	-2,655	-2,721	-2,789	-2,859	-2,931	-3,004	-3,079	-3,156	-3,235	-3,316	-3,399	-3,483
Other Management	-1,573	-1,407	-1,443	-1,479	-1,516	-1,553	-1,592	-1,632	-1,673	-1,715	-1,758	-1,801	-1,847	-1,893
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-410	-892	-931	-969	-1,005	-1,042	-1,069	-1,089	-1,110	-1,131	-1,157	-1,190	-1,224	-1,259
Responsive & Cyclical Repairs	-9,389	-10,715	-10,468	-10,209	-9,835	-9,658	-9,543	-9,805	-10,050	-10,301	-10,559	-10,823	-11,093	-11,371
Total Revenue Expenditure	-18,634	-20,458	-20,476	-20,500	-20,396	-20,495	-20,652	-21,185	-21,708	-22,244	-22,798	-23,372	-23,960	-24,564
Interest Paid	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055	-8,055
Finance Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Received	35	43	36	43	39	31	38	55	86	165	274	383	497	617
Depreciation	-8,147	-8,267	-8,506	-8,632	-8,758	-8,886	-9,014	-9,143	-9,273	-9,403	-9,580	-9,806	-10,037	-10,274
Net Operating Income	5,591	5,238	7,214	8,945	10,605	12,075	13,081	13,435	13,825	14,265	14,923	15,782	16,671	17,591
APPROPRIATIONS:														
FRS 17 /Other HRA Reserve Adj	-74	-74	-74	-74	-74	-76	-78	-80	-82	-84	-86	-88	-90	-92
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	-383	-8,206	-5,945	-8,184	-12,234	-12,619	-10,483	-10,879	-7,487	0	0	0	0	0
Total Appropriations	-457	-8,280	-6,019	-8,258	-12,308	-12,695	-10,560	-10,958	-7,569	-84	-86	-88	-90	-92
ANNUAL CASHFLOW	5,133	-3,041	1,196	687	-1,703	-619	2,521	2,477	6,257	14,182	14,837	15,694	16,581	17,499
Opening Balance	2,500	7,633	4,593	5,788	6,477	4,773	4,154	6,674	9,151	15,408	29,590	44,427	60,121	76,702
Closing Balance	7,633	4,593	5,788	6,476	4,773	4,154	6,674	9,151	15,408	29,590	44,427	60,121	76,702	94,200

HOUSING REVENUE ACCOUNT PROJECTIONS

Oxford City Council

Year	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42
£'000	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
INCOME:																
Rental Income	57,250	58,880	60,555	62,279	64,051	65,873	67,747	69,675	71,657	73,695	75,791	77,947	80,163	82,443	84,787	87,198
Void Losses	-1,136	-1,169	-1,202	-1,236	-1,271	-1,308	-1,345	-1,383	-1,423	-1,463	-1,505	-1,548	-1,592	-1,637	-1,684	-1,731
Service Charges	1,256	1,288	1,320	1,353	1,387	1,421	1,457	1,493	1,530	1,569	1,608	1,648	1,689	1,732	1,775	1,819
Non-Dwelling Income	3,213	3,293	3,376	3,460	3,547	3,635	3,726	3,819	3,915	4,013	4,113	4,216	4,321	4,429	4,540	4,654
Grants & Other Income	968	993	1,017	1,043	1,069	1,096	1,123	1,151	1,180	1,209	1,240	1,271	1,302	1,335	1,368	1,402
Total Income	61,552	63,285	65,066	66,898	68,781	70,718	72,708	74,755	76,859	79,023	81,247	83,534	85,885	88,302	90,787	93,342
EXPENDITURE:																
General Management	-6,722	-6,890	-7,062	-7,239	-7,419	-7,605	-7,795	-7,990	-8,190	-8,394	-8,604	-8,819	-9,040	-9,266	-9,498	-9,735
Special Management	-3,571	-3,660	-3,751	-3,845	-3,941	-4,040	-4,141	-4,244	-4,350	-4,459	-4,571	-4,685	-4,802	-4,922	-5,045	-5,171
Other Management	-1,940	-1,989	-2,038	-2,089	-2,141	-2,195	-2,250	-2,306	-2,364	-2,423	-2,483	-2,545	-2,609	-2,674	-2,741	-2,810
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-1,295	-1,332	-1,369	-1,408	-1,448	-1,490	-1,532	-1,575	-1,620	-1,666	-1,714	-1,762	-1,813	-1,864	-1,917	-1,972
Responsive & Cyclical Repairs	-11,655	-11,946	-12,245	-12,551	-12,865	-13,187	-13,516	-13,854	-14,200	-14,555	-14,919	-15,292	-15,675	-16,067	-16,468	-16,880
Total Revenue Expenditure	-25,182	-25,816	-26,466	-27,132	-27,815	-28,516	-29,234	-29,970	-30,725	-31,498	-32,291	-33,105	-33,938	-34,793	-35,669	-36,568
Interest Paid	-8,055	-7,307	-7,307	-7,307	-7,307	-7,307	-6,559	-6,559	-6,559	-6,559	-6,559	-5,624	-5,624	-5,624	-5,624	-5,624
Finance Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Received	674	740	886	1,039	1,200	1,298	1,407	1,597	1,796	2,004	2,220	2,369	2,538	2,804	3,081	3,369
Depreciation	-10,516	-10,764	-11,017	-11,277	-11,543	-11,815	-12,093	-12,378	-12,670	-12,968	-13,274	-13,586	-13,906	-14,233	-14,569	-14,912
Net Operating Income	18,473	20,138	21,162	22,221	23,316	24,378	26,229	27,445	28,702	30,001	31,343	33,588	34,954	36,455	38,006	39,608
APPROPRIATIONS:																
FRS 17 /Other HRA Reserve Adj	-95	-97	-99	-102	-104	-107	-110	-112	-115	-118	-121	-124	-127	-130	-134	-137
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	-16,708	0	0	0	0	-18,177	0	0	0	0	0	-19,904	0	0	0	0
Total Appropriations	-16,803	-97	-99	-102	-104	-18,284	-110	-112	-115	-118	-121	-20,028	-127	-130	-134	-137
ANNUAL CASHFLOW	1,670	20,041	21,063	22,119	23,212	6,094	26,120	27,333	28,587	29,883	31,222	13,560	34,827	36,325	37,873	39,471
Opening Balance	94,200	95,870	115,911	136,974	159,093	182,304	188,398	214,518	241,851	270,438	300,321	331,543	345,102	379,930	416,255	454,127
Closing Balance	95,870	115,911	136,974	159,093	182,304	188,398	214,518	241,851	270,438	300,321	331,543	345,102	379,930	416,255	454,127	493,599

Risk Assessment

RED RISK
CLOSED RISK

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts Only)
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised		1 to 6	I	P	I	P	I			
CRR-000-CHCD	Universal Credit (P)	T	Reduction in benefits entitlement	Changes in Government policy	Increased tenant arrears	17.11.11	2	4	5	4	2	4	4	TP	Current	NA
CRR-000-CHCD	Housing Benefit payment (P)	T	HB payment changed from landlord to tenant	Changes in Government policy	Increased tenant arrears	17.11.11	2	4	5	4	2	4	4	TP	Current	NA
CRR-000-CHCD	Increased homelessness (E)	T	Increased homelessness	Economic context	Increased presentations and waiting list	17.11.11	1	4	4	4	2	4	3	TP	Current	NA
SRR-000-CHCD	Affordable rents policy (E)	T	Grant funding conditional on 'Affordable Rents'	Changes in Government policy	Less funding support and development	17.11.11	1	3	4	2	4	3	4	TP	Current	NA
CEB-000-CHCD	Right to Buy	T	Increased discounts for RTB	Changes in Government policy	Reduced stock and income	17.11.11	1	4	3	3	3	4	3	TP	Current	NA
CEB-000-CHCD	Tenant governance (P)	O/T	Need to overhaul tenant scrutiny and engagement	Lack of effective tenant participation	Poor tenant scrutiny/engagement	17.11.11	6	4	5	2	2	4	2	TP	Current	NA
SRR-000-CHCD	Local Offer	O/T	Local offer required	TSA regulation	Lack of regulatory compliance	17.11.11	2	4	3	2	2	4	2	TP	Current	NA
SRDR-000-CHCD	Residents profiles	O	Raise quality/coverage of resident profiles	Inadequate survey information	Less effective targeting of services	17.11.11	1	4	4	2	2	3	3	TP	Current	NA
SRR-000-CA	Renewals/repairs database	T	Lack of stock condition data assurance	Inadequate data and systems	Higher costs and poor workflow	17.11.11	1	5	4	3	2	4	4	SS	Current	NA
SRR-000-CA	Stock condition	T	Accurate stock condition data needed	Inadequate data and systems	Higher costs and poor workflow	17.11.11	6	5	4	3	2	4	4	SS	Current	NA
CEB-000-DS	Renewals/repairs costs	T	Current costs too high	City Services costs too high	Excessive costs	17.11.11	1	5	4	3	3	5	4	GB	Current	NA
CEB-000-CA	Tower block programme	T	Cost exceed programme	Additional works required	Additional costs	17.11.11	6	4	3	2	2	3	2	SS	Current	NA
SRR-000-CA	Green Deal	O	Funding for energy efficiency	Government programme announcement	Potential to access funding	17.11.11	1	4	3	2	2	4	3	SS	Current	NA
SRR-000-CHCD	Performance measures	O/T	Need to confirm indicators suite	Current indicators not comprehensive	Inadequate reporting	17.11.11	1	5	4	2	2	3	3	TP	Current	NA
CRR-000-FI	Treasury strategy	O/T	Interest charges and conditions	Market volatility	Increased finance risk/costs	17.11.11	1	5	3	3	2	3	3	NK	Current	NA
CEB-000-FI	Borrowing cap	T	Reduction in borrowing cap	Changes in Government policy	Inability to fund programme	17.11.11	1	4	3	3	3	4	3	NK	Current	NA
CEB-000-FI	Rent increase	T	Possible cap on future rent increases	Government regulation and high inflation	Lower income	17.11.11	1	4	2	3	2	3	3	NK	Current	NA
CEB-000-CA	Service charges	O	Potential to secure full tenant recharge	Policy to cap tenant charges	Failure to recover full service costs	17.11.11	1	3	5	3	3	3	4	SS	Current	NA
SRR-000-CHCD	Voids	T	Increased incidence and extended void period	Reduction in benefits/change in benefit payment	Lower rental income	17.11.11	6	4	4	3	3	3	4	TP	Current	NA
SRR-000-CHCD	Bad debts	T	Increased bad debts	Reduction in benefits/change in benefit payment	Lower rental income	17.11.11	6	4	4	3	3	3	4	TP	Current	NA
CEB-000-CA	Tower block cost recovery	O	Potential to recharge part to leaseholders	Leaseholders unable to fund	Lower income	17.11.11	6	4	5	2	4	3	5	SS	Current	NA
CRR-000-CA	HCA programme delivery	T	Failure to deliver programme	Council capacity and land holdings	Non-delivery of affordable homes	17.11.11	1	4	4	3	2	4	3	SS	Current	NA
CEB-000-CA	Barton development	O	Potential for City Council to deliver affordable homes	Management and financial capacity	Lack of increase of Council stock	17.11.11	1	4	4	3	3	4	4	SS	Current	NA
CEB-000-CA	Estate regeneration	O	Potential for City Council to deliver affordable homes	Management and financial capacity	Lack of increase of Council stock	17.11.11	1	4	4	3	2	4	4	SS	Current	NA
CEB-000-CA	Energy efficiency and carbon reduction	O	Potential to support Low Carbon Oxford and reduce fuel poverty	Strategy required	Potential efficiencies and carbon reduction targets missed	17.11.11	1	3	4	2	3	2	4	SS	Current	NA
SRR-000-CA	Raise quality of stock renewal	O	Improve specification for bathroom and kitchen renewals	Strategy required	Potential to raise stock standards missed	17.11.11	1	2	4	2	3	2	4	SS	Current	NA

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To: City Executive Board
Council

Date: 8th February 2012
20th February 2012

Report of: Corporate Director of Finance and Efficiency

Title of Report: TREASURY MANAGEMENT STRATEGY FOR 2011/12
AND 2012/13

Summary and Recommendations

Purpose of report:

To present the revised Treasury Management Strategy for 2011/12 to take account of HRA reform, and the Treasury Management Strategy for 2012/13 together with the Prudential Indicators for 2011/12 – 2015/16.

Key decision? No

Executive lead member: Councillor Ed Turner

Policy Framework: Sustaining Financial Stability

Recommendation(s): City Executive Board is asked to recommend that Council:

1. Adopt and approve the revised Treasury Management Strategy and Prudential Indicators and limits for 2011/12, which have been amended to allow for Housing Revenue Account borrowing, as set out in sections 71 - 95 below.
2. Adopt and approve the Prudential Indicators and limits for 2012/13 to 2015/16 as set out in sections 71 - 95 below.
3. Approve the Minimum Revenue Provision (MRP) statement at paragraphs 15 - 19 which sets out the Council's policy on repayment of debt.
4. Approve the Treasury Management Strategy 2012/13, and the treasury prudential indicators at paragraphs 20 – 48,
5. Approve the Investment Strategy for 2012/13 contained in the treasury management strategy, and the detailed investment criteria as set out in paragraphs 49 – 70, and appendices 1 and 2 attached.

Appendices:

- 1 – Specified and Non Specified investments
- 2 – Approved Countries for investments
- 3 – Risk Register

Executive Summary

1. The Council's Treasury Management Strategy has been written in accordance with the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice. There are no significant changes proposed to our General Fund strategy for 2012/13. However, Housing Revenue Account (HRA) reform and the settlement to be made to the Department of Communities and Local Government (CLG) on 28 March 2012 requires that: a) the Strategy for 2011/12 and associated prudential indicators are updated to reflect the Council's borrowing strategy to accommodate the initial 'buy out' from the subsidy system - approx £200m needs to be available by 28th March 2012; and b) that the 2012/13 Strategy and indicators are updated to accommodate subsequent years' borrowing requirements.
2. The report presents the Council's prudential indicators, revised for 2011/12 and estimated for 2012/13 – 2015/16. Notable indicators include capital spend and borrowing limits, as these are areas of significant activity.
3. Members should note the Minimum Revenue Provision (MRP) policy included in paragraph 15-19.
4. The Council has investments of between £30m and £40m on average at any one time during the year. Investments are made in accordance with the Council's Treasury Management Strategy such that returns are balanced against security of investment. These funds are held as investments to ensure that we have liquid cash as required to maintain a stable cashflow.
5. The Council's existing external debt will reduce to £3.5m by the end of March 2012. The debt is held at fixed rates, with varying lengths of time before maturity. The debt is wholly related to Housing with the interest being met through the Housing Revenue Account subsidy mechanism. Restructuring and premature repayment of the debt have been considered, however neither option has historically offered any advantage because any reduction in interest payable would have resulted in an equivalent reduction in subsidy and both options would incur significant costs that would not be met from subsidy. Once we have entered into the new HRA system, where we no longer receive subsidy, repaying of debt will still not be advantageous as there is a large premium that would be payable to PWLB, because these existing debts are at a very high interest rate.

6. The Council also has a long-term liability; this is an outstanding debt with South Oxfordshire District Council and is held at a variable rate, which will reduce to £1.2m by the end of March 2012.
7. The Council's capital programme over the next four years will be funded from a combination of government grants, capital receipts, S106 funding, prudential borrowing and revenue resources. The costs of prudential borrowing are factored into revenue budgets.

Introduction and Background

8. CIPFA defines treasury management as:

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

9. The Local Government Act 2003 (the Act) and supporting regulations require the Council to have regard to the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
10. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
11. CIPFA issued revisions to the Prudential Code, Treasury Management Code and Treasury Guidance Notes in mid-November 2011. There is little material change in the revisions which are mainly in relation to the Housing Revenue Account. These changes are included within this report and therefore approval of this report adopts these changes.
12. The primary requirements of the Prudential Code are as follows:
 - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
 - Receipt by Council of an annual Treasury Management Strategy Statement; including the Annual Investment Strategy and Minimum Revenue Provision Policy for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.

- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - Delegation by the Council of the scrutiny of its treasury management strategy and policies to a specific named body. For this Council the delegated body is the Value and Performance Scrutiny Finance Panel.
13. The Constitution requires an Annual Strategy to be reported to the City Executive Board, Value & Performance Scrutiny and Full Council outlining the expected treasury activity for the forthcoming 4 years. A key requirement of the report is to explain both the risks, and the management actions mitigating the risks associated with the treasury service. A further treasury report is produced after the year-end to report on actual activity for the year. Additional quarterly performance reporting is also produced to the Value & Performance Scrutiny Finance Panel.

Legal Implications

14. This report fulfils four key legislative requirements:

- The reporting of the prudential indicators setting out the expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities). The treasury management prudential indicators are now included as treasury indicators in the CIPFA Treasury Management Code of Practice
- Agreeing the Council's Minimum Revenue Provision (MRP) policy, which sets out how the Council will pay for capital assets through revenue each year (as required by Guidance under the Local Government and Public Involvement in Health Act 2007)
- Agreeing the treasury management strategy, which sets out how the Council's treasury service will support the capital decisions taken, the day to day treasury management and the limitations on activity through treasury prudential indicators. The key indicator is the Authorised Limit, the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is the Affordable Borrowing limit required by S3 of the Local Government Act 2003. This is in accordance with the CIPFA code of Practice on Treasury Management and the CIPFA Prudential Code
- Agreeing the investment strategy, which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the CLG investment guidance.

Minimum Revenue Provision (MRP) Statement 2012/13

15. The council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and will assess its MRP for 2012/13 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.
16. The major proportion of the MRP for 2011/12 will relate to the historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31st March 2012 will be subject to MRP under option 3 and charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be defrayed over the estimated life of that building.
17. Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.
18. As some types of capital expenditure incurred by the Council are not attributable to an individual asset, asset lives will be assessed on a basis which reasonably reflects the anticipated period of benefit that arises from the expenditure. Expenditure will be consolidated to reflect the nature of the main component of expenditure and will only be divided up where there are two or more major components with substantially different useful economic lives.
19. No depreciation charge is currently required for the HRA. However under HRA reform the HRA will be required to charge depreciation on its assets, which will have a revenue effect. In order to address any possible adverse impact, regulations will allow the Major Repairs Allowance to be used as a proxy for depreciation for the first five years.

Treasury Management Strategy

Interest Rates

20. Interest rates are important to the Council as we have between £30 million and £40 million of funds in fixed term deposits at any one time (the amount varies during the year). Our deposits are made at or close to prevailing interest rates.
21. Interest rates are currently at an all time low, with Base Rate at 0.50%. It has been at this level since March 2009 and is forecast by a number of

financial advisors including the Council's Treasury Management advisors, Sector Treasury Management Services Ltd to remain at this level until at least September 2013 and then slowly begin to rise thereafter.

Sector's Bank Rate forecast for financial year ends (March 31st)

- 2011/ 2012 0.50%
- 2012/ 2013 0.50%
- 2013/ 2014 1.25%
- 2014/ 2015 2.50%

22. The Finance department manages the Council's cash investments. Assuming an average cash holding of £40 million, a quarter point increase or decrease in interest rates is worth approx £100K per annum.
23. The Council will generally avoid locking into longer term deals (over 364 days) while investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by Council.

Borrowing and Debt Strategy 2011/12 – 2015/16

24. The Council had approx £4.38m of external debt as at 1st April 2011, all of which is held at fixed rates, with varying maturity terms up to 2015. The debt is wholly related to Housing with the interest currently met through the Housing Revenue Account subsidy mechanism. Restructuring and premature repayment of the debt have been considered, however neither option offers any advantage because any reduction in interest payable would result in an equivalent reduction in subsidy and both options would incur significant costs that would not be met from subsidy. After 1st April 2012 we no longer receive subsidy and therefore our interest will no longer be covered by this, however repayment of debt is still not an attractive option as the existing debt is at very high interest rates which will lead to a high premium charged by PWLB.
25. During 2011/12 repayments will reduce this debt figure outstanding to approx £3.5m.
26. The Council also has £1.4m of long-term liabilities; this is an outstanding debt with South Oxfordshire District Council and is held at a variable rate, and will reduce to £1.2m by the end of March 2012.
27. The Council's Capital Financing Requirement (CFR) as at 1st April 2011 was £26.0m which is above our current level of external borrowing and is an indication of the Council's underlying need to borrow to fund its capital investments at that time.
28. As at the 31st March 2012 the General Fund CFR is expected to be £1.9m and the HRA CFR is expected to be £224m, with external borrowing of £203.5m. This indicates a potential need to borrow on the external market

in the medium term, if all schemes on the current capital programme go ahead.

29. The S151 Officer has delegated powers to determine the need for any future borrowing depending on the prevailing interest rates at the time, taking into account the risks. A combination of long-term and short-term fixed and variable rate borrowing may be considered. This may include borrowing in advance of future years' requirements. Under normal market conditions, it is likely that shorter term fixed rates may provide lower cost opportunities in the short and medium term, but with the need to monitor long term interest rate increases. However, the situation differs for the HRA reform, as the PWLB is offering a one off discount to buy ourselves out of the subsidy system.
30. The S151 Officer will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities. The Council will be required to borrow approximately £200m to buy itself out of the current HRA subsidy scheme on 28th March 2012. Following discussion with the Council's Treasury Management advisors, Sector, it is probable that this debt will be taken within a structured profile for variable amounts at fixed interest rates and periods between 15 and 60 years. Estimates of the interest rates and cost of borrowing have been built into the Housing Business Plan.
31. In determining whether borrowing will be undertaken in advance of need the Council will:
 - Ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
 - Evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
 - Consider the pros and cons of alternative forms of funding
 - Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use
 - Consider the impact of borrowing in advance on investment cash balances and the consequent increase in exposure to counterparty risk, and other risk, and the level of such risks given the controls in place to minimise them.
32. In undertaking borrowing, we will consider all options open to us, which include borrowing from banks or building societies, other local authorities and the Public Works Loan Board (PWLB) which is a Government department and provides loans to local authorities.
33. The option of postponing borrowing and running down investment balances known as internal borrowing will also be considered. This is a practice the Council has followed in previous years and reduces counterparty risk and mitigates against the difference in interest payable on borrowing and that earned on investments. To do this requires a clear

understanding of the cashflow requirements of the organisation to ensure a sufficient flow of funds to meet liquidity needs.

34. Council officers, in conjunction with our treasury advisors, Sector, will continually monitor both the prevailing interest rates and the market forecasts, thereby allowing us to respond to any changes in sentiment such that:
- If it were felt that there was a significant risk of a sharp fall in long and short term rates, eg: due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowing will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered
 - If it were felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

Financing the Buyout of the Housing Revenue Account from the Current Subsidy System

35. Legislation contained within the Localism Act enables the introduction of the HRA Self Financing system from April 2012. Self-financing effectively ends the current subsidy funding system and will enable Oxford City Council to retain all of its HRA dwelling rents in return for a one-off payment covering it's allocated share of the national housing debt figure. For Oxford City this has been estimated at £200m. The existing Housing Subsidy Capital Financing Requirement has been estimated at £24m.
36. The requirement to pay the HRA reform settlement to the Department for Communities and Local Government on 28 March 2012 requires consideration of a borrowing strategy to fund the payment and a subsequent revision of and approval by Council of the Council's existing Treasury Strategy for 2011/12.
37. The Public Works Loans Board (PWLB) is providing loans for the settlement at interest rates up to 0.85% lower than the usual PWLB interest rates (i.e. 30 year maturity loan indicative interest rate of 3.40% through this scheme instead of 4.31% at standard interest rates) and provides a compelling reason to utilise this borrowing facility. Any additional borrowing up to our HRA CFR will not be at the preferential rate. Following discussion with the Council's Treasury Management advisors, Sector, it is probable that this debt will be taken within a structured profile for variable amounts at fixed interest rates and periods between 15 and 60 years. This is considered to be a prudent approach and estimates of the cost of borrowing including provision to repay the debt tranches on maturity have been built into the Housing Business Plan. Whilst the debt

can be drawn down earlier than needed, this will not attract the lower interest rate and therefore will incur a revenue cost equivalent to the difference between borrowing and interest earned on investments. In addition the authority is not in need of the cash to finance existing commitments and would consequently need to invest the surplus cash which in the current financial climate may subject the council to some degree of unnecessary risk.

38. Officers have thoroughly investigated other sources of financing, such as bond issuance and money market loans. However, the set up costs and the interest rates offered by the other options are considerably higher than the special rates offered by PWLB, i.e. a money market loan at prevailing interest rates could be between 0.70% - 0.80% higher than an equivalent PWLB loan, which on £200m, could cost an additional £1.4m - £1.6m interest per annum. On top of this we would also have to pay brokerage fees that would be spread out over the first four years of the loan(s). Hence this facility, for most authorities including Oxford has been ruled out.
39. The Prudential Indicators around authorised external borrowing limits, debt maturity profiles and exposure to fixed and variable debt have been based on the latest debt settlement estimates with some flexibility to cover movements between now and when the debt is taken out on the 28th March. Should the situation change materially details will be reported to the appropriate decision making body at the next available opportunity.

Prudential Borrowing

40. Under the prudential system, individual authorities are responsible for deciding the level of their affordable borrowing, having regard to CIPFA's code of practice. The system is designed to allow authorities that need, and can afford to, to borrow in order to pay for capital investment.
41. The key objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable.
42. The Council intends to undertake prudential borrowing to fund schemes in the capital programme in future years. Associated interest and repayment costs are included in the revenue budgets as appropriate.
43. The prudential system provides a flexible framework within which capital assets can be procured, managed, maintained and developed. At a strategic level it allows authorities to make their own decisions about the balance to be struck between revenue intensive or capital intensive methods of procuring services. It also allows capital investment to proceed where the authority can fund it within prudent and affordable limits. As a consequence these arrangements permit invest to save schemes to proceed where they are not only affordable but also prudent and sustainable.

44. Any prudential borrowing undertaken affects the Council's prudential indicators, and when deciding on our levels of prudential borrowing the Council must have regard to:
- Affordability e.g.: implications for Council Tax and rent levels
 - Prudence and Sustainability e.g.: implications of external borrowing
 - Value for money
 - Stewardship of assets
 - Service Objectives e.g.: strategic planning for the authority
 - Practicality
45. A fundamental aspect of the prudential system is the ability of each local authority to determine locally the need for capital investment against the option of revenue expenditure. Financial planning has to take into account the range of options for revenue funding and capital investment by:
- Establishing whether the authority considers it is affordable and prudent to bear the additional future revenue cost associated with additional investment, e.g.: financing and running costs
 - Establishing whether this use of existing or new revenue resources to finance capital investment should have precedence over other competing needs for revenue expenditure
 - Establishing the scope for capital investment to generate future revenue savings or income, taking into account the risks associated with such proposals.
46. The maximum level of prudential borrowing is a matter for the Council to determine. The limits according to legislation and the prudential framework are:
- To set a balanced revenue budget that includes the revenue consequences of any capital financing i.e.: the revenue budget needs to be able to cover the interest and debt repayment of any borrowing or running costs of the new project
 - The authorised borrowing limit that the Council sets must ensure that borrowing to fund capital projects is reasonable and that the impact on Council tax or council rents is reasonable.
47. Unlike in other sectors where gearing ratios are used to benchmark borrowing levels, there is no mathematical calculation for local authorities to arrive at a limit. Each council must therefore take into account the local circumstances in determining a borrowing level.
48. The Capital programme includes approximately £10.8m of General Fund prudential borrowing for General Fund capital schemes during the period 2012/13 through to 2014/15. The buyout of the HRA subsidy system is also classified as capital expenditure that will be funded by prudential borrowing, this equates to £200m and will be carried out in 2011/12 and hence prudential borrowing of the the four year period 2011-12 to 2014/15 will increase the council's overall external debt by £210 million

Investment Strategy 2012/13 – 2015/16

49. The primary principle governing the Council's investment strategy is the security of its investments; however yield or return on investment is also a key consideration. Other key issues include ensuring the Council:
- Has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed and that;
 - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security.

The Council aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

50. Investment instruments identified for use in the financial year are listed in Appendix 1 under the Specified and Non-Specified investment categories. Counterparty limits will be set through the Council's Treasury Management Practices (TMP's).

Creditworthiness Policy

51. The Council uses the creditworthiness service provided by Sector. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element, as recommended by CIPFA. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -
- credit watches and credit outlooks from credit rating agencies
 - Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings
 - sovereign ratings to select counterparties from only the most creditworthy countries
52. Sector's model combines the credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration of investments and are therefore referred to as durational bands. The Council is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.
53. Sector's model produces a weekly list of suitable counterparties that the Council can then use, and these are put into colour banks. The Council will therefore use counterparties within the following durational bands:

- Purple 2 years (E.g. National Australia Bank Ltd, The Bank of New York Mellon and United Overseas Bank)
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year (E.g. HSBC Bank plc, Standard Chartered Bank and Svenska Handelsbanken)
- Red 6 months (E.g. Santander UK plc, Nationwide Building Society and Barclays Bank plc)
- Green 3 months (E.g. SMBCE, Bank of America N.A. and Swedbank AB)

54. All credit ratings will be monitored on a weekly basis. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.
- if a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
 - if a counterparty's credit ratings are placed on negative watch or negative outlook then officers will carry out a review to determine whether the institution is still worthy of inclusion on the Council's treasury management lending list. If there is any doubt then the institution shall be temporarily suspended pending the credit rating agency's full review.
 - in addition to the use of Credit Ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list.
55. In addition to the Sector service the Council will also use market data and market information, information on government support for banks and the credit rating of that government support to inform its investment decisions.
56. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that currently qualify using this criteria are shown in Appendix 2.
57. The S151 Officer will maintain a counterparty list in accordance with the criteria set out above. For operational purposes the list will be reviewed on a daily basis taking into account market information and changes to the criteria provided. This list will be maintained by the Treasury team, and reported to the Section 151 Officer on a regular basis.

58. The S151 Officer has delegated powers to undertake the most appropriate form of investments depending on the prevailing interest rates and security of counterparty at the time.

59. In addition to counterparties that meet Sector's creditworthiness criteria, the Council will also retain the option to place deposits with the top five Building Societies by asset base size. Only the Building Societies with an asset base of £9bn or above will be included on the treasury management lending list. Lending to those societies who do not currently satisfy Sector's minimum credit rating criteria will be restricted to a maximum term of 3 months and no more than 20% of the total investment portfolio or a maximum limit of £3m with any one counterparty.

60. There are currently five Building Societies which have an asset base of over £9bn as shown below:

Building Society	Asset Base*	Fitch Credit Rating
Nationwide	£188,878m	F1/A+
Yorkshire	£30,086m	F2/BBB+
Coventry	£22,302m	F1/A
Skipton	£13,740m	F3/BBB
Leeds	£9,503m	F2/A-

* Figures provided by the Building Societies Association as at each societies year end

61. It should be noted that in light of recent market turbulence and credit rating down grades, officers have decided to temporarily suspend investments with the four smaller institutions listed in the above table. Lending has also temporarily been restricted to a maximum of three months to all other institutions, with the exception of other local authorities or semi-nationalised banks. No changes are required to the overall Treasury Management Strategy as this change is at an operational level. The situation will continue to be reviewed by the treasury team, the Head of Finance and the Section 151 Officer.

62. Limits have also been placed on countries and sectors, as follows:

- No more than 20% of the previous year's average monthly investment balance with any one counterparty
- No limit for UK investments
- Maximum 10% of total investments to be with institutions in other countries that meet the current criteria

63. The Council's bankers are the Co-operative Bank. The credit ratings for this bank do not currently meet the criteria set above. Therefore we are only using the Co-operative for transactional purposes and overnight investments for up to £500k. This is intended to limit our risk but still allow us to utilise the services provided by our house bank.

64. In the normal course of the Council's cash flow operations it is expected that both Specified and Non-specified investments will be used in Treasury Management Operations, these are explained below and in Appendix 2 attached.
65. The use of longer-term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded. This will also be limited by the investment prudential indicator.
66. A Specified investment is one that is in Sterling, is not more than 1 year from inception to repayment, or which could be for a longer period but where the Council has the right to be repaid within that period if it wished. Non specified investments are any other type of investment, these also include the non rated building societies included on our counterparty list.

Icelandic Bank Investments

67. The Council placed deposits with two Icelandic banks prior to their collapse in 2009, original balances were £3m with Heritable and £1.5m with Glitnir. Heritable have repaid 65% of the initial deposit plus interest back and continue to make repayments. It is still expected that we will receive up to 90% back. We have not received any repayments from Glitnir to date, however the Icelandic supreme court have ruled that the Council will be treated as a preferred creditor and it is expected that we will receive close to 100% of our initial deposit back in the next few months. The actual repayment is currently expected to be partially in foreign currency. It is currently too early to provide a definitive policy on how this exchange rate risk will be managed, but the expectation will be that the risk will be managed proactively and assets converted to sterling at the earliest opportunity.

Economic Background

Sector's forward view

68. Growth in the UK economy is expected to be weak over the next two years and there is a risk of a technical recession (i.e. two quarters of negative growth). Bank Rate, currently 0.5%, underpins investment returns and is not expected to start increasing until quarter 3 of 2013 despite inflation currently being well above the Monetary Policy Committee's inflation target. Hopes for an export led recovery appear likely to be disappointed due to the Eurozone sovereign debt crisis depressing growth in the UK's biggest export market.
69. Fixed interest borrowing rates are based on UK gilt yields. The outlook for borrowing rates is currently much more difficult to predict. The UK total national debt is forecast to continue rising until 2015/16; the consequent increase in gilt issuance is therefore expected to be reflected in an increase in gilt yields over this period. However, gilt yields are currently at historically low levels due to investor concerns over Eurozone sovereign

debt and have been subject to exceptionally high levels of volatility as events in the Eurozone debt crisis have evolved.

70. This challenging and uncertain economic outlook has a several key treasury management implications:

- The Eurozone sovereign debt difficulties, most evident in Greece, provide a clear indication of much higher counterparty risk which continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2012/13;
- PWLB borrowing rates are currently low and may remain low for some time. Hence the timing of borrowing will need to be kept under review
- There will be cost of capital implications in relation to borrowing in advance due to the differential between borrowing and investment rates.

Prudential Indicators

A. Capital Expenditure Plans

71. The Council's capital expenditure plans are summarised below and this forms the first of the prudential indicators. The revenue consequences of associated borrowing or ongoing maintenance costs must be accommodated within the Council's revenue budgets.

72. Capital expenditure can be paid for immediately, by applying capital resources such as capital receipts, capital grants, external funding or revenue contributions, but if these resources are insufficient any residual expenditure will add to the Council's borrowing need, or Capital Financing Requirement (CFR).

73. As outlined above the 'buy out' of the HRA from the current subsidy system requires the Council to borrow @ £200m before the 1st April 2012. Hence the Council needs to approve a revised CFR for 2011/12.

74. Estimates of resources such as capital receipts may be subject to uncertainty i.e. anticipated asset sales may be postponed or reduced due to the property market or planning issues.

75. The Council is asked to approve the summary capital expenditure projections below. This is the first prudential indicator:

	2011/12 Original Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
General Fund	16,726.5	15,284.0	16,895.0	9,296.0	5,058.0	3,846.0
HRA	8,500.0	208,827.0	8,535.0	8,375.0	8,029.0	7,736.0
	25,226.5	224,111.0	25,430.0	17,671.0	13,087.0	11,582.0

B. Capital Financing Requirement (CFR).

76. The CFR is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying need to borrow. Prudential borrowing is explored in more detail below.

Council is asked to approve the CFR projections below:

	2011/12 Original Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
General Fund	14,784	1,980	7,956	11,105	11,838	11,506
HRA	19,715	223,380	223,380	223,380	223,380	223,380
	34,499	223,380	223,380	223,380	223,380	223,380

77. The revised 2011/12 and future years' estimates include the additional HRA borrowing requirement of £200m.

78. The Strategy also includes the Prudential Indicators, which the authority is required to consider before determining its budget and treasury management arrangements for the new financial year. These indicators are a statutory requirement and therefore have to be reported to Council each year. These indicators are split into two categories the first is affordability. Our affordability indicators are listed below:

C. Ratio of Financing costs to the net revenue stream

79. The actual and estimate of the ratio of financing costs to the net revenue stream is shown below, this identifies the trend in the cost of capital against the net revenue stream and shows GF and HRA separately.

	2011/12 Original Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
General Fund	0.7%	-1.3%	2.1%	1.4%	-0.1%	-0.6%
Housing Revenue Account	5.0%	1.6%	19.3%	18.1%	17.6%	17.0%

D. Incremental impact of capital investment decisions on Council Tax and Rents

Council Tax

80. The estimate of the incremental impact of capital investment decisions on the Council Tax is shown below; this shows the impact of any decisions that are made on investment through the capital programme and how this will ultimately affect the Band D Council Tax.
81. The figures in the table below have been calculated by looking at those schemes that are currently uncommitted in the current Capital Programme and looking at the impact they will have on Council Tax after taking into account capital receipts and revenue contributions.
82. The Council will not enter into any uncommitted capital scheme until the source of funding is confirmed, eg. Capital receipts, grants, S106 or prudential borrowing. This will ensure we can avoid any unplanned impact on Council Tax or other unplanned revenue consequences as a result of capital expenditure.
83. In summary, if the Council were to spend £1m on a new capital project without sources of funding to finance it, this could potentially impact on Band D Council Tax by £0.95.

	2011/12 Original Estimate £	2011/12 Revised Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £	2015/16 Estimate £
Overall net impact on Council Tax Band D	25.30	16.26	17.92	9.91	5.37	4.06

Housing Rents

84. The estimated incremental impact of capital investment decisions on weekly housing rents is shown below. The figures have been calculated by looking at those schemes that are currently in the capital programme and deducting alternate funding resources.
85. The key driver for setting our housing rents with effect from 1st April 2012 will be affordability to cover net expenditure (including the take on of the buy out debt). Government formula rent guidance will continue at inflation plus 0.5% until full rent conversion is reached. With the disappearance of the Major Repairs Allowance through Housing Subsidy to fund housing improvements of a capital nature future schemes will be financed directly from Housing rents.

86. For every £1 million that the Council spends on new capital projects without asset sales to finance it will have an impact of £0.11 per week on rents.

	2011/12 Original Estimate £	2011/12 Revised Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £	2015/16 Estimate £
Overall net impact on Weekly Housing Rents	27.54	22.66	20.98	20.59	19.74	19.02

87. Dwelling rents are increased in line with Government rent restructuring policy. The value of a property influences the individual level of rent charged.

E. Authorised limit for external debt

88. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by Council. It reflects the level of external debt, which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

	2011/12 Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
General Fund	36,000	2,000	8,000	11,500	12,000	12,000
HRA		243,000	243,000	243,000	243,000	243,000
Other Long Term Liabilities	1,500	1,500	1,500	1,500	1,500	1,500
Total	37,500	246,500	252,500	256,000	256,500	256,500

89. Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is:

HRA Debt Limit	2011/12 Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
Total	242,199	242,199	242,199	242,199	242,199

F. Operational boundary for external debt

90. This is based on the expected maximum external debt during the course of the year, it is not a limit, actual external debt can vary around this boundary for short times during the year.

	2011/12 Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
Borrowing	35,000	2,000	8,000	11,500	12,000	12,000
Additional HRA Settlement		234,000	234,000	234,000	234,000	234,000
Other Long Term Liabilities	1,500	1,500	1,500	1,500	1,500	1,500
Total	36,500	237,500	243,500	247,000	247,500	247,500

G. Net Borrowing v CFR

91. The table below shows the Council's net borrowing position compared to its Capital Financing Requirement. As can be seen, the figures show that the Council is currently borrowing below its financing requirement which indicates a need to borrow in the short to medium term. The Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2013/14 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

	2011/12 Original Estimate £000's	2011/12 Revised Estimate £000's	2012/13 Estimate £000's	2013/14 Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's
Gross Borrowing	34,499	223,380	223,380	223,380	223,380	223,380
Other Long Term Liabilities	1,158	1,400	1,200	1,000	800	600
Total Debt 31 March	35,657	224,780	224,580	224,380	224,180	223,980
Investments	35,000	35,000	35,000	35,000	30,000	30,000
Net Borrowing	657	189,780	189,580	189,380	194,180	193,980
CFR	34,499	223,380	223,380	223,380	223,380	223,380
Net Borrowing v CFR	33,842	33,600	33,800	34,000	29,200	29,400

H. Compliance with the CIPFA Code of Practice for Treasury Management in the Public Sector

92. The Council can confirm that it has complied with this code throughout 2011/12 and will continue to comply with the code throughout 2012/13

I. Upper limit on fixed and variable interest rate borrowing and investments

93. The purpose of this and the following two prudential indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. This indicator identifies the maximum limit for fixed interest rates based upon the debt position net of investments.

	2011/12 Original Estimate %	2011/12 Revised Estimate %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %
Upper limit on fixed rate borrowing	100	100	100	100	100	100
Upper limit on fixed rate investments	100	100	100	100	100	100
Upper limit on variable rate borrowing	100	100	100	100	100	100
Upper limit on variable rate investments	100	100	100	100	100	100

J. Upper and Lower limit for the maturity structure of borrowing

94. These are used to reduce the Council's exposure to large fixed rate sums falling due for repayment at the same time.

	2011/12	2011/12	2012/13	2012/13	2012/13	2013/14	2013/14	2014/15	2014/15
	Estimate Upper %	Estimate Lower %	Estimate Upper %	Estimate Lower %	Estimate Lower %	Estimate Upper %	Estimate Lower %	Estimate Upper %	Estimate Lower %
Under 12 months	30	0	30	0	0	30	0	30	0
12 months to 2 years	30	0	30	0	0	30	0	30	0
2 years to 5 years	80	0	80	0	0	80	0	80	0
5 years to 10 years	100	0	100	0	0	100	0	100	0
10 year and above	100	0	100	0	0	100	0	100	0

95. Upper limit for principle sums invested for periods longer than 364 days, this indicator is used to reduce the need for early sale of an investment, and is based on the availability of funds after each year end. This has been set at zero due to the uncertainty of the market and reducing our risk of longer term investments.

	2011/12 Original Estimate %	2011/12 Revised Estimate %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %
upper limit for investments for periods longer than 364 days	0	0	0	0	0	0

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List of background papers:

Version number:1

Appendix 1

Management Practice (TMP) 1 – Credit and Counterparty Risk Management

The Office of the Deputy Prime Minister (now CLG) issued Investment Guidance on 12th March 2004, and this forms the structure of the Council's policy below. The CLG is currently consulting over revisions to the Guidance and where applicable the Consultation recommendations have been included within this policy. These guidelines do not apply to either trust funds or pension funds which are under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for Councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(5), covering investment counterparty policy requires approval each year.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy Guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified Investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society) For category 5 this covers bodies with a minimum short term rating of F1 (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. This criteria is:

	Fitch	Moody's	Standard & Poors	Money Limit	Time Limit
Banks & Building Societies					
Upper Limit Category	F1+/AA-	P-1/Aa3	A1+/AA-	£10.0m or 20% of total investments	>364 days
Middle Limit Category	F1/A-	P-1/A3	A-1/A-	£7.0m or 20% of total investments	<364 days
Unrated Building Societies and those not meeting the minimum criteria					
	Asset base greater than £9bn			£3.0m or 20% of total investments	3 months
Other					
Money Market Funds	-	-	-	£15.0m	364 days
DMO				Unlimited	364 days
Local Authorities				£10.0m	364 days

Non-Specified Investments – Non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	Non Specified Investment Category	Limit (£ or %)
<u>A</u>	<p>Supranational Bonds greater than 1 year to maturity</p> <p>(a) Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.).</p> <p>(b) A financial institution that is guaranteed by the United Kingdom Government (e.g. The Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure, and these bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	<p>AAA long term ratings</p> <p>10%</p> <p>10%</p>
B	<p>Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	10%
C	<p>Eligible Institutions - the organisation is an Eligible Institution for the HM Treasury Credit Guarantee Scheme initially announced on 13 October 2008, with the necessary short and long term ratings required in Banks 1 above. These institutions have been subject to suitability checks before inclusion, and have access to HM Treasury liquidity if needed.</p>	50%
D	<p>The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>	£500k
E	<p>Building societies not meeting the basic security requirements under the specified investments. The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which are Eligible Institutions and have a minimum asset size of £0.5bn, but will restrict these type of investments to a maximum total of £4m for upto 6 months</p>	£3m

F	Any bank or building society that has a minimum long term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	10%
G	Any non rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to the parent company meeting the minimum criteria for a specified investment	10%
H	Share capital or loan capital* in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. There is a higher risk of loss with these types of instruments	5%
I	Pooled property or bond funds* – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies.	5%

Within categories c, d and f, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies.

In respect of categories h and i, these will only be considered after obtaining external advice and subsequent Member approval.

The Monitoring of Investment Counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Sector on a weekly basis, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

Appendix 2 – Approved Countries for Investments

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Finland
- France
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.

AA+

- U.S.A.
- Belgium
- Hong Kong

AA

- Kuwait
- UAE

AA-

- Japan
- Qatar
- Saudi Arabia

* Spain, Italy and Portugal no longer appear on this list as they have been downgraded below AA-.

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TREASURY MANAGEMENT RISK REGISTER

Appendix 3

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed
								I	P	I	P	I	P		
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P		
TMS-001	Loss of capital investment	T	Loss of capital investment – if counterparty invested in collapses and is unable to repay the original investment	Collapse of counterparty, counterparty unable to repay investments	The Council will lose money which could potentially have an adverse effect on operational funding	15-Jan-12	6	3	2	2	2	3	2	Anna Winship	15-Jan-12
TMS-002	Interest Rates	O/T	Interest Rates – Although interest rates are currently at an all time low, the period of time that they remain at this level is to be considered. A prolonged period will affect the long term returns for the organisation.	No change to base rate and associated market investment rates, or rates that only move upwards slowly over a prolonged period of time	The Council will not be able to realise the returns on investment as previously projected in the budget	15-Jan-12	6	3	3	2	2	2	2	Anna Winship	15-Jan-12
TMS-003	Revenue Budgets	T	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non delivery of programmed savings	The Council might not be able to execute some desired projects.	15-Jan-12	6	3	3	2	2	2	2	Anna Winship	15-Jan-12
TMS-004	Revenue Savings from Capital Schemes	T	Capital schemes do not deliver revenue savings to fund borrowing costs	Schemes do not meet their financial targets.	The Council might not be able to execute some desired projects.	15-Jan-12	6	3	3	2	2	2	2	Project Sponsor	15-Jan-12
TMS-005	HRA Reform borrowing	T	The borrowing for the HRA reform is not sufficiently well planned, and does not align with the Business Plan	The Business Plan changes and the borrowing requirements are not aligned to the changes	The Council may undertake borrowing that can not be met by the business plan	15-Jan-12	6	3	2	2	2	3	2	Anna Winship	15-Jan-12
TMS-005	Suitable Counterparties for investments	T	With potential for increased investments over the coming months there may be a risk that the number of suitable counterparties diminishes	continuing economic downturn and increased investments	use of counterparties who do not meet our full criteria or use of counterparties not paying best value rates	15-Jan-12	6	3	2	2	2	3	2	Anna Winship	15-Jan-12

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To: City Executive Board
Date: 8th February 2012
Report of: Head of Finance
Title of Report: BUDGET MONITORING AS AT 31ST DECEMBER 2011 – QUARTER 3

Summary and Recommendations

Purpose of report: This report sets out the forecast outturn position for the Council's Capital and Revenue budgets as at 31st December 2011 compared to the approved 2011-12 budget. In addition it provides information on key financial indicators in order to provide an assessment of the overall financial health of the organisation.

Key Decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Budget

Recommendation(s): That the City Executive Board:

1. Note this report.
2. Recommend to Council the inclusion of £400k Feed-In-Tariff solar panel capital works to the 2011/12 HRA capital programme and to recommend to Council the approval of the use of Capital Programme under spends to fund this project.
3. Determine how, if at all, the Board wish to fund the inclusion of £300k Feed-In-Tariff solar panel capital works within the 2011/12 General Fund Capital Programme in the absence of any under spend on the Programme and recommend to Council the approval of such funding as appropriate.
4. Approve the budget movements within the HRA as detailed in this report relating to the virement of £500k from the responsive repairs budget to both planned gas maintenance (£300k) and void repairs (£200k), together with budget movements of £212k from other

planned maintenance schemes to cover overspends within the Tenancy Management area.

5. Agree that £50k of capital expenditure be brought forward from 2013-14 to 2011-12 to fund feasibility work associated with the £2m Depot Relocation Project planned for 2013/14 and recommend to Council approval of this work being brought forward.

APPENDICES TO REPORT:

Appendix A: December 2011 monitoring – General Fund table

Appendix B: December 2011 monitoring – Capital Programme

Appendix C: December 2011 monitoring – Housing Revenue Account

Appendix D: December 2011 monitoring – General Fund year to date position

EXECUTIVE SUMMARY

1. This report sets out the Council's projected outturn position as at the 31st December 2011 and highlights major variances to the approved budget.
2. The projected outturn as at the end of December (Q3) shows a £(351k) favourable variance to the 2011-12 approved budget. This is £(293k) favourable to the position reported in September 2011 (Q2).
3. The Council's budget contains major savings and efficiency proposals, totalling some £4.2 million in this financial year, with sufficient contingencies set aside to ensure cover, in the event of non achievement. The Council is currently facing some major financial challenges, arising from changes to the housing benefit system, rising fuel costs, and income pressures due to the recession.
4. Finance have had discussions with Cost Centre Managers and Heads of Service and have identified the following variances which are reflected in the outturn projection:
 - Communities and Housing - £(92k) favourable variance relating to an under spend in supplies and services and additional income from the return of rent deposits from landlords over and above those budgeted for through the Home Choice scheme.
 - Commercial property income - £(166k) favourable driven mainly by additional income from rent reviews and business rate savings on Council offices, namely St Aldates, Town Hall and Ramsey Street. A detailed analysis is provided in the Directorate section of this report.
 - Employee costs within Health Development are projected to be £(30k) favourable variance against budgeted expenditure.
 - Savings relating to court fees within Customer Services of £(57k).
 - ICT are projecting additional a favourable variance of £(20k) arising from external consultancy income charged to Geoplace LLP and savings brought forward relating to Citrix system purchase that is now no longer required.
 - A £40k adverse variance in Town Hall income.

- Investment income is expected to be £(40k) favourable due to the implementation of a more proactive approach to treasury management.

5. **Appendix A** provides an analysis of the forecast General Fund revenue outturn position broken down by directorate. Table 1 below provides a summary.

Table 1 – General Fund Forecast Outturn as at 31st December 2011

December 2011

	Approved Budget 11/12	Latest Budget	Actual YTD	% Budget Spent to 31st Dec 2011	Projected Outturn @ 31st Dec 2011	Outturn Variance to Latest Budget	Movement in Variance Q2 to Q3
	£000's	£000's	£000's	%	£000's	£000's	£000's
Directorates:							
Chief Executive	4,947	4,861	3,489	72%	4,911	50	50
City Regeneration	4,218	5,138	2,545	50%	4,880	(258)	(258)
City Services	8,958	7,948	5,011	63%	7,891	(57)	(13)
Finance & Efficiency	6,107	7,710	4,301	56%	7,690	(20)	(20)
Total Excluding SLAs And Capital Charges	24,230	25,656	15,346	60%	25,372	(285)	(241)
SLA's and Capital Charges	(1,746)	(3,218)	0	0%	(3,218)	0	0
Total of Corporate and other associated Budgets	2,478	2,549	312	(0)	2,037	(512)	0
Transfer to Balances	816	816	0	0%	1,262	446	(26)
Transfers to and (from) reserves		(26)	(26)		(26)	0	(26)
Net Budget Requirement	25,778	25,778	15,632	61%	25,427	(351)	(293)
Funding							
External Funding	13,399	13,399	7,747	58%	13,399	0	0
Council Tax	12,528	12,528	0	0%	12,528	0	0
Less Parish Precepts	(173)	(173)	(168)	97%	(173)	0	0
Collection Fund surplus	24	24	0	0%	24	0	0
Total Funding Available	25,778	25,778	7,579		25,778	0	0
(Surplus) / Deficit for Year	(0)	0			(351)	(351)	(293)

Working Balance

1st April 2011	4,428
Transfers in	816
31st March 2012	5,244

6. The approved budget contains £606k of contingency funds to mitigate unachieved savings. Table 1 assumes that this sum will be utilised in making a 'partnership payment' to eligible staff, with any residual balance being transferred to earmarked reserves. The extent to which the payment exceeds the initial £350k will be determined once the final outturn position is known.

7. The Council has also received £472k in respect of New Homes Bonus which in the above statement has been assumed to be transferred to reserves in line with the savings contingency.

8. Overall the HRA outturn position indicates that the projected in-year surplus for 2011/12 will be £(457k), slightly lower than the estimated £(500k).
9. The Capital outturn for the year now suggests in-year spend to be £ (1,076k) lower than the previous latest budget due to slippages and underspends as explained later in this report. CEB on 7 December 2011 resolved to grant project approval for the installation of photovoltaic solar panels at several HRA sheltered blocks and Council leisure buildings subject to sufficient under spends being identified within the Capital Programme at quarter 3. The HRA Capital Programme has sufficient shortfall to accommodate the planned £400k
10. CEB are therefore recommended to agree the FIT scheme for inclusion within the 2011-12 Capital Programme and recommend to Council the use of Programme under spends to fund the scheme.

GENERAL FUND OUTTURN

11. As at the end of December the forecast outturn position is £ (351k) favourable to the 2011-12 approved budget. The section below explains the reason for this variance. The position reported is £ (293k) favourable compared to the September position (Q2).
12. **Chief Executive - currently projecting an over spend against the approved budget of £50k. This is £50k adverse to the position reported at (Q2):** Law and Governance is reporting a £10k adverse variance relating to a partial unachievable saving arising from alternative restructuring proposals within Democratic Services. Policy Culture and Communications are projecting an adverse variance of £40k driven by reduced Town Hall income:

£20k relates to 3 large bookings that were lost as a result of the on-going work to the fire escape between Blue Boar Street and the Town Hall.

£15k relates to income lost due to occupation of the Long Room by Customer Services, and a further £5k due to the Museum shop opening later than originally anticipated.
13. **City Regeneration – currently projecting a favourable variance of £ (258k), this is £ (258k) better than reported in September 2011 (Q2).**

Income from planning fees is estimated to be lower than budgeted; however, this is offset by savings across other service activities within City Development.

Communities and Housing are projecting additional income from Home Choice of £ (77k), which relates to the return of landlord rent deposits being higher than expected. There is an additional £ (15k) saving on CCTV spend in year.

Corporate Assets are projecting a £ (166k) favourable variance driven by favourable rent reviews £(138k), this is one off release of accruals made in 2010-11 no longer needed. A further £(4k) net favourable position associated with the Gloucester Green Market, and savings associated with NNDR settlements £(24k)
14. **City Services - £(57k) favourable variance compared to the 2011-12 approved budget, this is a £13k better than reported in September 2011 (Q2)**
15. **Direct Services** - in line with budget and no change from September 2011 (Q2). However, there are variations within service areas to achieve this overall position, these are as follows:-

16. Waste & Recycling Service + £250k

Modifications to the trade waste service in the city centre as part of the Cleaner Greener campaign and legislative changes to the definition of domestic and trade waste in relation to Schedule 2 has an additional cost of £180k.

Fuel prices have risen by 26% during the year costing an additional £90k for 2011/12. Direct Services has undertaken a route optimisation exercise which will potentially realise a £ (30k) saving, leaving a net pressure of £60k

Long term sickness cover is at present estimated to be £82k for 2011-12.

Additional service provision in relation to the Royal Wedding Bank Holiday, was provided at a cost of £10k

An additional contribution of £ (50k) in relation to excess mileage has now been negotiated with the Oxfordshire Waste Partnership for 2011-12.

The uptake of the Garden Waste Scheme has been higher than anticipated and is estimated to deliver additional year one savings (2011-12) of £ (30k).

17. Off- Street Car Parking £50k

Car parking income overall is over budget by £ (90k). New charges for Parking in the Parks were delayed 2 months due to the consultation and traffic order process.

An area of concern is that the rent payable to Nuffield College in relation to Worcester Street Car Park will increase by £90k since it is linked directly to income (every £1 taken results in rent payable £0.5769.) Rent Payment is currently budgeted at £680k but based on budgeted income of £1,336k the rent payable to Nuffield College is likely to be £770k.

St Clements Car Park temporary closure has been delayed and it is anticipated that it will not close prior to year end. This will drive additional income of £ (140k). The mild winter has also had a positive effect as usage in the car parks has increased compared to December 2010.

18. Engineering £ (200k)

Additional works have been obtained from the County Council and other sources increasing net turnover by £ (450k). This was not anticipated when the budget was established. Overhead recovery on this additional works has averaged at 35% which has resulted in a surplus of £(157k) due to the fact this additional work has been undertaken without increasing fixed overhead costs. In addition 2 FTE's have been vacant for six months providing savings of £ (43k). This combination of changes has resulted in a £ (200k) positive variance.

19. Customer Services - £(57k) favourable, this is £(13k) better than the position reported in September 2011 (Q2)

A review of court fees paid (relating to defaults) shows that year to date the budget is £(44k) favourable. The service does not require these funds to progress the court cases over the remainder of the year.

The additional £(13k) in this quarter is driven by a saving on business rates related to the One Stop Shop at Cowley, which has recently been subject to a valuation review.

20. City Leisure - £ 30k adverse, this is £ 30k worse than the position reported in September 2011 (Q2).

This is caused by not achieving all of the planned in-year service savings estimated for 2011/12.

21. Environmental Development - £ (30k) favourable, this is £ (30k) better than the position reported in September 2011 (Q2).

Health Development are projecting a £(30)k favourable variance driven by lower establishment compared to budget

22. Finance and Efficiency - £ (20k) favourable, this is £ (20k) better than the position reported in September 2011 (Q2).

This is due to additional ICT consultancy income charged to Geoplace LLP and a core system budget that is now no longer required.

23. Corporate and other associated budgets £(512k) favourable, this is the same position as reported in September 2011 (Q2)

Investment income is projected to deliver a favourable variance of £ (40k) (see investment performance below).The Council has also received £(472k) in New Homes Bonus which was unbudgeted (see paragraph 6).

ACHEIVEMENT OF SAVINGS AND EFFICIENCIES

24. The approved budget for 2011/12 includes service reductions and efficiencies of £4.2m.

Table 2 below sets out the savings position as at 31st December 2011

Table 2 – Savings Status

	<u>Efficiencies</u>				<u>Service Reductions</u>			
	Approved Savings	Projected outturn	Var	Savings made to date	Approved Savings	Projected outturn	Var	Savings made to date
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
People & Equalities	(260)	(260)		(195)	(18)	(18)		(18)
Law & Governance	(39)	(39)		(26)	(111)	(101)	10	(101)
PCC	(102)	(102)		(100)	(65)	(65)		(14)
Chief Executive	(401)	(401)		(321)	(194)	(184)	10	(133)
Finance	(107)	(77)	30	(43)	(49)	(49)		(33)
ICT	(100)	(100)		(75)				
Business Trans	(83)	(83)		(61)				
Finance and Efficiency	(290)	(260)	30	(179)	(49)	(49)		(33)
Direct Services	(680)	(680)		(516)				
City Leisure	(511)	(461)	50	(363)	(12)	(1)	11	(1)
Customer Services	(241)	(241)		(172)				
Environmental Development	(110)	(85)	25	(85)	(110)	(110)		(85)
City Services	(1,542)	(1,467)	75	(1,136)	(122)	(111)	11	(86)
City Development	(123)	(123)		(123)	(136)	(136)		(125)
Housing and Communities	(624)	(624)		(491)	(373)	(373)		(311)
Corporate Assets	(317)	(317)		(185)	(9)	(9)		(8)
City Regeneration	(1,064)	(1,064)		(799)	(517)	(517)		(444)
Mitigating Savings								
Law & Governance								

Finance	(30)	(30)	(30)				
City Leisure	(50)	(50)	(50)		(11)	(11)	(11)
Environmental Development	(25)	(25)	(25)				
	(105)	(105)	(105)		(11)	(11)	(11)
Total	(3,296)	(3,297)	0	(2,540)	(883)	(873)	10

- 25 As at 31st December 2011 £126k of savings as set out within the 2011-12 budget are not being met, £105k of these relate to efficiency savings and these are being mitigated in full. The remaining £21k relate to Service reductions of which £11k are being mitigated.
- 26 Law and Governance are reporting they will be unable to mitigate the £10k residual savings target within the Service due to alternative restructuring proposals within Democratic Services (Service Reduction) being implemented.
- 27 Finance have highlighted that a specific saving of £50k relating to the roll out of direct debits will not be met in full. The saving was predicated on staff costs associated with processing invoices, bank charges and debt recovery. Savings will be realised in relation to invoice processing and bank charges, however work to deal with inherited aged debt is still continuing. Of the £50k, £20k is achievable; the remaining £30k will be met through other structural saving initiatives within the service.
28. The Environmental Development saving was predicated on the existence of an anticipated funding stream in the 2011-12 budget. In this case the funding ended in 2010-11 and did not roll in to the 2011-12 base. As a result it is not possible to make this saving. The service will find alternative savings through an under spend in supplies and services budgets in the year. The error has been corrected within the proposed 2012/13 budget.
29. Leisure Services were using a reduction in their fleet as part of their savings this year, £50k. However, the vehicles when decommissioned would be savings realised by City Works, where the costs originated rather than Leisure Services. In addition the Service is reporting an £11k non-achievable service reduction saving relating to the disposal of a mini bus.
- 30 Finance will continue to monitor progress against savings and report on a monthly basis.

CONTINGENCIES, RESERVES AND BALANCES

- 31 To date there have been no movements in working balances. The 2011-12 approved budget provides for a £816k transfer to the working balance. The New Homes Bonus is shown as being transferred to reserves and will be utilised as part of the MTFs.
- 32 £26k has been released from Earmarked Reserves to fund the Oxford City Football Project (£20k) and the Cemeteries Project (£6k). This was part of the 2010/11 carry forward requests submitted by Services and approved by CEB at year-end.

HRA – Budget Monitoring December 2011

33 The HRA position as at 31st December 2011 is set out in the following table.

HRA Summary 2011/2012 December 2011

	Approved Budget 11/12	Latest Budget	Actual YTD	% Budget Spent to 31st Dec 2011	Projected Outturn @ 31st Dec 2011	Outturn Variance to Latest Budget	Movement from Q2 to Q3
	£'000	£'000	£'000	%	£'000	£'000	£'000
Income	(38,182)	(37,925)	(28,846)	76%	(37,925)	-	-
Expenditure Tenancy Management	17,446	17,520	13,186	75%	17,775	255	255
Expenditure Direct Services Subsidy, Finance & Appropriations	11,540	11,385	7,523	66%	11,173	(212)	(212)
	8,696	8,520	6,338	74%	8,520	-	-
Total HRA Surplus/Deficit	(500)	(500)	(1,800)		(457)	43	43

34. The projected outturn surplus for the HRA as at the end of December 2011 (Q3) is £ (457k), which is £43k less than the budgeted position of £ (500k).

35. **Income** – Income projections across all the various activities within the HRA are anticipated to continue to collectively be in line with the latest budget position of £37.9m. This is the same as that projected at September 2011 (Q2).

36. Shop income is slightly up on profiled estimates for December but this is believed to be a timing issue related to quarterly rent demands for HRA commercial property being billed in advance. Rechargeable repairs income is similarly higher than budgeted. However, no year-end increases have been applied due to the small amounts involved.

37 **Expenditure on Tenancy Management** – This area is expected to overspend by £255k as a result of:-

- The provision for the bad debts increasing, from £154k to £221k to reflect rising rent arrears.
- £30k of unbudgeted open space maintenance work associated with the cleaning of the HRA forecourt areas which has recently arisen. This will be accommodated within the planned maintenance budget for 2012/13.
- Additional disturbance payments and decanting costs associated with the Tower Blocks and Flats section has occurred amounting to £102k.
- Furnished Tenancies expenditure has increased by £56k to cover bad debts and additional Furniture and Equipment purchases.

38. The authority has for several years been involved in a rent review dispute at Southfield Park. The HRA has been budgeting and making annual provisions into a reserve to provide for backdated rent. In 2011/12 we have budgeted for a further contribution of £191k. Information from the arbitrator suggests that both the current budgeted provision and a sizeable proportion of the £1.3m reserve (31 March 2011) will not be required. Specific sums are still being finalised and once known the suggested budget revisions will be reported.

39. Expenditure on Direct Services – This area is estimated to underspend by £ (212k) caused by the following:-

- Day to day responsive repairs is likely to under spend by £ (500k) reflecting the significant capital and planned investment into the HRA stock in recent times. A budget virement is requested to re-direct the available resources to planned maintenance voids work (£200k) and gas maintenance (£300k) to reflect current levels of demand in these areas as well as higher material costs. The increased revenue voids work reflects the work needed to re-let our properties as budgeted capital voids work has reduced significantly.
- Under spends detailed in the following table within planned maintenance

Extract Planned Maintenance

Account(T)	Approved budget	Budget Adjustment Required	Revised Budget
	£'000	£'000	£'000
Fire Regulations	112	(100)	12
Paint & Repair External Joinery	506	(150)	356
Other	12	9	21
Aerial Upgrades	14	(9)	5
Laundry Appliances	32	(12)	20
Controlled Entry Maintenance	71	50	121
	747	(212)	535

40. Subsidy, Finance and Appropriations - No changes to these items are anticipated and given most transactions are undertaken at year-end no movements in the budget levels are anticipated.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

41. The budget approved for the General Fund and HRA Capital Programme for 2011/12 is shown in summary in Table 3 below. **Appendix B** attached shows the Capital Programme on a scheme by scheme basis.

42. As at the 31st December the Capital Programme is showing a favourable variance of £ (1,476k) against the latest budget. Of this £ (1,184k) relates to project slippage and £ (291k) to project under spend.

Table 4 – Capital Programme as at 31st December 2011

Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 Dec 2011	% Spend Against Latest Budget	Projected Outturn at 31 Dec 2011	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
General Fund								
City Development	1,064	555	119	21%	445	(110)	(110)	0
Environmental Development	724	779	388	50%	779	0	0	0
Communities and Housing	2,937	2,920	2,700	92%	2,920	0	0	0
Corporate Assets	6,027	5,846	3,137	54%	5,791	(4)	(140)	136

Customer Services	179	65	43	67%	65	0	0	0
City Leisure	11,376	3,500	1,321	38%	2,952	(547)	(551)	4
Direct Services	1,171	1,605	799	50%	1,573	(31)	0	(31)
ICT services	300	363	10	3%	213	(150)	(150)	0
GF Total	23,779	15,632	8,518	54%	14,738	(842)	(951)	109
HRA								
Adaptations for disabled	900	798	647	81%	868	70	0	70
Major Voids	900	900	494	55%	900	0	0	0
Kitchens & Bathrooms	3,500	3,127	2,306	74%	3,127	0	0	0
Heating	1,000	1,240	1,071	86%	1,315	75	0	75
Windows	900	900	322	36%	500	(400)	0	(400)
Grantham House - Refurbishment	0	0	0	0%	0	0	0	0
Other	4,001	2,248	1,330	59%	1,870	(378)	(233)	(145)
HRA Total	11,201	9,212	6,170	67%	8,579	(633)	(233)	(400)
Grand Total	34,980	24,844	14,688	59%	23,317	(1,476)	(1,184)	(291)

43. City Development is showing slippage of £ (110k) due to two s106 schemes (Headington Environmental Improvements and Artwork at Said Business School) that will not be undertaken this financial year.

44. Corporate Assets are projecting a £ (4k) favourable variance against the latest budget driven by slippage associated with Leisure Centre Improvements £ (140k). The £136k overspend relates to repairs to the Ice Rink £85k and improvements to General fund houses and Lodges to enable decent homes standards to be met

45. Corporate Assets are also projecting overspends compared to latest budget on 2 projects, £85k driven by improvements to the City Ice rink where it has been agreed to reduce the fees chargeable to Fusion in relation to this activity and £51k relating to enhancements to non-HRA dwellings and Lodges. It is being discussed if additional feasibility study fees relating to the future relocation Depot project will be incurred before year-end. If costs are to be incurred then the estimated outturn position will be revised in next month's report.

46. It is recommended that £50k is added to the 2011/12 Capital Programme, (funded from capital receipts) and recommended to Council, in order to commence feasibility works on the Depot Rationalisation project planned for 2013/14. A further £200k of feasibility work is planned in 2012/13 and reported as part of the budget report which appears elsewhere on the Agenda.

47. The £ (547k) outturn variance associated with City Leisure relates to slippage of the competition pool and associated s106 projects, together with a slight overspend of £4k on the Barton Village Pavilion refurbishment.

The £ (31k) savings associated with Direct Services is linked with lower costs for installation of car park pay and display machines.

48. ICT Services slippages primarily relates to the IT Development project that is associated with new equipment purchases and other smaller project based activities.

49. The under spend associated with the HRA capital projects primarily relates to the window replacement programme. It is recommended that this under spend is used to fund the £400k FIT scheme to fit solar panels to Sheltered Blocks as per the recommendation from CEB on the 7th December 2011.

PERFORMANCE INFORMATION

50. There are a number of key performance indicators which when combined with budgetary performance information provide an overall picture of the financial health of the Council. These indicators are as follows:

The Level of Debtors

Table 7 – General Fund Debtors as at 31st December 2011

31st December 2011 (Q3)	Sundry Debtors	Periodic Income & Service Charges	Housing Benefit Overpayments	Grand Total	Aged Debt as at 30th Sept 2011 (Q2)
	£000's	£000's	£000's	£000's	£000's
31-90 Days	76	175	0	251	455
91-180 Days	22	234	544	801	78
< 1 Year	7	(4)	585	588	760
< 2 Years	1	81	895	977	1,044
< 3 Years	3	15	613	632	664
< 4 Years	7	9	455	471	507
< 5 Years	5	3	277	284	299
< 6 Years	0	16	194	211	222
Over 6 Years	8	4	590	602	621
Total	129	533	4,153	4,817	4,650

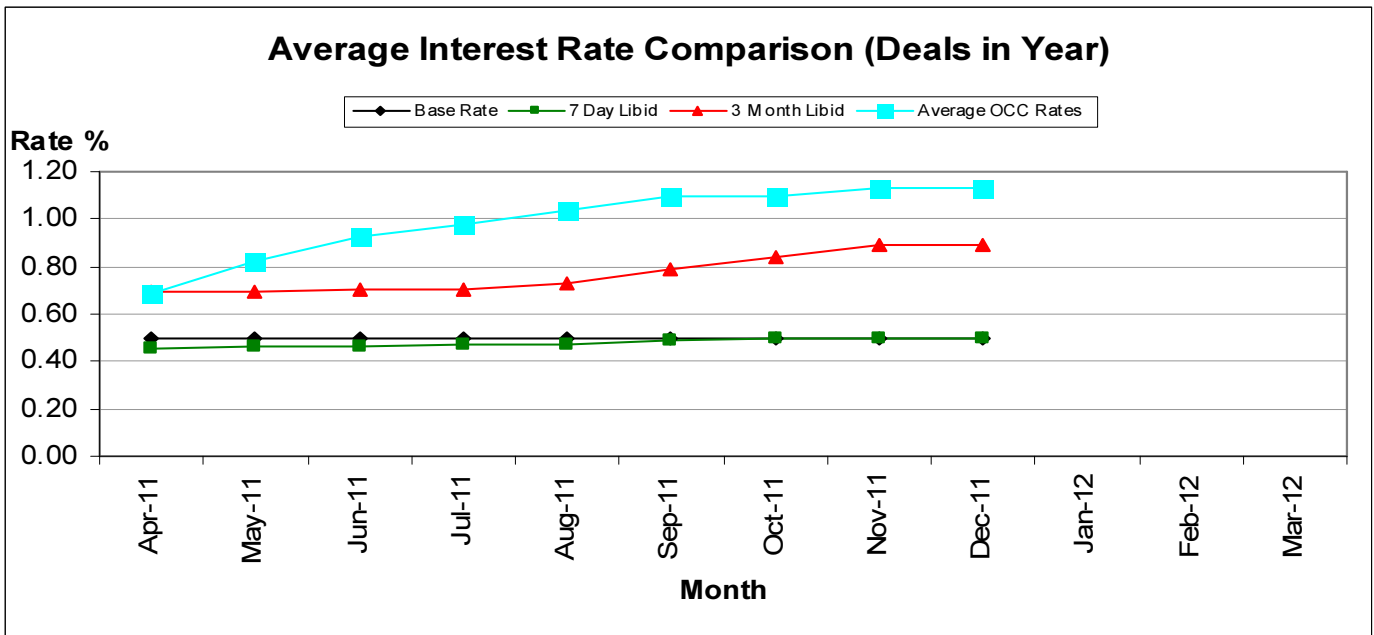
51. The Council's total General Fund debt i.e. debt aged 31 days or more, stands at £4.8m. This is a £167k increase in the debt reported in September 2011 (Q2).

52. As at 31st December 2011, 33% of debt is aged 3 years or over. Housing Benefit overpayments represent 97% of the debt aged over 3 years.

53. Whilst Housing Benefit overpayments are actively managed, recovery is slow, and significant bad debt provisions are subsequently budgeted and maintained against this debt.

54. As at the end of December 2011, £2.3m of Housing Benefit overpayments have recovery arrangements in place

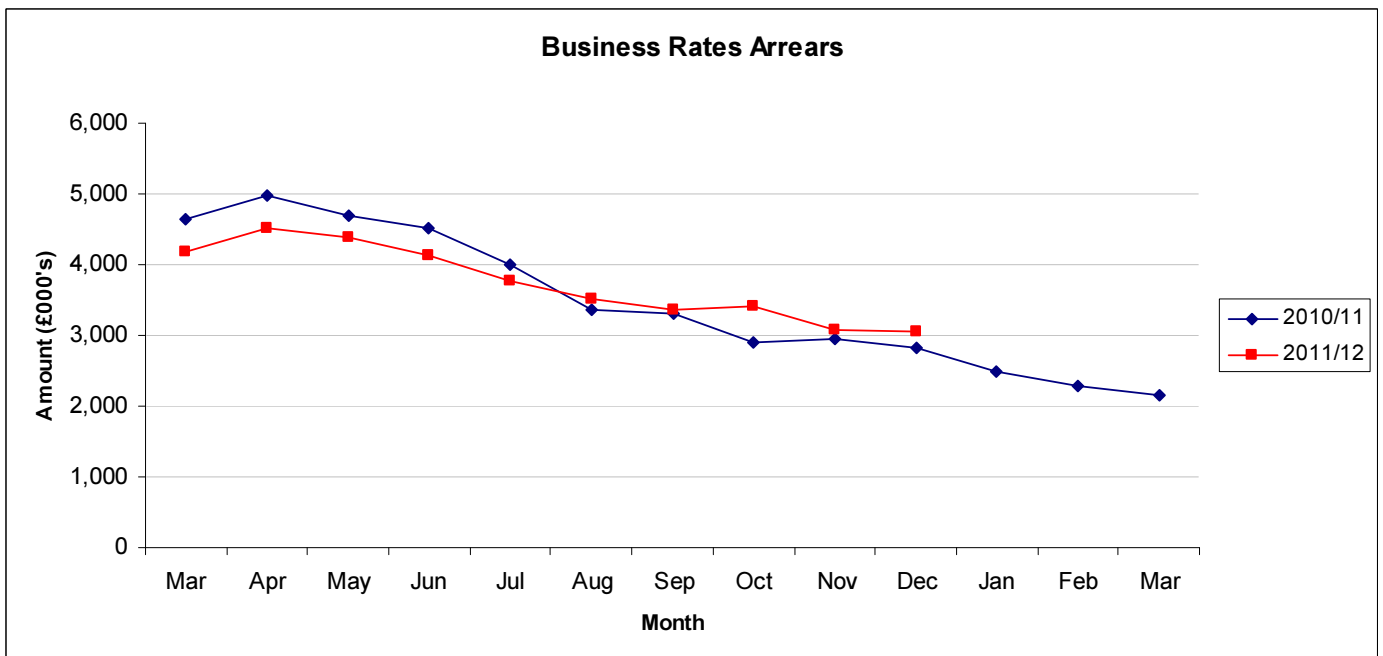
Investment Performance



55. The average Oxford City Council rate of return on investments as at 31st December 2011 was 1.13%. This is an increase of 0.03% compared to September 2011 (Aⁿ).

56. The year end outturn remains £40k favourable as per the September 2011 (Q2) projection.

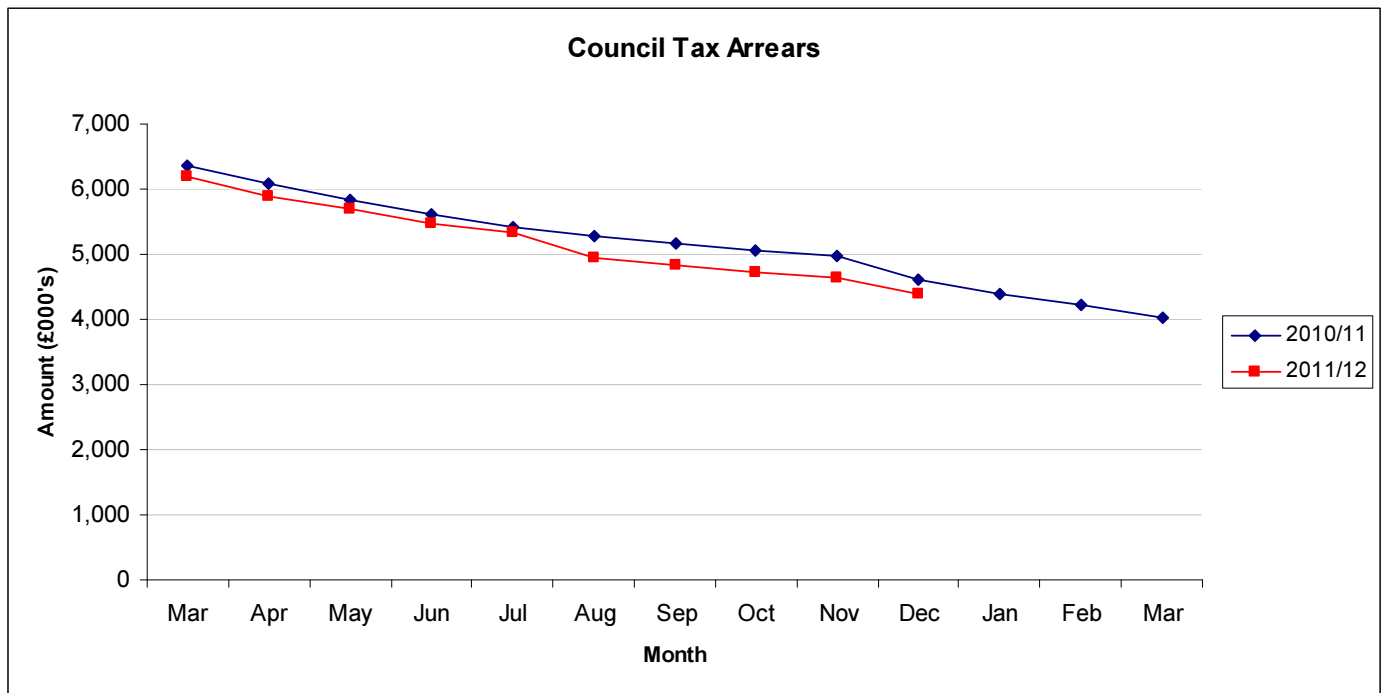
Business Rates



57. Arrears have decreased quarter on quarter by £318k. Arrears are £1.1m lower than the start of the year but are £236k higher than the same position last year

58. The current year collection rate is 88.22% this is up on the same period last year of 87.93%, indicating that we are more effective at collecting the outstanding debt than this time last year.

Council Tax Arrears Collection



59. Arrears have reduced by £431k quarter on quarter, down 29% from the start of the year.

60. The current year collection rate is 84.19%, which is slightly down on last year's equivalent of 84.38%

Creditor Payment Times

61. During December 2011 creditor invoices paid on time stood at 89.44%. This is a 2.38% improvement on the Q2 (Sept 2011) position of 87.06%.

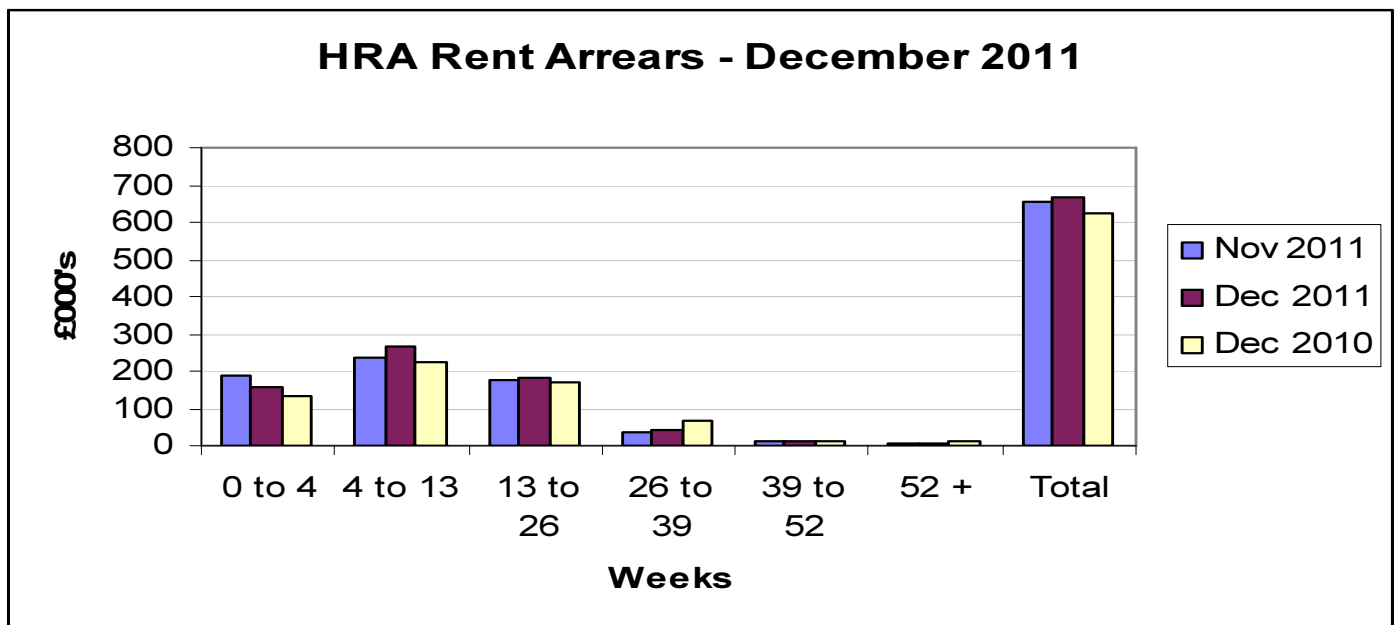
62. Year to date invoices paid with 30 days stands at 94.89%, 2.11% below the Council's target of 97%

63. The table below sets out the December 2011 and Year to Date results by Service area

Service Area	Dec 11 Total Invoices	Over 30 Days	Dec 11 %Over	Dec % On time	YTD Total Invoices	YTD Over 30 Days	YTD % Over	YTD % On time
City ICT	50	37	75.51%	24.49%	226	83	37.05%	62.95%
Finance	29	5	18.52%	81.48%	470	70	15.35%	84.65%
Policy Performance & Culture	22	3	13.64%	86.36%	92	10	11.11%	88.89%
Corporate Assets	156	10	7.09%	92.91%	1742	183	11.06%	88.94%
Business Improvement	23	2	8.70%	91.30%	145	13	9.15%	90.85%
Community Housing & Development	235	37	16.30%	83.70%	1910	161	8.73%	91.27%
City Development	23	6	27.27%	72.73%	1388	119	8.65%	91.35%
Environmental Development	32	2	6.25%	93.75%	501	40	8.15%	91.85%
City Leisure	96	4	4.35%	95.65%	1205	92	7.92%	92.08%
Housing Revenues Account	8	1	12.50%	87.50%	3385	255	7.73%	92.27%
Direct Services	1101	73	6.65%	93.35%	9098	636	7.09%	92.91%
People & Equalities	30	3	10.00%	90.00%	463	32	6.96%	93.04%
Law & Governance	18	5	27.78%	72.22%	229	15	6.58%	93.42%
Customer Services	58	1	1.79%	98.21%	657	39	6.06%	93.94%
Total	1881	189	10.56%	89.44%	21511	1748	5.11%	94.89%

HRA Rent Arrears (Current Tenants)

Aged Debt Analysis



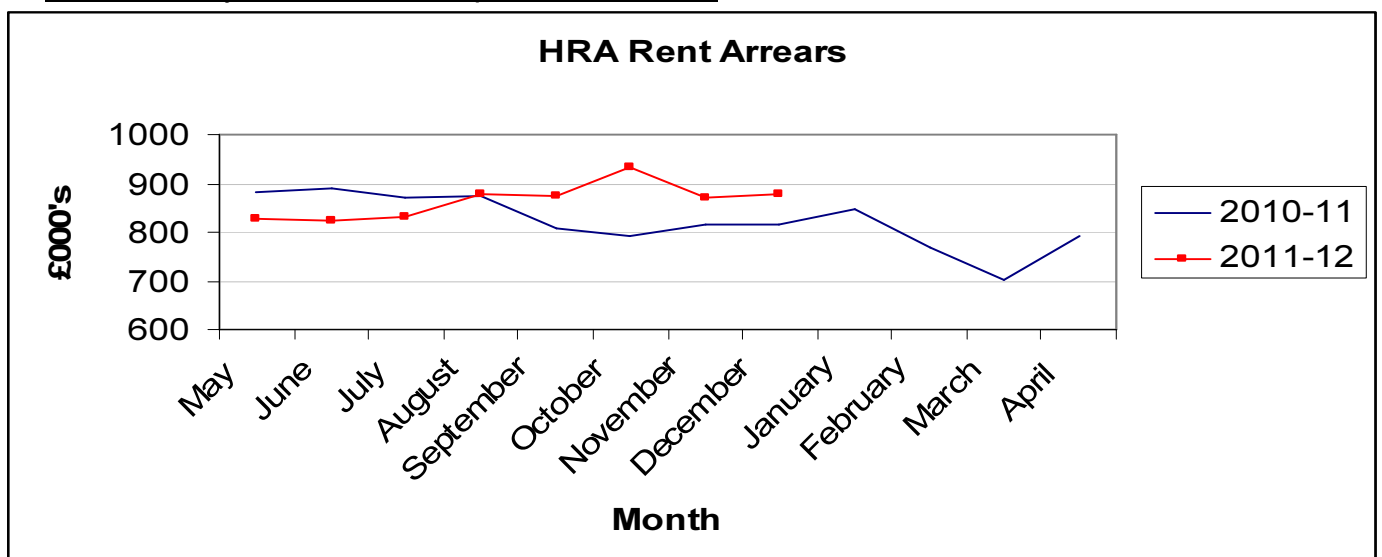
64. Overall arrears stands at £667k, this is £13k higher on than last month and £45k more than the same period last year.

65. Of the aged debt, £603k (90.4%) is less than 6 months old. £5k is aged over 52 weeks. Rents have increased by approximately 7% since 2010/11 and due to the current economic conditions arrears have been rising.

66. The Council also has arrears related to former tenants, the value of these arrears is £122k as at December 2011, and this is 4k less than the previous month (this data is not aged and has not been included above)

67. The Council holds a bad debt provision of £270k against this debt. As at 31st December 2011 the authority had written off £58k of former tenant's debt (£2k during December 2011), this equates to 0.2% of the total collectable rent in the year.

68. Arrears Analysis 2011-12 compared to 2010-11



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December 2011

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	Approved Budget 11/12	Latest Budget	Actual YTD	% Budget Spent to 31st Dec 2011	Projected Outturn @ 31st Dec 2011	Outturn Variance to Latest Budget	Movement to Previous months Projected Outturn	Movement in Variance Q2 to Q3
	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's
Directorates								
Policy, Culture & Communication	982	976	626	64%	1,016	40	0	40
People and Equalities	1,363	1,343	939	70%	1,343	0	0	0
Law and Governance	2,602	2,542	1,924	76%	2,552	10	10	10
Chief Executive	4,947	4,861	3,489	72%	4,911	50	10	50
City Development	1,248	1,117	855	77%	1,117	0	0	0
Community Housing & Development	6,688	7,082	5,351	76%	6,990	(92)	(3)	(92)
Corporate Assets	(3,718)	(3,061)	(3,661)	120%	(3,227)	(166)	(166)	(166)
City Regeneration	4,218	5,138	2,545	50%	4,880	(258)	(169)	(258)
Environmental Development	1,750	1,682	811	48%	1,652	(30)	(30)	(30)
Customer Services	2,906	3,071	2,503	82%	3,014	(57)	(13)	(13)
City Leisure	4,000	4,053	2,675	66%	4,083	30	30	30
Direct Services	302	(858)	(978)	114%	0	0	0	0
City Services	8,958	7,948	5,011	63%	7,891	(57)	(13)	(13)
Transformation Fund	0	1,728	380	22%	1,728	0	0	0
Business Improvement	1,044	462	345	75%	462	0	0	0
ICT	2,388	2,860	1,753	61%	2,840	(20)	(20)	(20)
Finance	2,675	2,660	1,823	69%	2,660	0	0	0
Finance & Efficiency	6,107	7,710	4,301	56%	7,690	(20)	(20)	(20)
Total Excluding SLAs And Capital Charges	24,230	25,657	15,346	60%	25,372	(285)	(192)	(241)
SLA's and Capital Charges	(1,746)	(3,218)	0	0%	(3,218)	0	0	0
Local Cost of Benefits	0	54	0	0%	54	0	0	0
Corporate & Democratic Core	3,893	3,944	595	15%	3,944	0	0	0
Item 8 Interest Receivable	(801)	(801)	0	0%	(801)	0	0	0
Transfer to Capital Reserves	(2,678)	(2,678)	0	0%	(2,678)	0	0	0
Investment Income	(293)	(293)	190	-65%	(333)	(40)	0	0
Interest Payable	859	859	(1)	0%	859	0	0	0
Employee Inflation	350	350	0	0%	350	0	0	0
Provision for Pressures, recession & High Risk	606	606	0	0%	606	0	0	0
Homelessness Contingency	300	266	0	0%	266	0	0	0
New Homes Bonus	0	0	(472)		(472)	(472)	0	0
Redundancy costs contingency	500	500	0	0%	500	0	0	0
Contingency to cover concessionary parking at ice Rink	45	45	0	0%	45	0	0	0
Youth Premises Contingency	10	10	0	0%	10	0	0	0
Council tax Grant	(313)	(313)	0	0%	(313)	0	0	0
Total of Corporate and other associated Budgets	2,478	2,549	312	(0)	2,037	(512)	0	0
Transfer to Balances	816	816	0	0%	1,262	446	0	(26)
Transfers to and (from) reserves	(26)	(26)	(26)		(26)	0	(26)	(26)
Net Budget Requirement	25,778	25,778	15,658	61%	25,427	(351)	(218)	(293)
Funding								
External Funding	13,399	13,399	7,747	58%	13,399	0	0	0
Council Tax	12,528	12,528	0	0%	12,528	0	0	0
Less Parish Precepts	(173)	(173)	(168)	97%	(173)	(0)	0	(0)
Collection Fund surplus	24	24	0	0%	24	0	0	0
Total Funding Available	25,778	25,778	7,579		25,778	0	0	0
(Surplus) / Deficit for Year	0	0				(351)	(218)	(293)

Working Balance

1st April 2011
 Transfers in
 31st March 2012

4,428
816
5,244

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Capital Budget and Spend as at 31st December, 2011						APPENDIX B		
Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 December 2011	% Spend Against Latest Budget	Projected Outturn at 31 December 2011	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Underspend
A1500 Paradise Street - work of art	661	661	294	44%	661	0		
F1323 Bridge Over Fiddlers Stream	-0	0	2,401	0%	0	0		
F1330 Work at Donnington Middle School	1,662	84	84	100%	84	0		
F1332 West End Contributions	172,271	0	0	0%	0	0		
F6015 Slade Area Public Work of Art	5,993	5,993	114	2%	5,993	0		
F7005 Oxford Road /Littlemore improvement	17,624	0	0	0%	0	0		
F7006 Work of art Littlemore	17,850	133	133	100%	133	0		
F7008 Landscaping Work Lamarsh Road	0	15,729	1,231	8%	15,729	0		
F7009 CCTV Gipsy Lane Campus	0	60,000	0	0%	60,000	0		
F7011 Headington Environmental Improvements	0	60,000	0	0%	0	-60,000	-60,000	
F7010 Work of Art Said Business School	0	50,000	0	0%	0	-50,000	-50,000	
F7020 Work of Art Shotover View	0	14,635	0	0%	14,635	0		
M5002 Refurbishment of Bonn Square	859	859	131	15%	859	0		
M5014 West End Partnership (Growth Points Grant)	162,091	162,091	79,248	49%	162,091	0		
M5016 Housing Delivery (Funded via New Growth Points)	184,671	184,671	35,500	19%	184,671	0		
NEW Land at Barton (Funded via New Growth Points)	500,000	0	0		0	0		
City Development	1,063,682	554,856	118,857	21%	444,856	-110,000	-110,000	0
E3511 Renovation Grants	84,449	84,449	13,600	16%	84,449	0		
E3521 Disabled Facilities Grants	640,000	695,000	374,617	54%	695,000	0		
Environmental Development	724,449	779,449	388,217	50%	779,449	0	0	0
F1096 West Oxford Cylce Route	63,446	70,378	63,446	90%	70,378	0		
F5008 West Oxford Cylce Route	154	154	0	0%	154	0		
F5010 Marsh Lane to Stockleys Rd cycle link	11,721	11,721	4,364	37%	11,721	0		
F5011 Barton Cycle Link	48,225	0	0	0%	0	0		
F6013 Bullingdon Community Centre - provision or enhancement of facilities	4,807	0	0	0%	0	0		
F6014 Rose Hill provision or enhancement of community facilities	225,820	0	1,429	0%	0	0		
F7007 Woodfarm/headington Community Centre- Improvements	19,887	0	0	0%	0	0		
G3013 Diamond Place car park footpath extension	6,324	6,324	0	0%	6,324	0		
G3014 East Oxford Community Association Improvements	2,550	7,430	0	0%	7,430	0		
G4006 Florence Park CC Kitchen	1,411	1,411	0	0%	1,411	0		
G6010 Mount Place Square Refurbishment	1,401	1,401	1,018	73%	1,401	0		
Z3718 St Lukes Church - community/facilities	16,362	0	0	0%	0	0		
G6012 South Oxford Community Centre Main Hall Replacement	9,238	1,138	0	0%	1,138	0		
G3015 NE Marston Croft Road Recreation Ground	0	25,000	0	0%	25,000	0		
G3016 Peat Moors all weather pitch	0	17,000	0	0%	17,000	0		
M5001 Estate Shops Security Measures	0	0	-583	0%	0	0		
M5012 Rose Hill Redevelopment	0	8,317	8,987	108%	8,317	0		
M5013 Affordable Housing - Garage Sites	116,429	116,429	100,000	86%	116,429	0		
M5018 Wood Farm Community Building Project	56,000	0	0	0%	0	0		
M5015 Old Fire Station	2,353,494	2,653,494	2,521,516	95%	2,653,494	0		
Communities and Housing	2,937,269	2,920,197	2,700,178	92%	2,920,197	0	0	0
A4800 Barton Pool	0	0	0	0%	0	0		
A4801 BBL Pool	0	0	183	0%	0	0		
A4802 BBL LC	0	0	0	0%	0	0		
A4803 Ferry LC	0	0	0	0%	0	0		
A4804 Hinksey Pool	30,000	23,501	23,501	100%	23,501	0		
A4805 Temple Cowley Pool	0	0	0	0%	0	0		
A4806 Ice Rink	14,766	14,766	93,460	633%	100,096	85,330		85,330
A4807 Barton Pool Improvements	165,593	165,593	135,651	82%	165,593	0		
A4808 Blackbird Leys LC Improvements	128,278	0	0	0%	0	0		
A4809 Ferry Sports Centre Improvements	30,000	0	0	0%	0	0		
A4812 Building Improvements (GF Leisure)	130,000	130,000	101,282	78%	130,000	0		
A4813 Hinksey Pools main pool liner	110,000	0	0	0%	0	0		
A4814 Leisure Centre substantive repairs	425,000	425,000	24,358	6%	285,000	-140,000	-140,000	
Z7500 Building Improvements (General Fund)	102,012	0	0	0%	0	0		
B0050 Leisure ~ Depots	10,000	10,000	0	0%	10,000	0		
B0026 Parks & cemetery stone wall & path improvements	35,000	35,000	34,420	98%	35,000	0		
B0030 Consolidation of Parks depot from South Park to Cutteslowe	60,000	60,000	0	0%	60,000	0		
B0010 Covered Market signage improvements	12,148	32,147	0	0%	32,147	0		
B0027 Covered Market - Improvements & Upgrade to Roof	85,000	85,000	0	0%	85,000	0		
B0028 Covered Market - New Roof Structures to High St Entrances	30,000	30,000	0	0%	30,000	0		
B0036 Investment ~ Covered Market	70,000	125,000	4,857	4%	125,000	0		
B1004 - Covered Market repairs/upgrading		23,784	0	0%	23,784	0		
B0053 Public Toilets	2,500	2,500	0	0%	2,500	0		
B0031 Miscellaneous Admin Buildings	20,000	20,000	0	0%	20,000	0		
B0035 Miscellaneous Civic Properties	4,500	34,500	1,750	5%	34,500	0		
B0037 Car Parks	0	67,000	0	0%	67,000	0		
B0032 Bury Knowle House	45,000	80,000	134,095	168%	80,000	0		
B1006 Bury Knowle external repair/decoration	25,000	35,000	0	0%	35,000	0		
B0012 BBL CC - wiring Improvements	10,000	14,730	14,730	100%	14,730	0		
B0015 South Oxford CC - Roof refurbishments	7,006	0	2,336	0%	0	0		
B0022 DDA East Oxford Community Centre Lift	0	112,648	3,142	3%	112,648	0		
B0033 Community Centres	162,500	222,500	0	0%	222,500	0		

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B0034 Rose Hill Community Centre	199,500	0	0	0%	0	0		
B9203 Community Centres - Water Bylaws and Legionella	11,500	7,339	7,339	100%	7,339	-0		-0
B0003 Roof Repairs & Ext Refur 44-46 George St	30,000	0	0	0%	0	0		
B0029 33-35 George Street - Upgrade to Lettable Condition	57,000	0	0	0%	0	0		
B0039 Houses and Lodges	51,000	0	12,155	0%	51,000	51,000		51,000
B0040 Investment ~ Broad Street	55,000	0	0	0%	0	0		
B0043 Investment ~ George Street	50,000	0	0	0%	0	0		
B0045 Investment ~ St. Michael's Street	30,000	0	0	0%	0	0		
B1001 Blackwells Music Shop repairs	45,000	0	0	0%	0	0		
B0055 Property Surveys	100,000	100,000	10,091	10%	100,000	0		
B0054 Town Hall	200,000	200,000	13,583	7%	200,000	0		
B1002 -Town Hall PA system upgrades	28,190	28,190	0	0%	28,190	0		
B1003 - Town Hall pigeon proofing	5,000	5,000	4,632	93%	5,000	0		
B1005 Town Hall Leaded light Window Improvements	10,000	10,000	0	0%	10,000	0		
B0056 City Centre Office Security	0	100,000	0	0%	100,000	0		
B0057- Town Hall Fire Alarm	0	100,000	0	0%	100,000	0		
B0058 - Town Hall fire escape (Blue Boar Street)	0	55,000	58,693	107%	55,000	0		
NEW FIT Panels on Leisure Buildings	0	300,000	0	0%	300,000	0		
Q2000 Offices for the Future	3,440,429	3,440,429	2,456,396	71%	3,440,429	0		
Phasing Adjustment to be made (future years)								
Corporate Assets	6,026,940	6,094,627	3,136,655	51%	6,090,957	-3,670	-140,000	136,330
C3041 New server for telephone system	18,000	18,000	6,712	37%	18,000	0		
	161,000	46,500	36,600	79%	46,500	0		
C3042 Customer First Programme								
Customer Services	179,000	64,500	43,312	67%	64,500	0	0	0
A1300 Playground Refurbishment	1,393,571	685,509	609,219	89%	685,509	0		
A1301 Play Barton	744,465	744,465	23,580	3%	679,465	-65,000	-65,000	
NEW Play Barton	800,000	0	0	0%	0	0		
A2808 Replacement Sports Facilities - Cowley Marsh	0	0	0	0%	0	0		
A3120 Florence Park Public Open Space/children Play Area	25,346	25,346	0	0%	25,346	0		
A3125 Milham Ford Park land and Recreational Facilities	32,130	32,130	0	0%	0	-32,130	-32,130	
A3127 Girdlestone Rd improvement to public space		0	0	0%	0	0		
A3129 Donnington Recreation Ground Improvements	44,375	44,375	0	0%	0	-44,375	-44,375	
A3124 Barton Village Pavillion	190,376	372,006	375,282	101%	375,282	3,276		3,276
A3115 Barton Village Recreation Ground - Improvements	82,545	0	0	0%	0	0		
Z3009 Contribution to Barton Pavillion	50,000	0	0	0%	0	0		
A4810 New Build Competition Pool	7,438,071	1,000,000	313,414	31%	1,000,000	0		
F7017 Recreation/Sports - City of Oxford	200,000	200,000	0	0%	0	-200,000	-200,000	
A1161 Frys Hill Leisure Centre	140,074	140,074	0	0%	0	-140,074	-140,074	
F6002 Temple Cowley Pool Provision or enhancement of facilities	26,473	26,473	0	0%	0	-26,473	-26,473	
F7003 Temple Cowley/Blackbird Leys - improvements to indoor	1,320	1,620	0	0%	0	-1,620	-1,620	
F7018 Slade Area - Indoor/Outdoor sprots facilities	1,260	1,260	0	0%	0	-1,260	-1,260	
Unidentified S106 funding (£10,375)	0	0	0	0%	0	0		
F6001 Ferry Centre - provision or enhancement of facilities	0	575	0	0%	575	0		
F6006 Sunnymead Park - enhancement of play area facilities	1,830	1,830	0	0%	0	-1,830	-1,830	
F6009 Town Furze Allotments - enhancement of facilities	339	339	0	0%	339	0		
F7001 Cuddesdon Way -relocation of street sports site	60,000	60,000	0	0%	60,000	0		
Z3008 Contribution to Skate Park	50,000	50,000	0	0%	50,000	0		
Z3010 Rosehill/Iffley Play Sites	38,000	38,000	0	0%	0	-38,000	-38,000	
Z8009 Bury Knowle Park - Improvements	14,000	14,000	0	0%	14,000	0		
F7019 Rose Hill Work of Art	8,000	0	0	0%	0	0		
F7012 Rose Hill Recreation Ground Improvements	3,000	3,300	0	0%	3,300	0		
F7013 Rose Hill Play Area Improvements	3,000	3,050	0	0%	3,050	0		
F7014 Ice Rink improvments of facilities	6,960	9,600	0	0%	9,600	0		
F7015 Florence park Improvements	631	631	0	0%	631	0		
F7016 Herschel Crescent Ground Improvements	7,002	7,002	0	0%	7,002	0		
NEW North/Jericho Area - Provision of indoor sport	2,100	0	0	0%	0	0		
NEW Oxrad/Ferry indoor sports	11,018	11,018	0	0%	11,018	0		
NEW Cowley Marsh Pavillion/Recreation Ground Improvements	0	1,543	0	0%	1,543	0		
NEW Horspath Recreation Ground - Installation of Adizone	0	1,265	0	0%	1,265	0		
NEW Barton Pool/Margaret Road Pavillion	0	24,519	0	0%	24,519	0		
City Leisure	11,375,886	3,499,930	1,321,494	38%	2,952,444	-547,486	-550,762	3,276

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F0011 Pay & Display Parking in the Car Parks	0	92,000	65,976	72%	60,550	-31,450		-31,450
R0005 MT Vehicles/Plant Replacement Prog.	783,400	783,400	454,933	58%	783,400	0		
T2266 Purchase of Brown Bins Waste Recycling	0	230,000	230,102	100%	230,000	0		
NEW Purchase of two hand operated street sweepers	30,000	30,000	0	0%	30,000	0		
NEW Purchase of two vehicles for garden waste collection	308,000	155,000	0	0%	155,000	0		
NEW Feasibility Studies Depot Relocation	0	50,000	0	0%	50,000	0		
NEW Purchase of ANPR for use in car park enforcement	50,000	50,000	0	0%	50,000	0		
F0012 P & R Purchase of Capital Items - Peartree, Redbrid	0	264,100	48,457	18%	264,100	0		
Direct Services	1,171,400	1,654,500	799,468	48%	1,623,050	-31,450	0	-31,450
C3039 ICT Infrastructure	100,000	162,624	9,790	6%	162,624	0		0
NEW ICT Development	200,000	200,000	0	0%	50,000	-150,000	-150,000	
ICT services	300,000	362,624	9,790	3%	212,624	-150,000	-150,000	0
New Schemes	0	0	0	0	0	0	0	0
GF Total	23,778,626	15,930,683	8,517,970	53%	15,088,077	-842,606	-950,762	108,156
External Contracts								
N6384 Foresters Towers	792,074	32,074	944	3%	15,000	-17,074	-12,074	
N6430 Evenlode Tower	0	10,000	8,720	87%	10,000	0		
N6432 Plowman Tower			3,040	0%	5,000	5,000		
N6387 Controlled Entry	297,810	287,310	211,676	74%	287,310	0		
N6393 External Doors	200,000	200,000	1,541	1%	30,000	-170,000	-170,000	
N7017 Aireys	100,000	76,500	17,261	23%	76,500	0		
N7020 External Adaptations		341,850	249,418	73%	341,850	0		
N7021 Extensions		0	11,000	0%	0	0		0
N7018 Minox		23,500	18,482	79%	23,500	0		
N6394 Windows	900,000	900,000	322,442	36%	500,000	-400,000	0	-400,000
N6389 Damp-proof works (K&B)	100,000	100,000	58,977	59%	85,000	-15,000		-15,000
N6392 Roofing	200,000	200,000	0	0%	45,000	-155,000	-51,000	-104,000
N6386 Structural	100,000	100,000	70,099	70%	115,000	15,000		15,000
N6396 Sheltered Blk, George Moore	210,000	49,000	0	0%	39,000	-10,000		-10,000
N7006 Northbrook House - Refurbishment	0	0	1,212	0%	2,000	2,000		2,000
N7010 Headley House - Refurbishment	0	0	29,461	0%	29,500	29,500		29,500
N7016 Singletree House - Refurbishment			52,675		42,500	42,500		42,500
N6427 Shops	200,000	99,000	3,695	4%	69,000	-30,000		-30,000
New Build								
N7011 Cardinal House - Refurbishment	1,601,000	260,000	264,578	102%	280,000	20,000		20,000
N7019 Lambourn Road	0	290,000	314,361	108%	310,000	20,000		20,000
FIT Solar Panels Sheltered Blocks	0	0	0	0%	0	0		0
Internal Contracts								
N6385 Adaptations for disabled	900,000	797,650	647,343	81%	867,650	70,000		70,000
N6390 Kitchens & Bathrooms	3,500,000	3,126,500	2,306,212	74%	3,126,500	0		
N6391 Heating	1,000,000	1,239,500	1,070,591	86%	1,314,500	75,000		75,000
N6388 Major Voids	900,000	900,000	493,520	55%	900,000	0		
N6395 Electrics	200,000	179,000	12,407	7%	64,000	-115,000		-115,000
Housing Revenue Account	11,200,884	9,211,884	6,169,654	67%	8,578,810	-633,074	-233,074	-400,000
Grand Total	34,979,510	25,142,567	14,687,624	58%	23,666,887	-1,475,680	-1,183,836	-291,844
Financing - General Fund								
Developer contributions	1,584,691	1,349,528			795,042			
Government Funding	4,648,280	3,367,210			3,302,210			
Capital Receipts	7,152,242	5,678,402			5,318,952			
Direct Revenue Funding	1,723,292	1,865,263			1,916,263			
Prudential Borrowing	8,670,120	3,670,280			3,755,610			
Total General Fund Financing	23,778,625	15,930,683	0	0	15,088,077	0		
Financing - HRA								
MRA	5,200,000	5,200,000			5,200,000			
Capital receipts	4,900,884	2,911,884			2,678,810			
Decent Homes Reserve	1,100,000	1,100,000			1,100,000			
Total HRA Financing	11,200,884	9,211,884	0	0	8,978,810	0		
Total Financing	34,979,509	26,651,926	0	0	24,066,887	0		
HRA								
Adaptations for disabled	900,000	797,650	647,343	81%	867,650	70,000	0	70,000
Major Voids	900,000	900,000	493,520	55%	900,000	0	0	0
Kitchens & Bathrooms	3,500,000	3,126,500	2,306,212	74%	3,126,500	0	0	0
Heating	1,000,000	1,239,500	1,070,591	86%	1,314,500	75,000	0	75,000
Windows	900,000	900,000	322,442	36%	500,000	-400,000	0	-400,000
Grantham House - Refurbishment	0	0	0	0%	0	0	0	0
Other	4,000,884	2,248,234	1,329,545	4	1,870,160	-378,074	-233,074	-145,000
HRA Total	11,200,884	9,211,884	6,169,654	67%	8,578,810	-633,074	-233,074	-400,000
Grand Total	34,979,510	25,142,567	14,687,624	58%	23,666,887	-1,475,680	-1,183,836	-291,844

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HRA Summary 2011/2012
December 2011

APPENDIX C

	Approved Budget 11/12	Latest Budget	Actual YTD	% Budget Spent to 31st Dec 2011	Projected Outturn @ 31st Dec 2011	Outturn Variance to Latest Budget	Movement from Q2 to Q3
	£'000	£'000	£'000	%	£'000	£'000	£'000
Income							
Dwelling Rent	(33,594)	(34,121)	(25,669)	75%	(34,121)	-	(485)
Service Charges	(868)	(718)	(590)	82%	(718)	-	
Shops/Garages/Furn/Other Rent	(2,624)	(2,289)	(1,923)	84%	(2,289)	-	485
Interest On Balances	(78)	(78)	(58)	75%	(78)	-	
Fees/Other	(1,019)	(719)	(607)	84%	(719)	-	
Net Income	(38,182)	(37,925)	(28,846)	76%	(37,925)		
Expenditure							
Item 8 Interest Payable	752	752	564	75%	752		
Rent/Income Collection	489	489	413	84%	576	87	87
Tower Blocks and Flats Management/Infrastructure	488	488	472	97%	603	115	115
Depreciation	2,068	2,068	1,518	73%	2,061	(7)	(7)
ICT services	10,017	10,017	7,510	75%	10,017		
Contact Centre	281	281	211	75%	281		
Rent Team	644	644	483	75%	644		
Tenant's Participation	459	459	326	71%	463	4	4
Furnished Tenancies	267	300	162	54%	300		
Local Housing Management	410	410	358	87%	467	57	57
Major Projects/Policy/Technical	833	874	634	73%	874		
Sub Total Tenancy Management	737	737	534	72%	737		
	17,446	17,520	13,186	75%	17,775	255	255
Caretaking Service	941	941	706	75%	941		
Garden Scheme	268	268	201	75%	268		
Void Property officers/Garage team	248	248	186	75%	248		
Day to Day Responsive	4,324	4,061	2,389	59%	3,585	(476)	(476)
Planned Maintenance	5,123	5,231	3,764	72%	5,495	264	264
Capital	636	636	277	44%	636		
Sub Total Direct Services	11,540	11,385	7,523	66%	11,173	(212)	(212)
Total Expenditure	28,986	28,905	20,708	72%	28,948	43	43
Appropriations							
AMRA	(10,017)	(10,017)	(7,513)	75%	(10,017)		
National Subsidy Payment	18,599	18,599	13,949	75%	18,599		
Depreciation and Impairment		(181)	(181)	100%	(181)		
Net Transfer To/From Reserves							
CDC, Pensions & Retirement Costs	74	74	51	69%	74		
Employers Pension FRS17 Adj	37	37	32	87%	37		
Agresso Adj	4	8			8		
	8,696	8,520	6,338	74%	8,520		
Total HRA Surplus - Deficit	(500)	(500)	(1,800)		(457)	43	43

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Analysis of Year to date spend as at 31st December, 2011

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	Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget			Latest Budget
	Actual	Var		Actual	Var		Actual	Var		Actual	Var	Actual	Var			
	Employees		Premises			Transport			Supplies & Services			Income (Excluding Recharge Income)				
Policy Culture and Comms	809	819	10	17	10	(7)	2	2	0	432	329	(103)	(539)	(534)	5	0
People and Equalities	887	761	(126)	0	1	1	(26)	2	28	144	176	32	0	(0)	(0)	0
Law and Governance	1,832	1,867	35	11	14	3	7	2	(5)	188	214	26	(154)	(171)	(17)	0
Chief Executive	3,528	3,447	(81)	28	25	(3)	(17)	6	23	764	719	(45)	(693)	(705)	(12)	0
City Development	2,012	2,122	110	32	19	(13)	25	21	(4)	607	586	(21)	(1,814)	(1,806)	8	0
Communities and Housing	3,063	2,829	(234)	274	162	(112)	60	48	(12)	4,126	3,890	(236)	(2,071)	(1,785)	286	225
Corporate Assets	1,051	991	(60)	1,552	1,310	(242)	26	28	2	168	682	514	(6,468)	(6,874)	(406)	226
City Regeneration	6,126	5,942	(184)	1,858	1,491	(367)	111	97	(14)	4,901	5,158	257	(10,353)	(10,465)	(112)	451
Environmental Development	1,734	1,724	(10)	7	15	8	42	45	3	149	184	35	(832)	(1,145)	(313)	0
Customer Services	2,938	2,937	(1)	41	28	(13)	9	(1)	(10)	345	306	(39)	(655)	(770)	(115)	30
City Leisure	1,763	1,819	56	702	658	(44)	393	467	74	765	941	176	(923)	(1,113)	(190)	(78)
Direct Services	13,853	13,010	(843)	3,695	4,820	1,125	3,469	3,383	(86)	4,453	4,507	54	(8,328)	(9,971)	(1,643)	(17,953)
City Services	20,288	19,490	(798)	4,445	5,521	1,076	3,913	3,894	(20)	5,712	5,938	226	(10,738)	(12,999)	(2,261)	(18,001)
Transformation	216	225	9	0	0	0	0	0	0	700	155	(545)	0	0	0	380
Business Improvement	542	461	(81)	0	0	0	0	3	3	31	49	18	(226)	(168)	58	0
ICT	574	591	17	0	0	0	0	3	3	1,233	1,169	(64)	(2)	(10)	(8)	0
Finance	1,347	1,445	98	0	(13)	(13)	2	2	0	533	499	(34)	(77)	(141)	(64)	33
Chief Executive	2,679	2,722	43	0	(13)	(13)	3	8	6	2,497	1,872	(625)	(305)	(319)	(14)	413
Grand Total	32,621	31,601	(1,020)	6,331	7,025	694	4,010	4,005	(5)	13,874	13,687	(187)	(22,089)	(24,489)	(2,400)	(17,137)

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Actual		Latest Budget		Actual	
Var		Total		Var	
Other					
0	0	721	627	(94)	
(0)	(0)	1,005	939	(66)	
0	(0)	1,884	1,926	42	
(0)	(0)	3,610	3,492	(118)	
0	0	862	943	80	
208	(17)	5,677	5,352	(325)	
275	49	(3,445)	(3,588)	(143)	
483	32	3,094	2,707	(388)	
(11)	(11)	1,100	811	(290)	
3	(27)	2,708	2,503	(205)	
(97)	(19)	2,622	2,675	53	
(16,727)	1,226	(811)	(978)	(167)	
(16,832)	1,169	5,619	5,011	(609)	
0	(380)	1,296	380	(916)	
0	0	347	345	(2)	
0	0	1,805	1,753	(52)	
31	(2)	1,838	1,823	(15)	
31	(382)	5,287	4,301	(985)	
(16,319)	818	17,610	15,511	(2,100)	

To: City Executive Board

Date: 8th February 2011

Report of: The Head of Business Improvement

Title of Report: APRIL TO DECEMBER 2011/12 - CORPORATE PLAN PERFORMANCE REPORT

Summary and Recommendations

Purpose of report: To provide the City Executive Board with an update of the Council's progress against the twenty Corporate Plan targets for the period April to December 2011.

Key decision? No

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2011-15: Corporate Priority - An efficient and effective Council.

Recommendation(s): The City Executive Board is asked to note:

1. The progress made by the third quarter of 2011/12 against the Corporate Plan targets set for 2011/12.

1. Introduction

- 1.1 This report provides the City Executive Board with an update on the Corporate Plan performance targets for 2011/12.

2. Progress to date

- 2.1 The Council has twenty Corporate Plan targets, four targets for each of the five corporate priorities.

2.2 As at December 2011 the overall summary position against each of the corporate priorities is as follows:

Priority	Red	Amber	Green
A vibrant and sustainable economy	0	1	3
Meeting housing needs	0	1	3
Strong and active communities	0	1	3
Cleaner, greener Oxford	0	0	4
An efficient and effective Council	0	1	3

2.3 This compares to the September 2011 position of 1 red performance target and 19 green performance targets, as reported to City Executive Board in December 2011.

2.4 The detailed Appendix to this report provides members with an explanation in relation to each performance target, and City Executive Board members will be able to view this report via CorVu at the meeting. Exception items are reported below;

2.4 The amber performance target are;

- BI 002: Number of apprenticeships, jobs and training created through council investment** – opportunities reported to date have been through apprenticeships, which have exceeded the original target of 7. Limited progress has been made against the target of 40 jobs as ongoing delays to major projects (such as the competition pool) are impacting on the number that can be created through council investment. An additional 6 jobs have been attributed to the Old Fire Station project (in proportion to the level of Council funding for the scheme) but since other major projects that would contribute to this will not start before April 2012 the overall target of 47 is unlikely to be met.
- NI 156: the number of households in temporary accommodation** – performance has improved for the second consecutive month with a small drop in the numbers in temporary accommodation, but this still remains a challenging environment. Options continue to focus on early homelessness prevention where possible and to only place as a last resort. The Private Rented Sector team are continuing to advertise our Home Choice scheme countywide & are trying to develop links with landlords and letting agents in market towns.
- CS 001: percentage of customers satisfied at first point of contact** – December is the first month that data from the GovMetric system has been available to calculate customer satisfaction at first point of contact. As use of the system is still bedding in the number of responses from the public is very low, which is providing results that are not statistically reliable. A calculation has been carried out

by officers to weight the responses in line with the proportion of contacts normally received but this should be treated with caution. The figure of 80.6% was derived from 51% satisfaction with face to face contact and 88% satisfaction with telephone contact.

- **PC 018: Satisfaction with our neighbourhoods** – (see 3.1 below)

3. Satisfaction data

3.1 The findings of the 2011 Talkback Survey have been used to update performance on three indicators which have not reported previously in 2011/12;

- **PC 001: The percentage of the population of Oxford volunteering** – performance in this area had previously been measured by the Place Survey, which was abolished in 2009. Although the 41% figure reported appears significantly above the target of 27% it should be remembered that different survey methods have been used.
- **PC 018: Satisfaction with our neighbourhoods** – performance in this area was just below target. Satisfaction appears to show a negative trend but this change is within the indicative confidence limits of $\pm 3.4\%$ for a survey of this type and size, hence this is reported as amber.
- **DS 010: Satisfaction with our street cleansing** – two questions were used in the Talkback survey; satisfaction with the cleanliness of residential streets and of the city centre. The reported figure of 68.6% is a combination of the two, which is above its target of 65%

4. Financial implications

4.1 Indicators that have a direct financial impact and are of note include:

- **FN 001: The cost per resident for delivering Council services** – The cost per resident indicator is based on the latest forecast outturn position. The monthly monitoring for December shows that the Council is projecting a favourable variance of £351k against the approved budget.
- **FN 002: The delivery of the Council's efficiency savings** – A report elsewhere on the agenda highlights savings of £2,540,000 which is on target to achieve the £3.296m efficiency savings for 2011/12.

5. Legal Implications

5.1 There are no legal implications in this report.

Name and contact details of author:-

Name: Neil Lawrence

Job title: Performance Improvement Manager

Service Area/Department: Business Improvement

Tel: 01865 252542

Version 4

Performance Summary for Oxford

Green = target met
Amber = within tolerance
Red = outside tolerance

Strategic Performance Summary

Dec-2011

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Vibrant and Sustainable Economy											
225	BI001	BI001: The % of Council spend with local business	Jane Lubbock	34.00%	40.00%	41.00%	40.00%	➡	➡	➡	This measure is currently updated annually by using the Spikes Cavell data and will not change until April 2012
	BI002	BI002: The number of apprenticeships, jobs and training created through Council investment projects and other activities.	Jane Lubbock	Not Recorded	24 Number	22 Number	47 Number				3 new Council apprentices are in the process of being recruited. There has been a delay with the Competition Pool and Northway New Build which has resulted in the anticipated additional apprentices being appointed by our partner organisations. The additional new apprentices will be appointed once these projects commence. Six posts have been created due to funding provided by the council for the Old Fire Station Project
	CD001	CD001: The Number of visitors to the Oxford TIC	Michael Crofton-Briggs	531,000 visits	420,815 visits	461,200 visits	500,000 visits	➡	➡		The footfall counter is not working. This is an estimate based on last years count for December. By comparing the increase in spend compared with a year ago the footfall count has been increased by a similar amount. It is hoped that a new counter will be installed by mid-January.
	CD002	CD002: The % of top 20 employers who agree that the Council is business friendly	Michael Crofton-Briggs	Not Recorded	0.00%	0.00%	75.00%	➡			As agreed earlier this is an annual target. The proposal is to survey the top 20 employers in January to provide a figure before the end of the financial year

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Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Meeting Housing Need											
226	CA001	CA001: Delivering a programme of new homes at Barton	Steve Sprason	Not Recorded	2 Milestone	2 Milestone	3 Milestone	→			On target . Board meeting 9th held . On target but risk relating to AAP re traffic modelling and Thames water report .
	ED001	ED001: The number of individual HMO's subject to agreed licence provisions	John Copley	Not Recorded	870 Number	889 Number	1100 Number				A total of 728 applications have now been received since the scheme started in January 2011. Legal action is being taken against landlords and agents who have failed to apply for licences.
	HC001	HC001: The % of Council tenants satisfied with landlord services	Graham Stratford	Not Recorded	0.00%	0.00%	80.00%	→			This will be measured by a survey in quarter 4 2011/12 and will be reported at the end of the financial year.
	NI 156	NI 156: The number of households in Oxford in temporary accommodation	Graham Stratford	156 Number	137 Number	144 Number	130 Number	↗	↗	↗	A slight fall in temporary accommodation numbers this month, from last, but still a challenging environment in terms of pressing housing needs/ homelessness (esp family exclusions), and few available properties, at suitable rent levels, for us to access in the private rented sector. Options continue to focus on early homelessness prevention where possible and to only place as a last resort. The PRS team are continuing to advertise our Home Choice scheme countywide & are trying to develop links with landlords and letting agents in market towns.
Strong and Active Communities											

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Strategic Performance Summary

Dec-2011

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Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Strong and Active Communities											
Strong and Active Communities	HC002	HC002: The number of young people attending our Holiday Activity Programme	Graham Stratford	1505 Number	850 Number	1159 Number	1000 Number	↑	↓	↓	
	NI 8	NI 8 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	27.6%	25.7%	25.9%	21.7%	↓	↓	↓	Based on the 2006 result of 20.7%, adult participation within Oxford City is demonstrating a 5.2% increase in participation. On this result we are placed in the top quartile of well performing districts in the country. 26 of which have a statistically significant increase.
227											

Performance Summary for Oxford

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Strategic Performance Summary

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Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Strong and Active Communities											
228	PC001	PC001: The % of the population of Oxford volunteering	Peter McQuitty	26.60%	27.00%	41.00%	27.00%	↗	↗		Target was based on result from 2009 Place Survey; Place Survey has since been disbanded. Figure is 2% lower than last years reported result of 43%. The trend appears negative but is within the confidence interval of 3.4 percentage points (calculated on 2011 results at +/-95% level). Note that volunteering is now tracked through the Talkback citizens' panel rather than the Place Survey which has been discontinued. Talkback is the only source of annually updated data on volunteering by residents in Oxford but it should be noted that the panel is not a random sample (as used in the Place Survey) and Talkback results cannot be compared to previous Place Survey results.
	PC018	PC018: Satisfaction with our neighbourhoods	Peter McQuitty	87.0%	88.0%	86.0%	88.0%	↘	↘	↘	Result has been taken from 2011 Talkback Survey. It shows a negative trend, however it is still within confidence interval.
Cleaner Greener Oxford											

Performance Summary for Oxford

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Strategic Performance Summary

Dec-2011

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Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Cleaner Greener Oxford											
229	DS010	DS010: Satisfaction with our street cleaning	Graham Bourton	70.00%	65.00%	69.00%	65.00%	↑	↓		Result is based on the weighted figures from the December 2011 Talkback Survey using a combination of the results for those that selected very satisfied or fairly satisfied to the questions 'how satisfied are you with keeping residential streets clear of litter' and 'how satisfied are you with keeping the city centre clear of litter'. A more detailed analysis of the results will be undertaken as part of the fundamental service review of the streetscene area once the information is available. Performance reflects the changes in working practice and dedication of the streetscene team.
	ED002	ED002: The reduction in the city council's carbon footprint	John Copley	819 Number	150 Number	150 Number	300 Number	→	↓	↓	This month records no project completions, but progress remains strong for meeting the year end target.
	ED003	ED003: The number of enforcements carried out as a result of environmental offences	John Copley	1139 Number	495 Number	988 Number	660 Number	↑	↓	↑	Strong performance reflects enforcement work in East Oxford and more recently in Jericho around waste and recycling as part of the Cleaner Greener Oxford programme. Environmental Development=27(Dec)/813 YTD. Community Safety=6(Dec)/165 YTD. Parks & Leisure=0(Dec)/5 YTD. Thames Valley Police=0(Dec)/5 YTD.





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	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Cleaner Greener Oxford											
	NI 191	NI 191 The Kg of waste sent to landfill per household	Graham Bourton	437.62 Kgs	351 Kgs	311.43 Kgs	464 Kgs				35.55kg for the month. NI191 has decreased from 329.87 in December 2010/11 to 311.43 in December 2011
An Efficient and Effective Council											
An Efficient and Effective Council 230	CS001	CS001: The % of customers satisfied at their first point of contact across all access channels (web, telephone, face to face)	Helen Bishop	Not Recorded	85.00%	80.60%	90.00%				<p>There were a total of 332 responses in December (299 for face to face and 33 on the telephones). This is well below the recommended take up rate to give reliable results.</p> <p>As the monitoring system is fairly new the customer response rates are low for both contact methods (face to face and telephone), a calculation has been carried out to weight the responses in line with the proportion of contacts normally received. The overall weighted satisfaction is 80.6% but this should be treated with caution as it is not necessarily representative given the low response rates</p> <p>An Improvement Plan for the Customer Service Centre will be developed, using feedback obtained from GovMetric. Plans are also in place to improve take up, particularly on the telephones.</p>

Performance Summary for Oxford

Green = target met
 Amber = within tolerance
 Red = outside tolerance

Strategic Performance Summary

Dec-2011

Trends compare relative performance with
 Prd: previous month
 Prev Year End: previous March
 Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2010/11	Latest Data		Year End Target 2011/12	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
An Efficient and Effective Council											
231	FN001	FN001: The cost per resident for delivering Council services	Nigel Kennedy	Not Recorded	£171.50	£169.10	£171.50				The budget variance as at 31st December 2011 is £351k favourable.
	FN002	FN002: The delivery of the Council's efficiency savings	Nigel Kennedy	Not Recorded	£2,450,000	£2,540,000	£3,296,000				As per the December monitoring position.
	PE001	PE001: Achievement and retention of IIP	Simon Howick	Not Recorded	1 Milestone	1 Milestone	1 Milestone	→			Oxford City Council successfully achieved IIP accreditation in June 2011.

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To: City Executive Board

Date: 8th February 2012

Report of: Head of Finance

Title of Report: RISK MANAGEMENT QUARTERLY REPORTING: QUARTER 2 AND QUARTER 3 2011-12

Summary and Recommendations

Purpose of report: To provide an update on the Corporate Risk Register (CRR) and Service Risk Registers as at end of Quarter 2 and Quarter 3 2011.

Key decision No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendation(s):

That the City Executive Board note the contents of this report.

Summary

1. This report presents the second and third quarter review of both the Corporate (CRR) and Service Risk Registers (SRR)
2. There were 8 Corporate Risk Register (CRR) risks reported in Q2 which reduced to 6 in Q3.
3. There were 104 Service Risk Register (SRR) risks reported in Q2 which reduced to 100 in Q3.
4. There are no risks to be escalated from Service Risk Registers (SRR) to the Corporate Risk Register (CRR).

Quarter 2 and Quarter 3 Corporate Risk Register

5. The Risk Manager has carried out a full review of all corporate risks during Q2 and Q3. The table below tracks the number of current risks showing on the register:

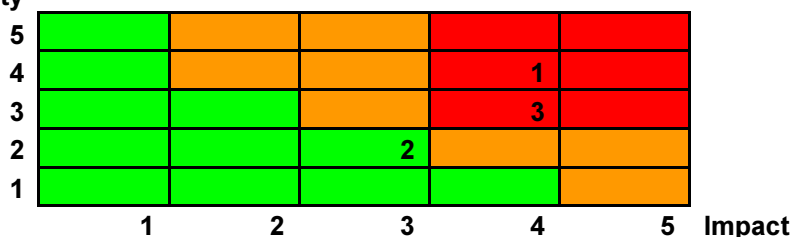
Current Risk	Q1	Q2	Q3
Red	4	4	2
Amber	2	0	4
Green	2	2	0
Closed	0	2	0
Total risks	8	8	6

Corporate Risk Register mapped against the Council's Risk Matrix:

8. The risk exposure of the Council is depicted in the risk scoring matrix. This shows the risks against 25 predetermined categories:

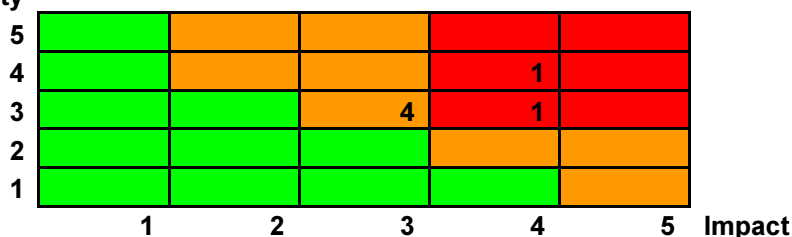
Quarter 2 CRR Risk Matrix

Probability



Quarter 3 CRR Risk Matrix

Probability



11. As can be seen there has been a decrease in the number of 'red' corporate risks in Q3, thereby reducing the Council's exposure. However, there has been an increase in the number of 'amber' risks. These risks will be kept under review during Q4 to ensure that the mitigations are appropriate and effective.
12. The following table shows the change in CRR risk profile from Q2 to Q3:

	Improved position	Deterioration in position	No Change	Grand Total
Number	2	2	2	6
Percentage	33%	33%	33%	

Red Risks – Corporate Risk Register

13. Red risks are clearly undesirable and every effort is made to manage these risks to a more acceptable level. There were 4 corporate risks reported in Q2 with a current status of 'red'. 2 of these risks remain red during Q3:

P = Probability, I = Impact

Ref	Risk Category	Risk Description	Q2 Current Status	Q2 Progress	Q3 Current Status	Q3 Progress
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns – property not vehicles)	P3 I4	No further progress has been made on actions during Q2, the situation is being continually monitored.	P3 I4	No changes to risk scoring. Corporate Management Group is well established within the Council. A corporate approach towards health and safety has been developed.
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	P3 I4	As part of the budget setting process all current in year savings targets have been reviewed and are being closely monitored and reported to CEB. Current Impact has raised from 3 to 4 as this is reflecting the impact of the Councils budget position over a four year period.	No longer red	This risk is no longer red as the probability has decreased: at the end of December all savings are forecast to be achieved by the end of the financial year
CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	P4 I4	Current probability raised from 3 to 4. Good progress being made on actions. The Council's Discretionary Housing Payments (DHP) Policy was reviewed/approved by CEB on 21/09/11. Presentations made to key stakeholders to raise awareness. Preparation is also under way identifying the 25 to 34 year olds to be affected by the Single Homeless rate to come into effect in January 2012. Reply to the DCLG consultation on the Council Tax Benefit Localisation proposals	P4 I4	No changes to risk scoring. Council is seeking budget in order to spend to maximum cap for Discretionary Housing Payments (DHP) for 2012/2013. This will ensure that as much DHP as possible can be paid out. The affected 25 to 34 year olds have now been contacted.
CRR-014	Management of HRA reform and self-financing	That the self financing regime is difficult to administer and the 30 year cashflow is not favourable to the council	P3 I4	A Board has now been established and we have engaged with consultants to assist with this project. We are agreeing our debt profile in line with our Asset Management Plan and 30year Business Plan Current probability has decreased from 4 to 3.	No longer red	The impact has reduced to a 3 due to the revised 30 year business plan now showing a favorable position for the administration of Council Housing.

Closed Risks – Corporate Risk Register

14. There are two Corporate Risks which have been closed during Q2, with no risks closed in Q3. The risks closed in Q2 are:

CRR 017 Impact of other public sector bodies cutting their services

Oxfordshire County Council will issue a budget consultation in December, at which point a full impact and risk assessment will be undertaken and any identified risks will be added to the appropriate risk register. County Council cuts continue adversely to affect Oxford City Council in a number of ways (for instance, in the area of warden services).

CRR005 Financial Reporting (Accounts qualified)

This risk is being formally reported as closed in Q2, as the accounts have now been signed off by the Audit Commission with an unqualified opinion.

Quarter 2 and Quarter 3 Service Risk Registers

15. Service Risk Registers (SRR) were reviewed at the end of Q2 (30th September 2011) and Q3 (31st December 2011) for all service areas. As part of the update the risk owners have been asked to review their current risks, review progress against action plans and to report on their status.
16. A summary of current risks over the two quarters is set out below:

Current Risk	Number of SRR risks Q2	Number of SRR risks Q3
Red	9	6
Amber	49	40
Green	46	53
Total risks	104	99
New Risks	0	2
Closed	15	8

17. As can be seen there has been a decrease in the number of 'red' risks and a movement of the risk profile of the Council towards 'green' risks.

SRR mapped against the Councils Risk Matrix:

18. The risk profile of the Council is depicted in the risk scoring matrix. This shows the risks against 25 predetermined categories:

19. Quarter 2 SRR Risk Matrix

Probability

5				1	
4		2	3	3	
3	1	8	32	5	
2		12	21	12	
1	1	1	2		
	1	2	3	4	5 Impact

21. Quarter 3 SRR Risk Matrix

Probability

5				1	
4		5	4	1	
3		8	25	4	
2	1	17	23	6	
1	1	1	2		
	1	2	3	4	5 Impact

22. There has been a decrease in the number of risks measured with a probability of 3/impact of 3 and probability of 2/impact 4. These amber categories are often used more frequently than they should be, that is as a middle range risk rating and can often be an indication that risks are not being properly assessed. However, the movement seen here has resulted from an improvement in the risk profile of these risks. Showing that risks are actively and positively being managed in this category by the Service Areas.

23. The following table shows the change in SRR risk profile from Q2 to Q3:

	Improved Position	Deterioration in position	No Change	New Risks	Grand Total
Number	13	3	25	3	44
Percentage	30%	7%	57%	7%	

Red Risks – Service Risk Register

24. Red risks are clearly undesirable and every effort is made to manage these risks to a more acceptable level.

Quarter 2 Service Register Red Risks

25. In Q2 there were nine SRR risks with a current risk status of ‘red’. These are:

Riskcode	Area	Risk description	Cause	Consequence	Quarter 2		Quarter 3		Comments
					Current Probability	Current Impact	Current Probability	Current Impact	
CRR-015	Corporate Assets	There are a number of large construction projects planned to be undertaken by the Council, the cost of these may rise in the current economic climate due to increased prices	Increase in prices of current contract over and above those already agreed. Collapse of major contractors already engaged	overspend due to increase prices or the need to retender for further contractors to complete the work	3	4	3	4	Continues to be monitored
SRR-001-CD	City Development	Major service failure due to significant loss of ICT, staff etc	Major systems failure - major health pandemic etc	Reduction in staff or premises availability means a reduced service to customers and or a backlog of work to be cleared.	3	4	3	4	Continues to be monitored
SRR-002-DS	Direct Services	Level of charges for services charged to public such as trade refuse may be too high to be competitive.	Increasing cost of overheads.	Unit rates are increased causing problems with Value for Money comparisons and overall prices levels outside acceptable market rates.	4	4	3 ↓ from 4	4	Overheads continually subject to scrutiny and review through Fundamental Service Reviews
SRR-009-CA	Corporate Assets	Financial, construction, property market risk.	Lack of effective Project controls/Change	Budget and time overrun. Shortfall in capital receipts.	3	4	3	4	Continues to be monitored

					Quarter 2		Quarter 3		Comments
Riskcode	Area	Risk description	Cause	Consequence	Current Probability	Current Impact	Current Probability	Current Impact	
			control. Disposals risk Planning permission	Refusal of planning permission.					
SRR-010-FI	Finance	Inability to achieve savings in budget	Significant efficiency savings and service reductions as a result of Comprehensive Spending Review	Increased use of balances or further reductions to be identified	3	4	No longer red		Whilst the impact remains high the probability has been reduced as at December all savings are on target
SRR-013-DS	Direct Services	Unable to deliver essential services	Major systems infrastructure failure and / or loss of application expertise for critical system	Emergency services not able to be delivered, loss of credibility with customers	3	4	No longer red		No longer considered to be a risk
SRR-013-LP	Leisure and Parks	Risk of delay to project beyond January 2012 due to town green application and judicial review	Protesters submitted a town green application for Blackbird Leys Park and also a judicial review	There would be a potential delay to the project beyond Jan 2012 before determination. If the application was determined in favour of a town green then there is a risk that there could be no future development at the facility.	4	4	5 ↑ from 4	4	Uncertainty over judicial review continues which may effect project
SRR-001-HC	City Regeneration	Increased costs of provision of temporary accommodation and rent top-up payments	Changes to Housing Benefit and Local Housing Allowance regulations, economic climate leading to more severe problems for customer base.	Additional cost, less effective homelessness prevention work, higher homelessness acceptances	4	4	4	4	Continues to be monitored

					Quarter 2		Quarter 3		Comments
Riskcode	Area	Risk description	Cause	Consequence	Current Probability	Current Impact	Current Probability	Current Impact	
CRR-011	City Regeneration	Macro pressures create tension in communities. Changes in central government may heighten the impact. Opportunity to pre-empt issues and exploit situation to develop further cohesion.	Pressures on spending, increased inequalities, changes in society make up/demographics of the city (including increased immigration), change in socio-economic trends	Racial tension, group reactions, increased immigration. Increased costs of policing and community safety programmes. The Council's ability to respond (due to financial pressures) will be reduced. Negative press and reputation implications at a localised level. Heightened tension on migrant workers in HMOs (buildings in multiple occupancy).	4	4	3 ↓ from 4	4	Continues to be monitored

Reported as 'red' in Q2 not reported as 'red' in Q3

Risk Code	Area	Description	Why not reported in Q3
SRR-001-CD	City Development	Major service failure due to significant loss of ICT, staff etc	No longer Red. Current probability reduced to 2 in q3
SRR-010-FI	Finance	Inability to achieve savings in budget	No longer Red. Current probabilty reduced to 3

28. Whilst the number of red risks is rightly small, it can be seen that there have been positive steps taken to manage these risks, with 4 risks (or 44% of red risks) reported as having an improved risk profile in Q3.
29. The following table shows the change in risk profile for red risks from Q2 to Q3:

	Improved position	Deterioration in position	No change	Grand Total
Number	4	1	4	9
Percentage	44%	11%	44%	

241

31. From the above analysis it can be ascertained that there are no risks which need escalating from the SRR to the CRR. In future reports it will be possible to review the movement from current to residual risk and the efficacy of mitigating actions.

Other Issues

32. The use of E-learning is currently being explored, dovetailing with the developments being made within the People and Equalities area. E-Learning is a useful tool for risk management when used in conjunction with face:face and interactive sessions. It also provides a good method of ensuring that all staff have received the same information and training when dealing with less detailed risk management training requirements.
33. The Risk Management Group met once in Q2 and once in Q3, and agreed that they will continue to meet on a more frequent basis than they have over the last 12 months. The purpose of the group is to provide a working group which supports the achievement of risk management aims.

Financial Implications

34. There are no financial implications arising directly from this report.

Legal Implications

35. There are no legal implications relevant to this report.

Name and contact details of author:-

Name: Nigel Kennedy

Job title: Head of Finance

Service Area / Department: Finance

Tel: 01865 252807 e-mail: nkennedy@oxford.gov.uk

List of background papers:

Version number 0.2

To: City Executive Board

Date: 8th February 2012

Report of: Head of Corporate Assets

Title of Report: **WESTGATE REDEVELOPMENT - REVISED COMMERCIAL TERMS**

Summary and Recommendations

Purpose of report: To seek approval to revised commercial terms with the Westgate Oxford Alliance to enable the entering into of a revised Development Agreement and Agreement to Lease in relation to the proposed redevelopment of the above. The Report will also seek to advise Members of outstanding issues and detail that remains to be negotiated in due course, and embryonic project delivery timetable.

Key decision? Yes

Executive lead members: Councillor Ed Turner

Report approved by: David Edwards, Executive Director, Housing and Regeneration

Finance: David Watt, Finance Business Partner
Legal: Lindsay Cane, Legal Services Manager

Policy Framework:

- West End Area Action Plan
- Regeneration Strategy

Recommendation:

The City Executive Board is recommended to:

1. Note the contents of this Report and progress in discussions with the Westgate Oxford Alliance.
2. Grant delegated authority to the Executive Director, Regeneration & Housing to authorise the Council's entry into required legal documentation with the Westgate Oxford Alliance to give effect to this matter, the terms to be consistent with the contents of the Not For Publication Appendix.

- | |
|---|
| <ol style="list-style-type: none">3. Agree the placing of any voluntary notice in regard to this matter as is considered appropriate to give adequate notice of the Council's intention to enter into development documentation as detailed herein. |
|---|

Appendices

1. Plan
2. Regenerative Benefits Summary
3. Risk Register
- 4 & 5. Not for Publication Confidential Appendix

Background

1. Members will recall that at the meeting of the City Executive Board held on 25th May 2011 approval was given that neither side (the Council and the Crown Estate) would seek to terminate the existing Development Agreement in relation to the Westgate Redevelopment Project prior to 31st December 2011. This agreement was subsequently entered into by way of an exchange of letters (and was in fact the second such agreed extension).
2. This action was pursuant to a novation of the existing Development Agreement to the Crown Estate being completed on 30th April 2010, and subsequent to that the Crown Estate entering into a 50:50 Joint Venture with Land Securities, to establish a development vehicle now being known as the Westgate Oxford Alliance (WOA).
3. Since that time the Alliance has been engaged in the undertaking of essential due diligence to inform their view as to whether or not a potentially viable scheme of redevelopment for the Westgate Shopping Centre existed. Your officers representing the Council as landowner have been involved in continuing dialogue with the WOA inputting into that process to the extent necessary. There has been an initial limited dialogue with Planning Officers on planning and transport principles. WOA have also been having active dialogue with the John Lewis Partnership (JLP) who have confirmed their continued interest in the project.
4. To date, and to the extent required, the outcome of that further due diligence has proved positive and the respective Boards of WOA, the Crown Estate, and Land Securities have continued to endorse further investment required on the basis that there is a reasonable prospect of the scheme meeting their requisite hurdle rates of return.
5. Substantive investment will need to be committed at the point that WOA commits to full scheme design and with a view to the submission of a new detailed planning application. They have made it very clear that before they are prepared to do that, comfort was needed that there was going to be an ability to agree satisfactory revised commercial terms with the Council (as landowner) and the JLP as the principal anchor tenant. For the last few months both JLP and the Council have been involved in those respective commercial negotiations and the

principal purpose of this Report is now to report the outcome of the Councils negotiations to Members for consideration and to enable the project to move forward to the next substantive stage. As agreed by CEB on 25th May 2011 the Council has been assisted in those discussions by property consultants CBRE. The Council's externally appointed solicitors, Lawrence Graham will be advising on the key legal issues associated with the proposed transaction and procurement compliance.

6. The City Council has initiated meetings with the County Council to seek to develop a shared position on the main planning principles. WOA have also proposed a strategic highways and bus review. They have set out a workshop based approach, which City and County officers are agreeable to, and an initial meeting has been held.
7. Whilst it is not intended to rehearse fully the terms of the existing Development Agreement, it may be helpful to remind Members of the principal terms. These are as set out in the attached Not for Publication Confidential Appendix 4. The existing terms are relevant to the currently ongoing commercial negotiations being conducted with the Crown Estate/Land Securities, and those existing terms are therefore contained in a confidential appendix so as to ensure that the current negotiations are in no way prejudiced.

Market Overview

8. The global economic environment continues to present significant new challenges and an uncertain outlook. Whilst there was a degree of stability in the first half of 2011, the concerns of Greek and Italian default and consequential knock-on effects to other European economies is sending the markets into further turmoil.
9. The heavy restrictions on lending, as well as the overwhelming sense of caution, continues to constrain market and consumer confidence. Notwithstanding the above, demand for quality retail space and the investment market for prime retail property has remained resilient over the past year. Successful retailers are growing market share and with relatively few quality investment assets coming to the market there continues to be strong demand from a wide range of investors for what are regarded as prime shopping centres.
10. Shopping centre construction activity continues to contract and has fallen to less than 25% of levels reached in 2007. The rate of construction activity decline over the last 4-5 years has proved similar to that seen during the early 1990s recession. For a range of reasons the industry focus has shifted back in favour of large dominant centres and extensions to centres with a proven trading track record (as it did following the 1990s recession).
11. In addition, the development market is adapting to the developers' increased needs for committed income before starting on site. There is greater evidence of retailers being prepared to agree pre-lettings as they play their part in unblocking the pipeline to deliver the space that they need. As a result, notwithstanding the current economic difficulties, particularly in the prime centres, it is anticipated that

there will be a flow of new schemes being delivered to the market from 2015/16 onwards.

Report

12. The economic drivers to support such a project have, and continue to change substantially and if the project is to have any prospect of deliverability, then all the principal parties involved in the key arrangements must accept that the previous transaction parameters agreed with Capital Shopping Centres were undeliverable and that very different circumstances now apply.
13. The WOA have been in dialogue with the City Council regarding the key commercial terms which could be applicable to any new arrangements between the Alliance and the Council associated with the redevelopment of the Westgate Centre. Good progress has been made.
14. At the same time, the WOA have been in similar commercial dialogue with the John Lewis Partnership who retain a very strong interest in being represented within Oxford as part of the development. We are further advised that those key commercial terms between WOA and the John Lewis Partnership have now been agreed to an extent that neither party believes that there is any material issue that should stop final agreement being reached. We understand that related discussions regarding fit out specifications, internal store design and logistics, capital contributions required etc are currently ongoing.
15. On the basis that commercial terms between the City Council and WOA are finalised and documented, and a similar position reached between WOA and JLP then that should signal, subject to final Board approvals, the developer committing to full scheme design.
16. The key commercial terms that have now been agreed between the City Council and WOA relate to:
 - The minimum level of ground rent that will be paid.
 - The level of the City Council's gearing in the new scheme income, subject to the minimum ground rent provisions.
 - The ability for the Council to share in profit generated from the scheme and to consolidate elements of that within the geared ground rent up to agreed limits.
17. Full details in this respect are provided within the Not for Publication confidential appendix.

Temporary Car Parking Provision

18. As detailed herein the existing arrangements obligate the developer to provide temporary car parking during the period between the decommissioning of the existing multi-storey and surface car parks and provision of new. That provision was split between the Oxpens site and Redbridge Park and Ride. Given the passage of time, and as part of these fresh negotiations Land Securities are reviewing possible arrangements in respect of that temporary car parking

provision, including such aspects as reviewing City Centre capacity, the net costs associated with that required temporary provision etc. The outcome of that work is expected to be available in the very near future. Additionally, there has to be had regard to potentially competing demands and opportunities of development in the interim period at both Redbridge and Oxpens respectively. The default position of the Council is that adequate temporary car parking provision has to be made.

19. In coming to their conclusions as to scheme viability, and their recommendations on commercial terms CBRE has undertaken a high level viability review of the current situation of the new Westgate scheme based on the following documents:
 - Base financial appraisal.
 - Base scheme rent schedule.
 - Estimated rental value take-up calculator.
 - Cost plan (base scheme – low risk programme) prepared by consultants Davis Langdon.
 - Vacant possession cost estimate.
20. It has to be appreciated that it is probable that the financial information provided will be further refined and updated before the scheme goes ahead.
21. The broad intention is that, subject to detailed legal advice, and to the extent that it is appropriate, new documentation will mirror the terms and conditions of the existing. There has already been a high level review of that documentation and some conclusions drawn as to which aspects can be saved, those aspects that through the passage of time and through other circumstances are no longer appropriate, and other areas where further discussion and legal input is required. The significant difference this time around is that previous documentation was being agreed at a point where the form and detail of the scheme was substantially known and agreed. This time, that format and detail is at this stage largely unknown and any documentation will need to have regard for the need for appropriate safeguards for approval by the Council as landlord moving forward.

Project Programme

22. The current Project Programme is in the course of being thoroughly reviewed by Land Securities. On that basis the timetable, as detailed below, is heavily caveated and should not in any way be regarded as fixed, but is given as an indication of the possible timing of the key milestones involved. The programme is predicated on a number of assumptions eg that no further Compulsory Purchase Order is required.

Draft Milestones	
Design Team Selection	Feb 2012
Agree form of Planning Application	Mar 2012
Complete Legals (Council and JLP)	Mar 2012
Design team Mobilisation for Planning Application	Apr 2012

Stakeholder Consultation	Ongoing – Oct 2012
Hybrid Planning Application submitted	Jan 2013
S.106 Negotiations	Aug 2012 – May 2013
Resolution to grant Planning Permission	Jun 2013
S.237 Agreement	Jun 2013
Road Closure Order, S.278 Agreement	Jun 2013 – Nov 2013
Detailed Design and Procurement – enabling works	Nov 2013 – Apr 2014
Enabling Works Start	Jul 2014
Detailed Design and Procurement – main contract	Jun 2013 – Dec 2014
Main Contract Start	Jan 2015
Target Centre Opening Date	Apr 2017

Regeneration Benefits

23. An exercise has been undertaken with Land Securities to try and capture and set out the key economic and regeneration benefits that are likely to accrue from these proposals. These are as set out in the table at Appendix 3. It is not intended to be an exhaustive list.
24. The Westgate redevelopment offers very significant benefits in terms of economic growth, investment, employment and training, and further essential regeneration of the city centre. This is at a time of major challenges in the wider economy and reductions in growth and expenditure nationally. Further, we are seeing a revolution in retail formats and internet retailing which are leading to major changes.
25. Retail led mixed use development is clearly uniquely positioned to create successful businesses whilst supporting local communities, generating jobs, encouraging economic growth, and building a sense of place that benefits whole towns and cities alike. Additionally Land Securities have said that they will incorporate into the building contract with the main contractor an obligation to offer apprenticeships, training and development of the workforce, potentially through a named provider, and a best endeavours obligation to employ local labour and offer SME's as suppliers and sub-contractors.

Financial Implications

26. The current net income to the Council from the Westgate multi-storey and Abbey Place surface car parks is circa £2.103m. Details of the proposed financial transaction are as set out in the attached Not for Publication Confidential Appendix.
27. The existing terms of the Development Agreement/Agreement to Lease, as detailed herein, provide for the Council to make, under certain circumstances, capital contributions towards future value enhancing works and/or to mitigate reducing rental income. This is on the basis that the Council has to all intents and purposes acquired an equity interest in any development (through the ability to share profits) and it is therefore appropriate for the Council to contribute

proportionately where the tenant is proposing refurbishment or other value enhancing works at a point in the future that will result in either increases in rental income being achieved and/or existing levels of income being sustained. The Council is able to make this contribution in a number of ways or indeed to abstain from doing so if it so wishes, under that latter circumstance there would then be a consequential reduction in the Council's percentage rental income share.

28. Given the change in circumstances the current proposals are regarded as being unduly complicated and it is intended that more simplified arrangements will be introduced. This remains one of the detailed issues to be resolved as the preparation of legal documentation moves forward.
29. The disposal of the multi-storey and surface car parks will of course absolve the Council from any future maintenance and repair liability in that respect.
30. The effect of this transaction will be to exchange the current geared ground rent received from the Westgate (Shopping) Centre and net revenue operating income from the Multi-Storey and Surface car parks for a rental income/profit share arrangement for the entire development (retail and parking) as detailed in the Not for Publication Confidential Appendix.

Legal Implications

31. The legal power to dispose of land is contained within Section 123 of the Local Government Act 1972 for best consideration. CBRE will provide the Council with formal certification under Section 123 prior to entering of the Conditional Development Agreement.

Sustainability/Climate Change Implications

32. There are no direct implications arising out of the contents of this report.

Equalities Implications

33. There are no direct implications arising out of this report at the present time. Any development of the site in due course will accord with current regulations.

Risk Implications

34. A risk assessment has been undertaken and the risk register is attached as Appendix 4 to this report.

Planning

35. The Council is pressing Land Securities for an early engagement on planning, design and transport issues. Preliminary scoping work has begun on transport issues. On the basis that the instruction is given by CEB to proceed to legal documentation we will require that there is put in place a programme to begin a dialogue on planning, design and transport issues. The Council, as landowner,

will also wish to agree the process for agreeing design team appointments with Land Securities. Both aspects will need to be in place before concluding the legal agreement.

Name and contact details of author:

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Telephone: (01865) 252802

List of background papers:

CEB Report 25th May 2011 –

Westgate Redevelopment – Agreement to Non Determination of Development Agreement

CEB Report 22nd July 2010 –

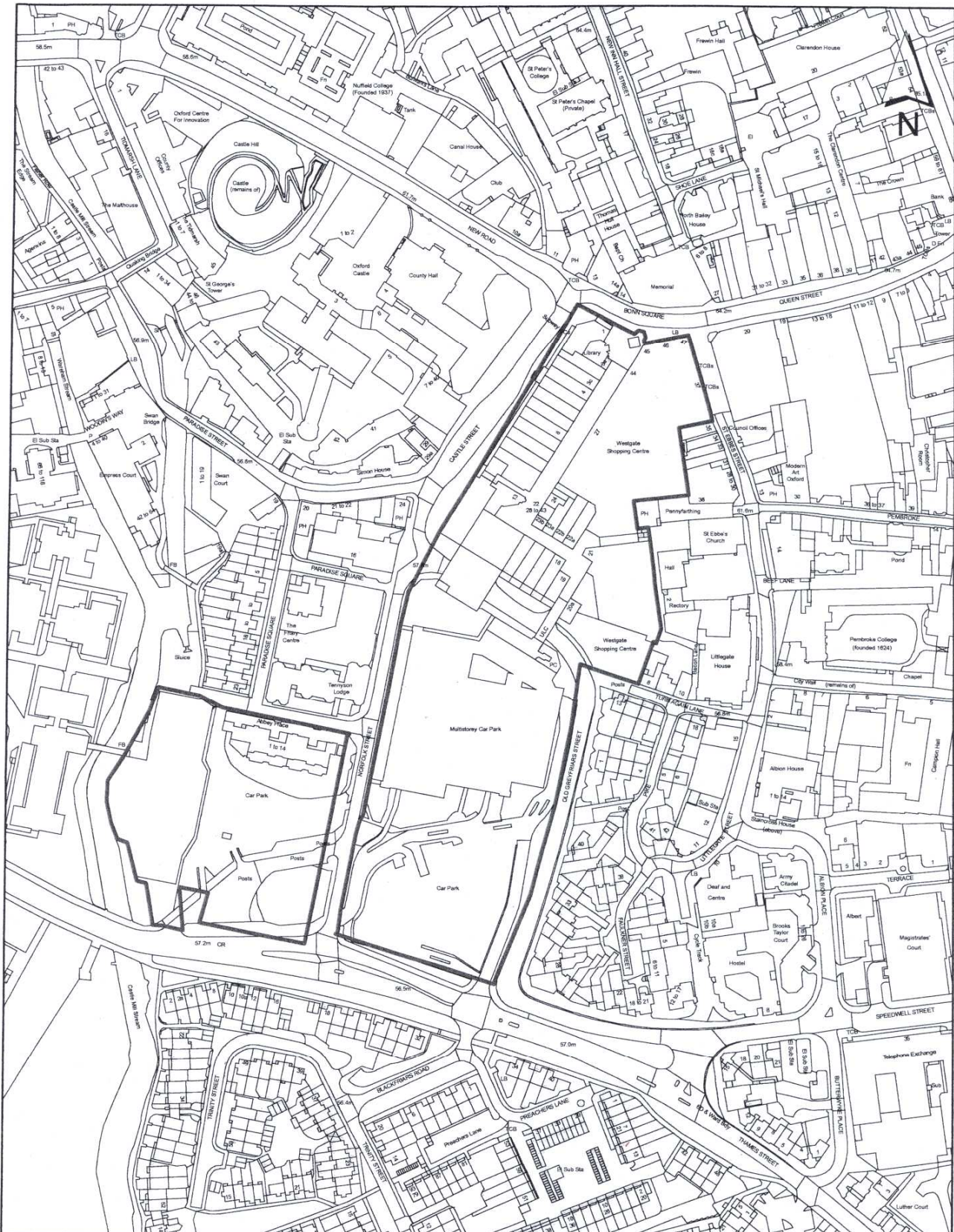
Westgate Redevelopment – Agreement to Non Determination of Development Agreement

CEB Report 31st March 2010 –

Westgate Redevelopment – Novation of Development Agreement

Version number: 5

Appendix 1



Title;

Scale: 1:2,500

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Ordnance Survey 100019348.

Corporate Assets

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Appendix 2

Benefits	Scheme Delivered	No Scheme
New jobs created (est)	2,650	None
Jobs created during construction phase	1,550 + local labour and SME initiatives	None
Private sector investment (including tenant investment)	£375m	£5 – 10m
Apprenticeships as part of phase	Apprenticeships delivered	None
Affordable Housing Units (subject to viability)	c. 30	None
Training and Development regimes to support access for local people	Yes	No
New legible, accessible and secure car park	Yes	No
New homes to achieve Code 4	Yes	No
Target environmental target for new Centre	BREEAM Very Good aspiring to Excellent – Workshops to agree objectives	n/a
Improved linkages within City Centre reinforcing accessibility to key areas including Oxpens and Castle	Yes	No
Delivery of key West End strategic site	Yes	No
Substantially enhanced public realm	Yes	No
New Riverside Environment	Yes	No
Flood Mitigation Measures	Yes	No

Appendix 3 - Risk Register

Westgate Redevelopment Revised Commercial Terms

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date For Review
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 5	I	P	I	P	I	P		
CEB-001-CA	Contracts	Threat	Conditional contracts are not exchanged	Inability to agree detailed provision	Non completion	Jan	1	4	3	4	3			S Sprason	
CEB-002-CA	Planning	Threat	Developer failure to obtain satisfactory planning consent	Inability to agree viable scheme within planning parameters	Failure to obtain planning consent	Jan	1	4	3	4	3			S Sprason	
CEB-003-CA	Pre conditions	Threat	Failure to satisfy required contractual pre condition	One or more pre conditions cannot be satisfied on viability/ economic etc grounds	Contracts do not go unconditional	Jan	1	4	3	4	3			S Sprason	

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To: City Executive Board

Date: 8th February 2012

Report of: Executive Director City Regeneration and Housing

**Title of Report: OXPENS MEADOW- SAFEGUARDING PUBLIC AMENITY
AND COMPENSATORY FLOOD STORAGE - REPORT BACK**

Summary and Recommendations

Purpose of report: To report back to CEB on the current position on the Town Green application and the proposals to safeguard Oxpens Meadow

Key decision? No

Executive lead member: Councillors Bob Price and Colin Cook

Report approved by:

Corporate Assets: Steve Sprason

City Planning: Michael Crofton-Briggs

Finance: Nigel Kennedy

Legal: Jeremy Thomas

Environment: John Copley

Policy Framework: Corporate Plan: improve the local economy, environment and quality of life. West End Area Action Plan.

Recommendation(s): The recommendation is that:

The City Executive Board agrees to apply for Town Green status for Oxpens Meadow after works to the area for compensatory flood storage are completed.

Appendix to report

1. City Executive Board Report: Oxpens Meadow March 2010

Introduction

1. CEB approved the Oxpens Meadow report of 30th March 2010 and the recommendation:

The City Executive Board is recommended to instruct officers to investigate further the option of transferring ownership of the land at Oxpens Meadow, shown unhatched in the plan attached to this report, across to a Community Trust and to report back to CEB.

2. The report sets out the context and includes a plan of the area provided in the CEB report March 2010(Appendix 1).
3. This report is to update the City Executive Board (CEB) and to confirm the Council's strategy for Oxpens Meadow, including the application for the meadow to be designated as a Town Green, once works to allow compensatory flood storage are completed.

Background

4. In brief SENDRA (St. Ebbe's New Development Residents' Association) made an application for Oxpens Meadow to be designated a Town Green under s.15 of the Commons Act 2006. This application is with the County Council, as the relevant authority, for consideration.
5. Subsequently the Council adopted the following Motion by general assent (25th January 2010).

Council invites the City Executive Board to apply to the County Council to register the area shown in green on the Identified Sites Map at page 5 of Part 1 of the adopted West End Area Action Plan as a Town Green under the Commons Act 2006 as the best means of securing the long term protection of the Meadow from encroachment.

6. There followed the report to CEB of 30th March 2010. This advised that Oxpens Meadow is also needed to provide compensatory flood storage to safeguard the surrounding area. This is required to offset the impacts of climate change, and to allow the land held by the Council and British Rail Residuary Body to the north of the ice-rink to be developed as a strategic regeneration site. The works require a shallow re-grading of the Meadow to allow partial flooding when there is an exceptional event
7. The report advised that the necessary works would not be permitted under a Town Green designation, and to defer a designation until the works are completed. The timing of the works is uncertain, and will require detailed design work and funding to be allocated. This in part depends on how land

held by the British Rail Residuary Body (BRBR) is brought forward. The Council, with the Homes and Communities Agency, has made a series of proposals to BRBR for joint working to ensure comprehensive development. The Council will prepare Supplementary Planning Guidance if the current discussions with BRBR do not achieve a satisfactory resolution.

8. In order to give SENDRA assurance in the interim period exploration of the option to transfer the Meadow to a community trust was suggested. The Council would have no option but to contest any Town Green application in advance of the flood capacity works and believes that it has a very robust position.

Community Trust Option

9. The Council, SENDRA and Friends of Oxpens Meadow (FOM) have had helpful and positive discussions. We are agreed that the optimum solution to protect the Meadow is to have a Town Green designation, and the Council should apply for the designation. The issue is timing and whether there are solutions which might afford protection in the interim, such as the transfer of the land to a trust.
10. The advantages of transferring the Meadow to a community trust (either on a leasehold or freehold basis) are that it establishes independent management and safeguarding of the area.
11. There are some significant disadvantages which have been identified. The powers of the trust would still need to be limited to allow the compensatory flood storage works to be undertaken and the necessary flexibility would require the Council's powers to be widely drawn. A new trust administration would be required and the costs and responsibilities could be significant if taken outside the Council's management.
12. It was concluded that that the community trust option did not significantly improve the protection of the Meadow, and carried risks and costs. It was agreed that a report back to CEB would seek confirmation that the Council will proceed with a Town Green application after the flood works.

Conclusion

13. The preferred strategy remains the Council's commitment to seek a Town Green designation once the flood compensation works are undertaken. The area designated would be as identified in the CEB report of 30th March (Map A) which includes the land within the boundary edged green, with the exclusion of the hatched area. If the Council defaults on this position (which is not envisaged), then SENDRA and FOM may pursue a Town Green application in their own right. The Council would prefer to see a joint application with SENDRA for the withdrawal of the current Town Green application. SENDRA is looking to retain its application until the City Council makes its own application, in due course. A further discussion will

be needed with the County Council, as the relevant authority, to agree the process and handling. In the event that the County Council did not agree to continue to hold the current application in abeyance any attempt to progress the application would be strongly opposed by the City Council.

14. The risk assessment, and equalities/climate change and environmental impact, together with the financial and legal implications remain as set out in the report of 30th March 2010.

Name and contact details of author:-

Name David Edwards

Job title Executive Director

Service Area / Department City Regeneration and Housing

Tel: 01865 252394 e-mail: dedwards@oxford.gov.uk

To: City Executive Board – 31st March 2010

Item No:

Report of: Head of City Development, Head of Law and Governance
and Head of Corporate Assets

Title of Report: Oxpens Meadow

Summary and Recommendations

Purpose of report: To consider the implications of the Council motion of the 25th January inviting CEB to apply to register part of the Meadow as a Town Green and to seek approval to investigate the options to transfer the land into a form of community trust.

Key decision – No

Executive lead member: Councillors Bob Price and Colin Cook

Report Approved by:
Executive Director, City Regeneration:
Finance:
Legal: Jeremy Thomas
Head of Environmental Development:

Policy Framework: Improve the local environment, economy and quality of life policy objective of the Oxford City Council Corporate Plan. West End Area Action Plan.

Recommendation(s):

The City Executive Board is recommended to instruct officers to investigate further the option of transferring ownership of the land at Oxpens Meadow, shown unhatched in the plan attached to this report, across to a Community Trust and to report back to CEB.

Introduction

1. At Council on 25th January the following Motion was adopted by general assent.

“Council invites the City Executive Board to apply to the County Council to register the area shown in green on the Identified Sites Map at page 5 of Part 1 of the adopted West End Area Action Plan as a Town Green under the Commons Act 2006 as the best means of securing the long term protection of the Meadow from encroachment.”

2. A plan is attached (**Appendix 1**) to this report which shows the area concerned.
3. The motion follows on from the application submitted by SENDRA (St. Ebbe’s New Development Residents’ Association) that Oxpens Meadow, comprising 5 acres (2,2ha), be designated a Town Green under s.15 of the commons Act 2006. This application is with the County Council, as the relevant authority, for consideration.
4. The difference between the SENDRA application and the Council motion is an area of land behind the Ice Rink annotated as a hatched area on the Plan. Therefore the hatched area is excluded from the area the subject of this report.
5. This report considers the implications of the request from Council and suggests that there are two further options to be considered.

Background

6. Oxpens Meadow was acquired by the City Council from Christchurch in 1923. In all some 16 acres of land was acquired as public open space under section 164 of the Public Health Act 1875. This land included what is now the Ice Rink and adjacent car park, part of the Oxford and Cherwell Valley College site together with Oxpens Meadows.
7. The Oxford Local Plan of November 2005 sought to protect the main part of Oxpens Meadow as open space (SR 5) and allocated the adjacent Oxpens site as land with the potential for development (DS 62). The more recent West End Area Action Plan of June 2008 confirmed the Oxpens site as a development site and Oxpens Field (WE 8) as an open space to be enhanced. However the policy also explained that flood compensation measures would need to be implemented on this space.
8. A flood risk assessment study had indicated that part of the developable part of the Oxpens site was within the flood risk area. However, through providing a comparable volume of flood storage elsewhere this would enable the flood risk to be overcome. The proposal in the West End AAP was that this would be achieved through removing the higher tipped

material on the Oxpens Meadow, adjacent to the Ice Rink, and restoring the Meadow as open space.

Application for a Town Green: Implications of Town Green Status

9. Once an area of land has been granted the status of a Town Green the relevant legislation (2006 Commons Act and Inclosure Acts 1857 and 1876) ensures that the land is retained in such use.
10. The 1857 Act provides that it is an offence wilfully to do anything on a town green that will injure the green or interrupt its use or enjoyment as a place for exercise and recreation. This effectively prohibits any change in character to the land that forms the Green.
11. The 1876 Act states that it is an offence to encroach, disturb, inclose or build on a town or village green unless this is done "with a view to the better enjoyment of such town or village green". The flood remediation works could not be described as works that would better the enjoyment of the town green for the lawful sports and pastimes that are in SENDRA's application. The flood remediation works are primarily to better the land that is outside the application site.
12. The implications of this is that it would not be possible to carry out the proposed flood remediation work described above even though such a scheme would restore and indeed improve the open space.
13. There is no provision in the legislation to seek secretary of state approval to do anything to a Town Green. This mechanism applies only to common land which is not applicable here.
14. It is theoretically possible to use the land in a manner inconsistent with town green status but this can only be done with the consent of each and every inhabitant of the area and this is likely to be impractical.
15. If Oxpens were registered as a Town Green the only option available to the Council to enable the flood remediation works to be carried out would be to apply for deregistration of the land as a town green. However, if the area to be deregistered is over 200sq m alternative land must be provided. Consideration of a number of criteria would also be given before any order authorising deregistration of a town green could be given including the interests of the neighbourhood, the conservation of the landscape and the protection of public rights of access to any area of land.
16. Whilst the Board is sympathetic to the wishes of SENDRA and local residents and the expressed wishes of Council to see this land secured for the long term from encroachment, an application for the area to be a Town Green would have significant implications for the ability of the Council to realise the development potential of the main Oxpens site,

achieve a viable development, and a significant part of the proposed regeneration of the West End.

Protection under the 1875 Legislation

17. The Council could continue to resist the SENDRA application for a Town Green. Officers have presented arguments that the public already have the rights to use the Meadow as open space under the original legislation. Therefore there is no need for the Meadow to be protected as a Town Green. Indeed the Commons Act process becomes unnecessary, because there is no need to argue that the right has had to be acquired by informal public use over the last 20 years.
18. To date the Council has argued that rights over land cannot be acquired for the purposes of Town Green status as the right for the public to access and enjoy the land is already in existence. Oxford City Council bought 16 acres of land from Christchurch College in 1923 under s164 of the Public Health Act 1874. Section 164 provides for access over and on the land by the public for recreational purposes (“by right”).
19. SENDRA are submitting that of the 16 acres bought for this purpose the Council has appropriated 11 acres (or thereabouts) to other uses and has ultimately developed the land so that it is no longer open space. The Council agrees with this submission.
20. SENDRA however also submit that of the 5 acres left as open space the Council has appropriated some of that land in the past to alternative uses (mainly refuse tipping and coal storage) and that this appropriation has removed the land from the protection of the 1874 Act and allowed local inhabitants to acquire rights (“as of right”) over the land. The Council has not accepted this assertion.
21. SENDRA have not specified which parts of the original 16 acres they believe have been appropriated to the uses of coal storage or tipping but made general statements that all or part of the application land has been appropriated or used in a way that is inconsistent with the 1875 Act.
22. If the Council can satisfy the County Council (as the Registration Authority) that the land is used by the public at large “by right” then the Town Green application must as a matter of law fail.
23. SENDRA submitted their application in September 2008. Submissions have been made by both parties to the Inspector. The County Council have not forwarded the latest set of submissions to the Inspector as both parties have agreed to stay the matter to allow consideration of this report. The Council have suggested that there should be a stay for three months until the 19 May 2010
24. If the submissions were sent to the Inspector he has the option of requesting further submissions, making a determination or calling a

hearing to hear evidence on the legal argument as a preliminary issue to the substantive application.

25. It should be noted that the area behind the Ice Rink (that is hatched on the plan) that is currently being proposed to be removed from any voluntary registration the Council might make does not currently meet the criteria in the Commons Act 2006 for registration as a town green. This is because in 1993 the Council appropriated this land away from public open space protected by the 1875 Act. Twenty years use of the land therefore runs from 1993 and could not be gained until 2013 as prior to 1993 the public had rights to access and use the land and therefore could not acquire such rights for the purpose of registration.

Community Trust

26. Members will be aware that SENDRA is proposing its action for a Town Green because despite the protection afforded by the 1875 Act over the years particularly after the end of the Second World War the Council has appropriated parts of the open space for other uses, such as the Ice Rink, cattle market and Oxford and Cherwell Valley College. Although the land is protected as open space under this very old legislation it would not fulfil the spirit of the Council motion to see the land secured for long term protection from encroachment.
27. An alternative is therefore being suggested by officers for consideration by the City Executive Board. This would involve transferring the land could be transferred by the City Council to a form of Community Trust. The Community Trust could be provided with an endowment to help maintain and improve the open space in the future. In this way the community would have the power itself to protect the land from any adverse activities.
28. In return for being willing to transfer the land the Council would seek two reciprocal provisions, namely that SENDRA withdraws its current Town Green application and does not submit a new one, and that the community permits the flood remediation works to be carried out on part of the Meadow. Both reciprocal provisions would be conditions precedent to the transfer of the land but a conditional contract could be entered into to give SENDRA comfort over the withdrawal of their application.
29. It is understood that the County Council are amenable to the proposed stay in the proceedings. However the County Council has advised that while a town green application is made by a person or persons once it is accepted as a valid application then it becomes something akin to a public application which would prevent SENDRA from being able to withdraw the application without a solution as to the future of the land and it going before a committee of the County Council.

30. At this stage it is not possible to advise Members on the details relating to such a transfer. A number of issues would need investigation including:
- What organisation would be the new owner of the land? This could be SENDRA itself.
 - Who would be the trustees/directors? OCC would probably wish to participate?
 - Should OCC retain any interest in the land? Not necessarily.
 - For what purposes and uses the land is to be held for? Identification of the current agreed uses.
 - What powers would the new owner/trustees have to deal with the land?
 - Who would maintain the land? The new owners could contract with Parks.
 - When should the land be transferred to the new owner? Probably after the completion of the flood remediation works.
 - What would be the structure of any transfer? It is hoped there are existing models that could be drawn upon such as via the Development Trusts Association.
31. CEB is recommended to instruct officers to look in greater detail at the establishment of a Community Trust and asks officers to explore this option further with SENDRA.

Level of risk

32. A risk assessment has been undertaken and the risk register is attached (**Appendix 2**). The main potential risk for the City Council is that someone or a body other than SENDRA seeks to start the process afresh of making a Town Green application.

Climate change / environmental impact

33. The continued use of Oxpens Meadows as open space, especially under the ownership of a Community Trust would protect an important urban green spaces.

Equalities impact

34. Oxpens Meadow is already accessible to all. This proposal would maintain this.

Financial implications

35. The assumption is that there would not be any particular cost to the Council other than the legal costs of a transfer and the cost of external legal advice.

Legal Implications

36. These are set out in the body of the report.

Conclusion

37. Members will be mindful of the spirit of the Council motion to secure the main part of the Oxpens Meadows as open space for the benefit of the community. However its designation as Town Green would seriously limit the ability of the City Council to achieve the best development of the main developable part of the Oxpens site as proposed in the West End Area Action Plan. Therefore it is proposed that the option of investigating the transferring of the Meadow into a form of Community Trust be investigated.

Recommendation

<p>The City Executive Board is recommended to instruct officers to investigate further the option of transferring ownership of the land at Oxpens Meadow, shown unhatched on the plan attached to this report, across to a Community Trust and to report back to CEB.</p>

**Name and contact details of author: Michael Crofton Briggs 252360
mcrofton-briggs@oxford.gov.uk**

**List of background papers:
Version number: 4**



MAP 'A'

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Scale 1:2500

Compiled by John E Wright
 Serial number: 6038-436
 Centre coordinates: 453854.8 216413.0

Further information can be found on the OS Sitemap Information booklet or the Ordnance Survey website at www.ordnancesurvey.co.uk

Openly accessible ground
Water

Appendix 2

Risk Register

Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic **Probability Score:** 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk	Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness				Current Risk
		I	P					Q	Q	Q	Q	
					Mitigating Control: Level of Effectiveness: (HML)	I	Action: Action Owner: Milestone Date:	Q 1	Q 2	Q 3	Q 4	
1	Someone else submits a fresh Town Green bid	4	2	SENRA agree to withdraw application but a n other starts the process again. The County Council need to formally agree with the approach.	Mitigating Control: Good communication with the community of the offer and progress with SENDRA Level of Effectiveness: M	4	Action: Action Owner: Milestone Date: Mitigating Control: Control Owner:	Q 1	Q 2	Q 3	Q 4	
2	Community Trust too complicated	4	3	This is a new area for the City Council, with potential as yet unknown complications. The option proposed to CEB can not be	Mitigating Control: Thorough investigation as listed in main report and report back to CEB Level of Effectiveness: M	2	Action: Action Owner: Milestone Date: Within 3 months of CEB.					

To: City Executive Board

Date: 8th February 2012

Report of: Simon Howick, Head of People and Equalities

Title of Report: EMPLOYMENT POLICIES

Summary and Recommendations

Purpose of report:

To present for approval and adoption 5 new Employment Policies and Procedures and the removal of two policies

Key decision? No

Executive lead member: Councillor Bob Price

Policy Framework: An efficient and effective Council

Recommendation(s):

1) That the following policies agreed with Trade Unions and appended to this report be approved with immediate effect:

Maternity Policy
Adoption Policy
Paternity Policy
Parental Leave Procedure
Flexible Working Policy

2) That the Fixed Term Contract Policy and Procedure and Job Share Policy are removed (the contents are mainstreamed into other policies).

3) That the Head of People and Equalities be authorised to implement the approved Policies and Procedures and make changes to the Policies and Procedures if they are required to put right clerical mistakes or to reflect changes in the law.

Appendices to report

Appendix 1 – Maternity Policy

Appendix 2 – Adoption Policy

Appendix 3 – Paternity Policy

Appendix 4 – Parental Leave Procedure

Appendix 5 - Flexible Working Policy
Appendix 6 – Risk Assessment
Appendix 7 – Equalities Impact Assessment

Employment Policies

The following Employment Policies are presented for adoption.

1 Maternity Policy

This is a revision of an existing procedure which has been updated to reflect current legislative and Her Majesty's Revenues and Customs (HMRC) requirements.

2 Adoption Policy

This policy replaces the Council's current policy which has been updated to comply with current legislation and HMRC requirements.

3 Paternity Policy

This policy replaces the Council's current policy. The current policy was implemented before the legislative requirement to provide Paternity Leave was introduced. In agreement with the Trade Unions the new policy combines the current legislative requirements for Paternity Leave and preserves the current locally agreed entitlement of 15 days leave plus a day for the birth.

4 Parental Leave Procedure

This is newly drafted policy and procedure to document employees' legal entitlement to unpaid parental leave. It complies with current legislation.

5 Flexible Working Policy

This is a revision of an existing policy which was based on the minimum legislative requirement. The new policy is legally compliant. In addition it extends the option to request flexible working arrangements to all employees. This reflects the Council's wish to adopt modern and flexible working practices wherever possible. The Government has also suggested that it will extend the legal right to make flexible working requests to all employees in the future.

6 Removal of Existing Policies

It has been agreed with the Trade Unions that the Fixed Term Working Policy and Job Share Policy should be removed as they are not required. They are both captured in other policies. Fixed Term contracts are covered within the Organisational Change Policy. Job Sharing as an option is covered by the Flexible Working and Modern Work Styles Policy.

7 Level of Risk

These policies will ensure that the Council complies with its legal requirements and the clear guidance to managers and staff will ensure consistency. The absence of the policies would increase the risk of

legal action against the Council with associated financial and employee relations implications. A risk management framework is attached at Appendix 6.

8 Climate change / environmental impact

There are no climate change or environmental impacts.

9 Equalities Impact

An equalities impact assessment is attached at Appendix 7.

10 Financial implications

By having legally compliant policies the risk of any financial compensation claims is minimised.

11 Legal implications

These policies will form part of the terms and conditions of employment for Council staff. By having legally compliant policies the risk of any legal challenge is minimised.

Name and contact details of author:-

Name Simon Howick
Head of People and Equalities
People and Equalities
Tel: 01865 252547 e-mail: showick@oxford.gov.uk

List of background papers: none

Version number:1.00

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Key

RED RISK

CLOSED RISK

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
SRR-007-PE	Employment Policy and Procedures	T	Failure to provide a suite of policies that fit for purposes of improving performance and managing risk	Managers not equipped with a revised policy and procedure	Effective employment policies not implemented, consistently and fairly applied	1.1.2010	6	3	3	2	2	3	2	Simon Howick	11.6.2010	

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Action Plans

Key

CLOSED ACTION/Risk

ACTIONS MUST BE 'SMART'

Specific, Measurable, Achievable, Realistic and Time bound

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	Milestone Delivery Date	%Action Complete	Date Reviewed
SRR-007-PE	Employment Policy and Procedures	Simon Howick	R	Develop and agree policy through internal consultation process to produce final policy documents for approval by Council. To provide appropriate guidance and training to managers and employees on new policies and procedures.	Approval of family leave policies by CEB	8.2.12	95%	10.1.12

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Risk ID Categories

CRR-000	Corporate Risk Register
SRR-000	Service Risk Register
CEB-000	CEB reports
PRR-000	Project/Programme Risk Register
PCRR-000	Planning Corporate Risk Register
PSRR-000	Planning Service Risk Register

Service Area Codes

PCC	Policy, Culture & Communication	CS	Customer Services
CD	City Development	FI	Finance
CHCD	Community Housing & Community Development	BT	Business Transformation
CA	Corporate Assets	PS	Procurement & Shared Services
OCH	Oxford City Homes	CP	Corporate Performance
CW	City Works	LG	Law and Governance
ED	Environmental Development	CRP	Corporate Secretariat
CL	City Leisure	PE	People & Equalities

Corporate Objective Key

- 1: More Housing Better Housing for all
- 2: Stronger & more inclusive communities
- 3: Improve the local environment, economy & quality of life
- 4: Reduce anti-social behaviour
- 5: Tackle climate change & promote environmental resource management
- 6: Transform OCC by improving value for money and Service performance

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Initial screening EqIA template

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the 8 protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex and/or sexual orientation.***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) to seek to ensure equality of treatment towards service users and employees;*
- (b) to identify the potential impact of the proposal or decision upon them.*

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **the decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **the duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. **the decision maker must be aware of the needs of the duty.***
- 4. **the impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?*
 - a. **Collection and consideration of data and information;***
 - b. **ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **proper appreciation of the extent, nature and duration of the proposal or decision.***
- 7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).*
- 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider
<http://occweb/files/seealsodocs/93561/Equalities%20->*

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

There are no anticipated adverse effects for groups with protected characteristics. This is because the policies flow from statutory obligations and enshrine the consistent and lawful treatment of staff, e.g. female (Maternity Policy) employees throughout pregnancy, the maternity period and return (s) to work. However:

Those who are agency workers, or consultants or self-employed contractors can't benefit from these policies, as they're not employees. They can however apply for leave through their respective organisations or employers.

Age – the requirement for 26 weeks' continuous service is a universal statutory qualifying condition for the statutory rights. It has an adverse impact on probationers and new starters who have less than 26 weeks. However, because the Council's recruitment policy is to recruit on merit, regardless of background, this is unlikely to adversely affect any protected characteristic, including younger or older applicants.

No detrimental impact is envisaged by the removal of the fixed term policy because the principles are enshrined in the Council's standard contract and other policies such as the organisational change policy.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The Flexible Working Policy will be updated to incorporate statutory changes. The policy has a slightly different focus and may sometimes be triggered by the other family friendly policies. Its primary aim is that it will provide equality of opportunity in employment and work practices to support work-life balance. Closely associated objectives are the positive influences on raising staff morale, reducing absenteeism and improving the recruitment and retention of staff, especially those with protected characteristics. The policy explicitly encourages managers to facilitate requests unless they cannot be accommodated for business or operational reasons.

The Family Friendly policy suite and the Flexible Working policy apply to full and part-time employees regardless of the number of hours worked. The only universal qualifying condition is the minimum statutory condition of employees having achieved 26 weeks' continuous service.

The Council also proposes to remove its current separate policies on Fixed-Term Contracts of Employment and Job Share on the basis that those areas will be comprehensively covered by other recruitment and retention policies.

Specific advice and guidance is available via the government website: www.direct.gov.uk (see Work and Families section)

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

The Councils' Law & Governance team, Unite and Unison leads, OD Learning & Performance Consultant and Equalities & Diversity Business Partner were invited to comment on the proposed set of policies and reach agreement on the changes. At this point the policies will go before CEB for approval in February 2012.

The Parental Leave Procedure has been a statutory entitlement for a significant period but has now been formalised in a new policy. It impacts positively on staff with disabilities in line with the Equality Act 2010. The policy confirms that the entitlement for parental leave for staff for the purpose of caring for a disabled child is a maximum of 18 weeks (5 weeks more than standard parental leave). See Section 3.2. In addition, Section 5.3(a) of the Flexible Working Policy recognises that there can be positive discrimination in favour of parents caring for children with a disability and increases the eligibility to cover children under 18.

Disabled people have been involved by [inviting Lynne Hooper, the Council's access officer, for suggestions], and involving the trade unions in the proposals by consulting them.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

There are no adverse impacts envisaged upon those with protected characteristics. For those agency workers who may not benefit from the policies, they are considered to be protected under commensurate legislation affording them statutory protection as employees of their agencies or their own companies.

It is considered that a negligible number of workers will lose out by being agencies employees or because of the 26 week qualifying criterion. Those that do may request equivalent rights directly through their employer, or by waiting 6 months.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Policies will be subject to regular reviews of any changes made to legislation/directives by central government. Any challenges to the policy that result in gaps or irregularities being found will be amended following further review, agreement between the employer and the local trade unions, and subsequent sign off from CEB (if required).

All managers will receive training in these areas via policy bite briefings from February 2012 or through regular meetings with respective service area Business Partners.

Lead officer responsible for signing off the EqIA:

Role:

Date:

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties,)
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the “unknown”)
- Potential data sources

OXFORD CITY COUNCIL

Adoption Policy

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1. POLICY STATEMENT

- 1.1 This policy outlines the statutory rights and responsibilities of employees who adopt, and sets out the arrangements for adoption leave. It only applies to employees and does not apply to agency workers or the self-employed.
- 1.2 This policy does not form part of any employee's contract of employment and it may be amended at any time.

2. SCOPE

- 2.1 This policy applies to full-time and part-time employees (regardless of the number of hours worked) subject to qualifying condition, e.g. length of service. It does not apply to agency workers or the self-employed. If you require further guidance, please contact People & Equalities (P&E).

3. DEFINITIONS

The definitions in this paragraph apply in this policy.

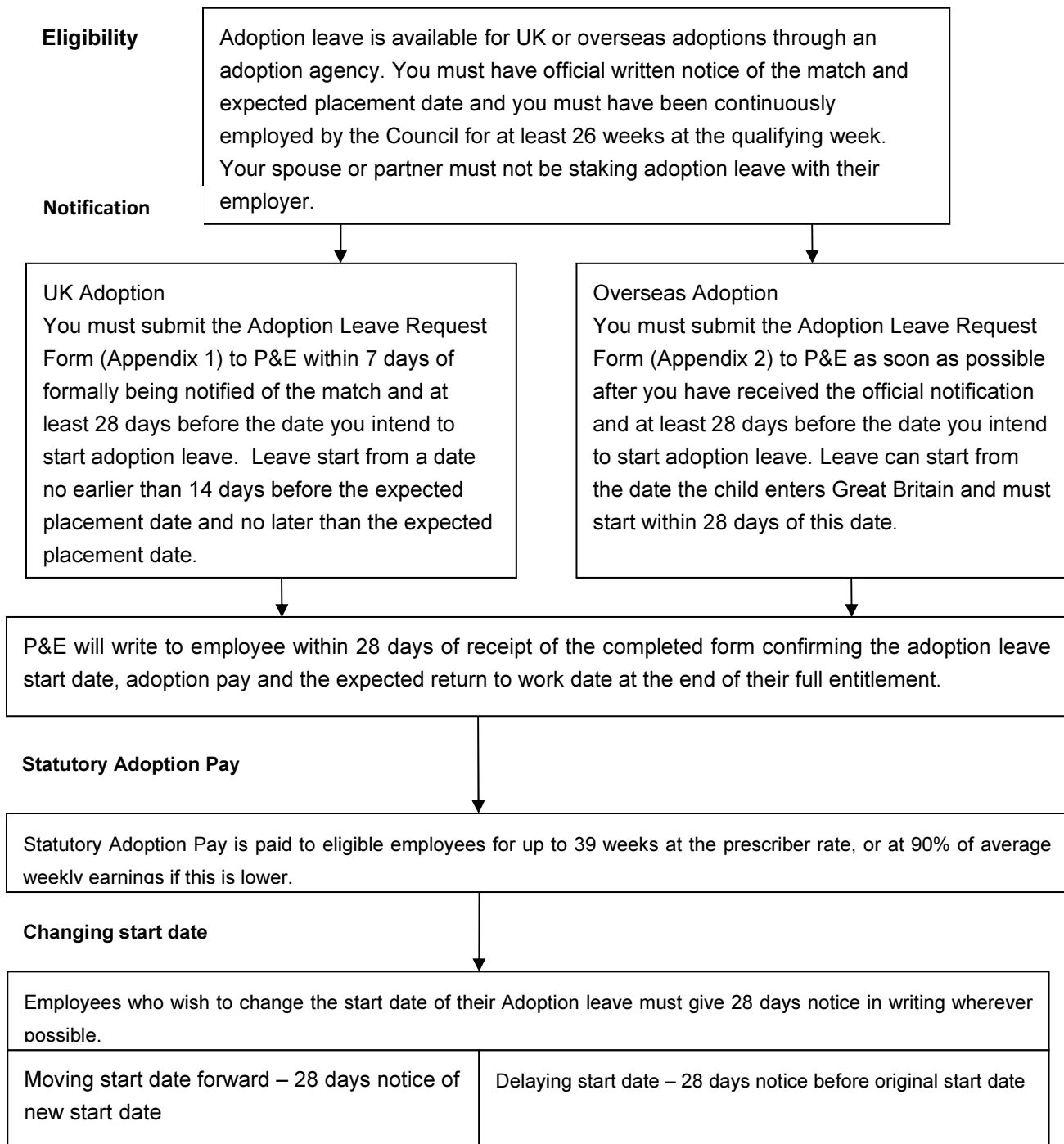
Qualifying Week: the week, starting on a Sunday, in which you are notified in writing by an adoption agency of having been matched with a child.

Expected Placement Date: the date on which an adoption agency expects that it will place a child into your care with a view to adoption.

Ordinary Adoption Leave (OAL): a period of up to 26 weeks' leave available to all employees who qualify for adoption leave

Additional Adoption Leave (AAL): a further period of up to 26 weeks' leave immediately following OAL.

4. PROCEDURE OVERVIEW



5. IMPLEMENTING THE POLICY

- 5.1 Managers have a specific responsibility to ensure the fair application of this policy and all members of staff are responsible for supporting colleagues and ensuring its success.
- 5.2 The Head of People & Equalities has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework.

6. ENTITLEMENT TO ADOPTION LEAVE

- 6.1 Adoption leave is only available if you are adopting through a UK [or overseas] adoption agency. It is not available if there is no agency involved, for example, if you are formally adopting a stepchild or other relative.
- 6.2 You are entitled to adoption leave if you meet all the following conditions:
- (a) An adoption agency has given you written notice that it has matched you with a child for adoption and tells you the Expected Placement Date.
 - (b) You have notified the agency that you agree to the child being placed with you on the Expected Placement Date.
 - (c) You have been continuously employed by us for at least 26 weeks ending with the Qualifying Week.
 - (d) Your spouse or partner will not be taking adoption leave with their employer (although they may be entitled to take paternity leave).

7. NOTIFICATION OF INTENTION TO TAKE LEAVE

- 7.1 You must give us notice in writing of:
- (a) the Expected Placement Date; and
 - (b) your intended start date for adoption leave (**Intended Start Date**)
- 7.2 This notice should be given not more than seven days after the agency notified you in writing that it has matched you with a child.
- 7.3 At least 28 days before your Intended Start Date (or, if this is not possible, as soon as you can), you must also provide us with:
- (a) A Matching Certificate from the adoption agency confirming:
 - (i) the agency's name and address;
 - (ii) the name and date of birth of the child;
 - (iii) the date you were notified of the match; and
 - (iv) the Expected Placement Date.
 - (b) Written confirmation that you intend to take statutory adoption pay and not statutory paternity pay.

8. OVERSEAS ADOPTIONS

If you are adopting a child from overseas, the following will apply:

- 8.1 You must have received notification that the adoption has been approved by the relevant UK authority (**Official Notification**).
- 8.2 You must give us notice in writing of:
- (a) your intention to take adoption leave;
 - (b) the date you received Official Notification; and
 - (c) the date the child is expected to arrive in Great Britain.

- 8.3 This notice should be given as early as possible but in any case within 28 days of receiving Official Notification (or, if you have less than 26 weeks' employment with us at the date of Official Notification, within 30 weeks of starting employment).
- 8.4 You must also give us at least 28 days' notice in writing of your Intended Start Date. This can be the date the child arrives in Great Britain or a predetermined date no more than 28 days after the child's arrival in Great Britain.
- 8.5 You must also notify us of the date the child arrives in Great Britain within 28 days of that date.
- 8.6 We may also ask for a copy of the Official Notification and evidence of the date the child arrived in Great Britain.]

9. STARTING ADOPTION LEAVE

- 9.1 OAL may start on a predetermined date no more than 14 days before the Expected Placement Date, or on the date of placement itself, but no later.
- 9.2 You must notify us of your Intended Start Date. We will then write to you within 28 days to inform you of the date we will expect you to return to work if you take your full entitlement to adoption leave (**Expected Return Date**).
- 9.3 You can postpone your Intended Start Date by informing us in writing at least 28 days before the original date or, if that is not possible, as soon as you can.
- 9.4 You can bring forward your Intended Start Date by informing us in writing at least 28 days before the new start date or, if that is not possible, as soon as you can.
- 9.5 Shortly before your adoption leave starts we will discuss with you the arrangements for covering your work and the opportunities for you to remain in contact, should you wish to do so, during your leave. [Unless you request otherwise, you will remain on circulation lists for internal news, job vacancies, training and work-related social events.]

10. STATUTORY ADOPTION PAY

- 10.1 Statutory adoption pay (**SAP**) is payable for up to 39 weeks. It stops being payable if you return to work sooner or if the placement is disrupted. You are entitled to SAP if:
- (a) you have been continuously employed for at least 26 weeks at the end of your Qualifying Week and are still employed by us during that week;
 - (b) your average weekly earnings during the eight weeks ending with the Qualifying Week (the **Relevant Period**) are not less than the lower earnings limit set by the Government; and
 - (c) you have given us the relevant notifications.
- 10.2 SAP is paid at a Prescribed Rate which is set by the Government for the relevant tax year, or at 90% of your average weekly earnings calculated over the Relevant Period if this is lower.

- 10.3 SAP accrues with each complete week of absence but payments shall be made on the next normal payroll date. Income Tax, National Insurance and pension contributions shall be deducted as appropriate.
- 10.4 If you leave employment for any reason (for example, if you resign or are made redundant) you shall still be eligible for SAP if you have already been notified by an agency that you have been matched with a child. In such cases, SAP shall start:
- (a) 14 days before the Expected Placement Date; or
 - (b) the day after your employment ends, whichever is the later.
- 10.5 If you become eligible for a pay rise before the end of your adoption leave, you will be treated for SAP purposes as if the pay rise had applied throughout the Relevant Period. This means that your SAP will be recalculated and increased retrospectively, or that you may qualify for SAP if you did not previously qualify. We shall pay you a lump sum to make up the difference between any SAP already paid and the amount payable by virtue of the pay rise. Any future SAP payments at the Earnings-Related Rate (if any) will also be increased as necessary.

11. TERMS AND CONDITIONS DURING OML AND AML

- 11.1 All the terms and conditions of your employment remain in force during OML and AML, except for the terms relating to pay. In particular:
- benefits in kind [such as death in service, slice card benefit and use of a company vehicle if applicable] shall continue;
 - annual leave entitlement under your contract shall continue to accrue (see paragraph 11, Annual leave); and
 - pension benefits shall continue (see Pensions paragraph below).

12. ANNUAL LEAVE

- 12.1 During OAL and AAL, annual leave will accrue at the rate provided under your contract. i.e. the hours the employee was working prior to the start of the adoption leave absence. If they return on different hours then leave will be based on these hours from the point of return.
- 12.2 If a period of adoption leave spans more than one annual leave year, then leave can be carried over within the normal arrangements for the carry over of leave. Additional leave may be carried over provided that the leave is taken prior to the employee actually returning to work. The employee should discuss the arrangements with the Manager and the annual leave card should be amended accordingly.

13. OTHER LEAVE ENTITLEMENTS

13.1 Employees have rights to paternity leave, unpaid parental leave, unpaid time off for dependants and a right to request flexible working patterns. Please see the relevant Council policy documents (available on the Intranet or from P&E).

14. DISRUPTED ADOPTION

14.1 Adoption leave is disrupted if it has started but:

- (a) you are notified that the placement will not take place;
- (b) the child is returned to the adoption agency after placement; or
- (c) the child dies after placement.

14.2 In case of disruption your entitlement to adoption leave and pay (if applicable) will continue for a further eight weeks from the end of the week in which disruption occurred, unless your entitlement to leave and/or pay would have ended earlier in the normal course of events.

15. CHILDCARE VOUCHERS

15.1 Employees are entitled to continue to receive contractual benefits (except pay) during OAL and AAL.

15.2 Currently Childcare Vouchers are deemed to be a non-cash benefit (i.e. not pay) and therefore entitlement to them continues during OAL and AAL. An employee must be a member of the Childcare Voucher Scheme before starting maternity leave for this to apply. This is explained in more detail in the Guidance on the Childcare Voucher Scheme.

16. PENSION CONTRIBUTIONS

16.1 During OAL your pension benefits will continue to accrue based on your contractual hours even though your pay and consequently your pension contributions may be lower.

16.2 The contribution rate for the payment of pension contributions will be your normal contribution rate ie the percentage rate for determining contributions will not change. The amount of contributions paid may be lower as they are calculated on the pay actually received.

16.3 If you are not entitled to any Adoption Pay from the Council for all or some of the OAL period, then you will only pay pension contributions when you are receiving pay. However, your pension service will accrue at the same rate as if you had been paying full contributions for the whole of the 26 weeks of OAL.

16.4 Pension contributions will continue to be payable during any paid period of AAL. Contributions will be based on the rate of adoption pay received and pension service will accrue at the same rate as if you had been paying full contributions for the part of the AAL period that is paid.

- 16.5 You can choose to pay pension contributions during the unpaid period of AAL. The amount of pension contributions is based on the amount of pay received in last week of paid adoption leave and pension service will accrue at the same rate as if you had been paying full contributions. If you did not receive any adoption pay from the Council the contributions will be based on your contractual pay immediately prior to starting adoption leave.
- 16.6 You will need to decide whether you wish to pay contributions for your period of unpaid AAL within 30 days of your return from adoption leave. The Payroll Team will calculate the amount due and will let you know about different payment methods where appropriate.
- 16.7 If you decide not to pay pension contributions during this unpaid period of AAL the time will not count towards your pensionable service and will therefore not be included in the calculation of pension benefits.
- 16.8 If you work any KIT days during your adoption leave you will be paid full pay for these days (you must submit a claim for payment). These payments will be disregarded when calculating contributions due for the remainder of your leave ie if you were on the flat rate SAP when working a KIT day your contributions immediately before and after the KIT day will be based on the SMP rate. If you work a KIT day during a period of unpaid leave and you decide not to make contributions up for the unpaid period the KIT day worked will be pensionable and will count towards pensionable service.

17. REDUNDANCIES DURING ADOPTION LEAVE

- 17.1 In the event that your post is affected by a redundancy situation occurring during your adoption leave, we shall write to inform you of any proposals and shall invite you to a meeting before any final decision is reached as to your continued employment. Employees on maternity and adoption leave shall be given first refusal on any suitable alternative vacancies that are appropriate to their skills, in accordance with the Organisational Change Policy.

18. KEEPING IN TOUCH (“KIT”)

- 18.1 The employee and manager should discuss arrangements for keeping in contact during the maternity leave period before maternity leave starts. Managers should ensure that the employee will receive her payslips and agree arrangements for communicating significant workplace developments and training opportunities. Employees may be sent council communications. We may make reasonable contact with you from time to time during your maternity leave.
- 18.2 You may work (including attending training) for up to ten days during maternity leave without bringing your maternity leave or SMP to an end. The arrangements, are set by agreement with your line manager or People & Equalities Department, so pay will be

made up to full pay for the hours worked. If an employee is in receipt of maternity payments that are equal to full pay at the time of working a KIT day they will not receive any additional pay. Conversely an employee in receipt of no pay at the time of working will receive full pay for the hours worked.

18.3 You are not obliged to undertake any such work during maternity leave, nor is the Council obliged to provide any work. In any case, you must not work in the two weeks following birth.

18.4 Shortly before you are due to return to work, we may invite you to have a discussion (whether in person or by telephone) about the arrangements for your return. This may cover:

- updating you on any changes that have occurred during your absence;
- any training needs you might have; and
- any changes to working arrangements (e.g. if you have made a request to work part-time; see final paragraph below, Returning to work part-time).

19. EXPECTED RETURN DATE

19.1 Once you have notified us in writing of your Intended Start Date, we shall send you a letter within 28 days to inform you of your Expected Return Date. If your start date changes we shall write to you within 28 days of the start of adoption leave with a revised Expected Return Date.

19.2 We will expect you back at work on your Expected Return Date unless you tell us otherwise. It will help us if, during your adoption leave, you are able to confirm that you will be returning to work as expected.

20. RETURNING EARLY

20.1 If you wish to return to work earlier than the Expected Return Date, you must give us at least eight weeks' notice. It is helpful if you give this notice in writing. If not enough notice is given, we may postpone your return date until four weeks (or eight weeks as appropriate) after you gave notice, or to the Expected Placement Date if sooner.

21. RETURNING LATE

21.1 If you wish to return later than the Expected Return Date, you should either:

- (a) request unpaid parental leave [in accordance with our Parental Leave Policy], giving us as much notice as possible but not less than [21 days]; or
- (b) request paid annual leave in accordance with your contract, which will be at our discretion.

21.2 If you are unable to return to work due to sickness or injury, this will be treated as sickness absence and our usual sickness policy will apply.

21.3 In any other case, late return will be treated as unauthorised absence.

22. DECIDING NOT TO RETURN

- 22.1 If you do not intend to return to work, or are unsure, it is helpful if you discuss this with us as early as possible. If you decide not to return you should give notice of resignation in accordance with your contract. The amount of adoption leave left to run when you give notice must be at least equal to your contractual notice period, otherwise we may require you to return to work for the remainder of the notice period.
- 22.2 Once you have given notice that you will not be returning to work, you cannot change your mind without our agreement. This does not affect your right to receive SAP.

23. YOUR RIGHTS WHEN YOU RETURN

- 23.1 You are normally entitled to return to work in the same position as you held before commencing leave. Your terms of employment shall be the same as they would have been had you not been absent. However, if you have taken any period of AAL or more than four weeks' parental leave, and it is not reasonably practicable for us to allow you to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable.
- 22.2 It is possible that an employee who takes the full entitlement to adoption leave of 52 weeks may become pregnant or seek to make a further adoption whilst on leave and become entitled to another, consecutive period of leave without returning to work. An employee who takes two consecutive periods of (maternity or adoption leave) which include one or more periods of AML or AAL, is entitled to return to her original job or, if this is not reasonably practicable, to another suitable, alternative post.

24. RETURNING TO WORK PART-TIME

- 24.1 We will deal with any requests by employees to change their working patterns (such as working part time) after adoption leave on a case-by-case basis. There is no absolute right to insist on working part time, but you do have a statutory right to request flexible working and we will try to accommodate your wishes unless there is a justifiable reason for refusal, bearing in mind the needs of our business. It is helpful if requests are made as early as possible. The procedure for making and dealing with such requests is set out in our Flexible Working Policy.

25. MONITORING AND REVIEW OF THE POLICY

- 25.1 This policy is reviewed by People & Equalities in consultation with the Council's recognised unions. Recommendations for any amendments are reported to People & Equalities.
- 25.2 We will continue to review the effectiveness of this policy to ensure it is achieving its stated objectives.

APPENDIX 1 - ADOPTION LEAVE FORM (ADOPTION WITHIN THE UK) part 1 of 2

Full Name	
Service Area	
Job Title	
Date started employment with Oxford City Council	-- / -- /20 --
I give notice of my intention to take adoption leave as follows	
Start Date	-- / -- /20 --
End Date	-- / -- /20 --
The expected date on which the child will be placed for adoption.	-- / -- /20 --
The date on which I was notified by the adoption agency of having been matched with the child	-- / -- /20 --
I confirm that my wife/husband and I were/my civil partner/my partner was* notified by the adoption agency of having been matched with the child on the date below. [*delete as appropriate]	
Date of notification of matching	-- / -- /20 --
Please tick the appropriate box below	
I intend to return to work after my adoption leave	
I do not intend to return to work after my adoption leave and will therefore leave oxford City Councils employment on the last day prior to the commencement of my adoption leave	
Signature	
Date	-- / -- /20 --

To qualify for adoption leave, you must return this notice form to your Line Manager no later than seven days after the date on which notification of the match with the child was given to you by the adoption agency.

Adoption Leave Form (Adoption within the UK) part 2 of 2

Full Name	
Service Area	
Job Title	
Date Started employment with Oxford City Council	-- __ / __ __ /20 __ __
I previously notified you that I wish to take adoption leave commencing	
Start Date	-- __ / __ __ /20 __ __
End Date	-- __ / __ __ /20 __ __
I wish to confirm that the child in respect of whom I am taking adoption leave was placed for adoption on	-- __ / __ __ /20 __ __
Signature	
Date	-- __ / __ __ /20 __ __

APPENDIX 2 - ADOPTION LEAVE FORM (OVERSEAS) part 1 of 3

Full Name	
Service Area	
Job Title	
Date started Employment with Oxford City Council	-- / -- /20 --
I give notice that I intend to take adoption leave for a child adopted from overseas and I confirm I have received an official notification as follows	
I received the official notification on	-- / -- /20 --
The child is expected to enter Great Britain on	-- / -- /20 --
Signature	
Date	-- / -- /20 --

To qualify for adoption leave, you must return this notice form to your Line Manager no later than 28 days after you received the official notification or, if you received the official notification before commencing work for the Oxford City Council, no later than 28 days after the date you completed 26 weeks' continuous employment with the Oxford City Council.

Adoption Leave Form (Overseas) part 2 of 3

Full Name	
Service Area	
Job Title	
Date started Employment with Oxford City Council	-- _ / _ _ /20 _ _
I give notice that I wish to take adoption leave as follows:-	
Start Date	-- _ / _ _ /20 _ _
End Date	-- _ / _ _ /20 _ _
I have already informed the Oxford City Council of the date that I received the official notification and of the date that the child is expected to enter Great Britain.	
Signature	
Date	-- _ / _ _ /20 _ _

To qualify for adoption leave, you must return this notice form to your Line Manager no later than 28 days prior to the date that you wish your adoption leave to begin.

Adoption Leave Form (Overseas) part 3 of 3

Full Name	
Service Area	
Job Title	
Date started Employment with Oxford City Council	-- / -- /20 --
I give notice that the child in relation to whom I am taking adoption leave entered Great Britain on the date below:-	
Date	-- / -- /20 --
Signature	
Date	-- / -- /20 --

You must return this notice form to your Line Manager no later than 28 days after the date on which the child entered Great Britain.

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OXFORD CITY COUNCIL

FLEXIBLE WORKING POLICY

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1. POLICY STATEMENT

- 1.1 We are committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance. We recognise that, in addition to helping balance work and personal lives, flexible working can raise staff morale, reduce absenteeism and improve our use and retention of staff.
- 1.2 This Flexible Working Policy gives eligible employees an opportunity to formally request a change to their working pattern and all employees an opportunity to do so. Managers are encouraged to facilitate requests unless they cannot be accommodated for one of the stated statutory business reasons set out in paragraph 8.6.
- 1.3 No-one who makes a request for flexible working will be subjected to any detriment or lose any career development opportunities as a result.
- 1.4 This policy and its implementation have been devised in consultation with the Council's recognised unions. We are committed to a programme of action to make this policy effective and to bring it to the attention of all staff.
- 1.5 This policy does not form part of any employee's contract of employment and it may be amended at any time.

2. SCOPE AND PURPOSE

- 2.1 This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.
- 2.2 Employees with at least 26 weeks' continuous service who have caring responsibilities for certain children and adults have a statutory right to request flexible working, reflected in this policy. The criteria for deciding who is eligible to follow the statutory procedure are set out in paragraph 5.
- 2.3 Employees who do not meet the eligibility criteria for the statutory procedure, but who want to make either permanent or temporary changes to their working arrangements, may make a request under paragraphs 6 to paragraph 9 to their line manager who will consider the request according to the same business and operational requirements specifically paragraph 8.6.

- 2.4 Employees whose requests for flexible working are accepted under the statutory procedure will have **permanent** changes made to their contracts of employment to reflect their new working arrangements. If they do not want changes to be permanent, they can follow the same procedure, but clearly state that they are seeking a temporary change or subject to a trial period and state the desired duration of the changes instead, but this is likely to fall outside of the statutory procedure and rights attached.

3. IMPLEMENTING THE POLICY

- 3.1 The Head of People & Equalities has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework.
- 3.2 Those working at management level have a specific responsibility to set an appropriate standard of behaviour, to lead by example and to promote our aims and objectives with regard to flexible working. [To facilitate this process, managers will be given training on diversity awareness and best practice and encouraged to seek advice from People & Equalities].
- 3.3 All members of staff are responsible for the success of this policy and should ensure that they familiarise themselves with it and act in accordance with its aims and objectives. Those involved in management or recruitment may request training and address any questions about the content or application of this policy to the Head of People & Equalities (P&E).

4. FORMS OF FLEXIBLE WORKING

- 4.1 Flexible working can incorporate a number of changes to working arrangements:
- (a) reduction or variation of working hours;
 - (b) reduction of the number of days worked each week; and/or
 - (c) working from a different location (for example, working from home for part of the week).

Such changes may involve working a set number of hours a year, rather than a week (annualised hours); part time working; working from home; working only during term-time (part-year working); working compressed hours; working flexi-time.

- 4.2 Employees should refer to the Council's other policies relevant to flexible working, such as home working, working hours, etc.

5. ELIGIBILITY FOR THE RIGHT TO REQUEST

5.1 All employees can make a request for flexible working under the procedure in paragraph 6 to paragraph 9. Statutory requests must satisfy the criteria below.

5.2 To be eligible to make a statutory request, you must:

- (a) be an employee;
- (b) have worked for us continuously for 26 weeks at the date your request is made;
- (c) have caring responsibilities for the child or adult in respect of whom the request is being made; and
- (d) not have made a formal request to work flexibly during the last 12 months (each 12-month period runs from the date when the most recent application was made).

5.3 Employees who want to work flexibly to care for a child must:

- (a) be making the request in respect of a child who is under 17 (under 18 if the child is disabled)
- (b) be responsible for bringing up the child and be making the request to enable them to care for the child; and
- (c) be either:
 - (i) the mother, father, adopter, guardian or foster parent of the child or disabled family member; or
 - (ii) married to, or the partner of, the child's (or disabled family member's) mother, father, adopter, guardian or foster parent. In this context "partner" means a person who is not a relative but, whether of different sex or the same sex, who lives with the child and the mother, father, adopter, guardian or foster parent in an enduring family relationship.

5.4 Employees who want to work flexibly to care for an adult who is in need of care must be (or expect to be) the person who cares for that adult, and be:

- (a) married to, or the partner or civil partner of, the adult; or
- (b) a relative of the adult; or
- (c) neither of the above, but living at the same address as the adult.

6. MAKING A FLEXIBLE WORKING REQUEST

- 6.1 You should submit a written application for your request to be considered by using the form attached at Appendix 1.
- 6.2 Your written and dated application should be submitted to your line manager. To meet the requirements of the statutory procedure and help your line manager consider your request, it should:
- (a) state the reason for your request, whether to care for a child or adult;
 - (b) provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times, and give the date from which you want your desired working pattern to start;
 - (c) address the effect the changes to your working pattern will have on the work that you do, that of your colleagues and on service delivery. If you have any suggestions about dealing with any potentially negative effects, please include these in your written application;
 - (d) provide information to confirm that you meet the criteria set out in this paragraph 5; state whether you have made a previous formal request for flexible working and, if so, when; and
 - (e) ideally be submitted at least two months before you wish the changes you are requesting to take effect.

7. MEETING

- 7.1 Your line manager is required to meet with you within 28 days of your application being submitted. The meeting will also where possible be attended by a P&E representative. You may bring a colleague (who may be a trade union representative) to the meeting as a companion if you wish. Your companion will be entitled to speak during the meeting and confer privately with you, but may not answer questions on your behalf.
- 7.2 In most cases, the meeting will be held at your usual place of work. However, we will make reasonable efforts so that the meeting is held at a time and place that is convenient to you.
- 7.3 The meeting will be used to consider the working arrangements you have requested. You should be able to:
- (a) explain how the arrangements will accommodate your caring responsibilities.

- (b) discuss what impact your proposed working arrangements will have on your work and that of your colleagues.

7.4 If the arrangements you have requested cannot be accommodated, discussion at the meeting also provides an opportunity to explore possible alternative working arrangements.

7.5 Your line manager may suggest starting new working arrangements under an initial trial period to ensure that they meet your needs and those of your team **OR** your service area.

8. DECISION

8.1 Following the meeting, your line manager will notify you of the decision in writing within 14 days.

8.2 If your request is accepted, or where we propose an alternative to the arrangements you requested, your line manager (in consultation with P&E) will write to you with details of the new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which they will commence. You will be asked to sign and return a copy of the letter. This will be placed on your employee file to confirm what's been agreed such as any permanent (or trial) variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work, that your line manager will discuss with you.

8.3 You should be aware that changes to your terms of employment will be permanent (unless subject to a trial period) and that you will not be able to make another statutory request until 12 months after the date of your original application.

8.4 If your line manager needs more time to make a decision, they will ask for your agreement to delay the decision for up to a further 14 days. A request for an extension is likely to benefit you. For example, your line manager may need more time to investigate how your request can be accommodated or to consult several members of staff.

8.5 There will be circumstances where, due to business and operational requirements, we are unable to agree to a request. In these circumstances, your line manager (in consultation with P&E) will write to you:

- (a) giving the business reason(s) for turning down your application;
- (b) explaining why the business reasons apply in your case; and

(c) setting out the appeal procedure.

8.6 The eight statutory business reasons for which we may reject your request are:

- (a) the burden of additional costs;
- (b) detrimental effect on ability to meet customer demand;
- (c) inability to reorganise work among existing staff;
- (d) inability to recruit additional staff;
- (e) detrimental impact on quality;
- (f) detrimental impact on performance;
- (g) insufficiency of work during the periods that you propose to work;
and
- (h) planned changes.

NB Note that one or more of these statutory reasons **only** may be relied upon to reject a statutory request.

9. APPEAL

9.1 If your request is rejected, you have the right to appeal.

9.2 Your appeal must:

- (a) be in writing and dated;
- (b) set out the grounds on which you are appealing; and
- (c) be sent to the Head of People & Equalities within 14 calendar days of the date on which you received the written rejection of your request.

9.3 People & Equalities and your manager must arrange for a meeting to take place within 14 calendar days of receipt of your appeal. The meeting will be held at a convenient time for all those attending and, as at the meeting that considered your request, you may be accompanied by a colleague.

9.4 The appeal will be heard by a minimum of two managers who must not have been involved in the original decision. One will normally be the line manager's manager. You will be informed in writing of the Appeal decision within 14 calendar days of the date of the appeal meeting.

9.5 If your appeal is upheld, you will be advised of the same details set out in paragraph 8.2.

- 9.6 You should be aware that changes to your terms of employment will be permanent and you will not normally be able to make another statutory request until 12 months after the date of your original application. If your appeal is rejected, the written decision will give the business reason(s) for the decision and explain why the reason(s) apply in your case. We may, however, consider a further request within 12 months if there has been an unforeseen life changing event.

10. BREACHES OF THE PROCEDURE

- 10.1 There will be exceptional occasions when it is not possible to complete a stage of the procedure within the expected time limits. Where an extension of time is agreed with you, your line manager (in consultation with P&E) will write to you confirming the extension and the date on which it will end.
- 10.2 If you withdraw a statutory request for flexible working, you will not be eligible to make another statutory request for 12 months from the date of your original request. In certain circumstances, a request made under the statutory procedure will be treated as withdrawn. This will occur if:
- (a) you fail to attend two meetings under the statutory procedure without reasonable cause; or
 - (b) you unreasonably refuse to provide information we require to consider your request.

In such circumstances, your line manager (in consultation with P&E) will write to you confirming that the request has been treated as withdrawn.

11 MONITORING AND REVIEW

- 11.1 This policy is reviewed by People & Equalities in consultation with the Council's recognised unions. Recommendations for any amendments are reported to People & Equalities.
- 11.2 We will continue to review the effectiveness of this policy to ensure it is achieving its stated objectives.

Oxford City Council

APPENDIX 1 - REQUEST FOR FLEXIBLE WORKING

Full Name:			
Service Area:			
Employment start date:			
Date form submitted:			
I wish to submit a request for flexible working as detailed below.			
Previous applications for flexible working			
Have you submitted a previous request for flexible working? (If yes, please answer the next question.)	Yes	No	
When did you submit your last request for flexible working?			
If you have made a request within the last 12 months please explain the reasons for this request			
Pattern of working			
Please state the pattern of working you are seeking by providing information under one or more of the following three headings:			
1. I would like to reduce my working hours from [current number of hours worked] hours to [the number of hours you would like to work] hours per week.			

2. I would like to alter the days I work and/or the timing of my working hours so as to work at the following times (please indicate the days/times of day you would like to work).

--

3. I would like to do all/some of my work from my home (please be precise about the number of hours and days/times of the week you would like to work at home).

--

I would like the above change(s) to my working pattern to take effect on:

--

Please state the effects that you think the changes you are requesting will have on the Council's ability to run its business and on your Service Area, your colleagues, etc.

--

Please state how you think any such effect might be dealt with.

--

I am making this request under the statutory procedure

YES/NO*
***Delete as appropriate**

If you are making this request in relation to caring responsibilities please tick one box to confirm:	
I wish to make a request to work flexibly in relation to my parental responsibilities (go to Section A)	
I wish to make a request to work flexibly in relation to my caring responsibilities (go to Section B)	
Section A: Please tick boxes as appropriate:	
I declare that I have a child who is currently under 17 years of age	
I declare that I have a disabled child who is currently under 18 years of age	
I declare that my spouse/civil partner/partner has a child under 17 years of age	
I declare that my spouse/civil partner/partner has a disabled child under 18 years of age	
I declare that I am the legal guardian of a child who is currently under 17 years of age	
I declare that I am the legal guardian of a disabled child who is under 18 years of age	
I declare that my spouse/civil partner/partner is the legal guardian of a child under 17 years of age	
I declare that my spouse/civil partner/partner is the legal guardian of a disabled child who is under 18	
I declare that I am currently fostering a child who is under 17 years of age	
I declare that I am currently fostering a disabled child who is under 18 years of age	
I declare that my spouse/civil partner/partner is currently fostering a child under 17 years of age	
I declare that my spouse/civil partner/partner is currently fostering a disabled child who is under 18	
I declare that I live with the child and have responsibility for the child's upbringing	
I declare that I am making this request in order to care for the child	
Please state the date on which the child in respect of which you are requesting flexible working was born:	

Section B: Please tick boxes as appropriate (note: adoptive relationships are included):

I declare that I have caring responsibilities for my spouse/civil partner/partner	
I declare that I have caring responsibilities for someone who lives at the same address as me	
I declare that I have caring responsibilities for my mother/father	
I declare that I have caring responsibilities for my guardian	
I declare that I have caring responsibilities for my parent-in-law	
I declare that I have caring responsibilities for my step-parent	
I declare that I have caring responsibilities for my son/daughter/step-son/step-daughter	
I declare that I have caring responsibilities for my brother/sister/step-brother/step-sister/brother-in-law/sister-in-law	
I declare that I have caring responsibilities for my uncle/aunt	
I declare that I have caring responsibilities for my grandparent	
I declare that I have caring responsibilities for my son-in-law/daughter-in law	

Once you have submitted a valid application for flexible working, your manager will contact you to arrange a meeting, which will take place within 28 days of the application, to discuss how the pattern of working you have requested might be made to work. If request is granted, it will mean a permanent change to the terms and conditions of your employment, unless agreed otherwise. It will help us to deal with your application if you provide as much information as you can about your desired working pattern. It is also important that you complete the questions about the effects that you think the changes you are requesting will have on the Council and your colleagues, as your application may otherwise not be valid.

Signature:		Date:	
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OXFORD CITY COUNCIL

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OXFORD CITY COUNCIL

MATERNITY POLICY

1. POLICY STATEMENT

The Council is committed to supporting employees covered by this policy not only through its statutory obligations but also as a supportive employer who recognises the important of family life and its balance with work.

This policy is designed to make employees aware of their statutory rights and responsibilities during pregnant or having recently given birth, and the arrangements for ante-natal care, pregnancy-related sickness, health and safety, and maternity leave.

Managers are required to follow it for consistent and lawful treatment of female employees throughout pregnancy, the maternity period, and return(s) to work.

2. SCOPE

- 2.1 This policy applies to full-time and part-time employees (regardless of the number of hours worked) subject to qualifying condition, e.g. length of service. It does not apply to agency workers or the self-employed. If you require further guidance, please contact People & Equalities (P&E).

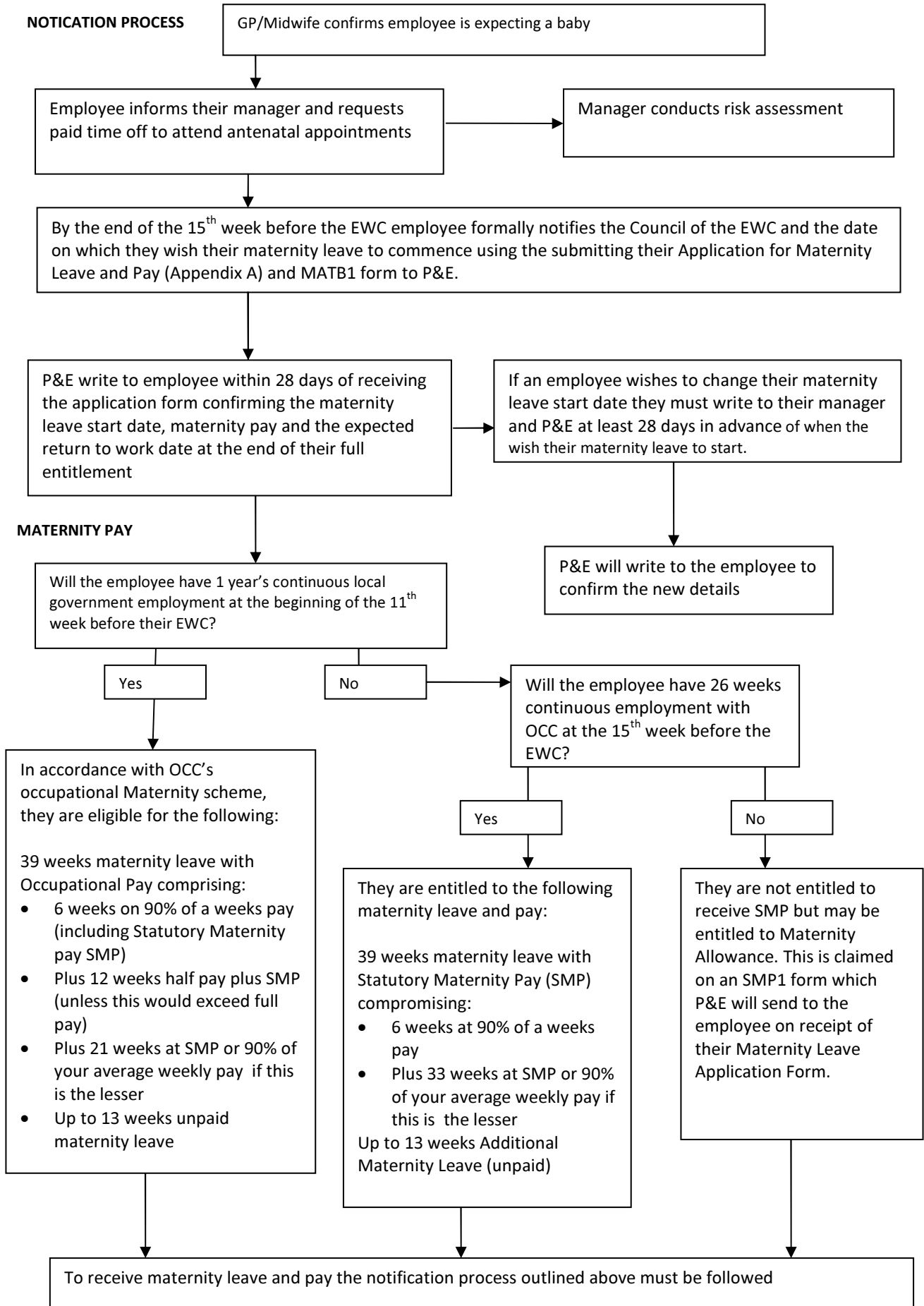
3. ABBREVIATIONS USED IN THIS DOCUMENT

AML	Additional Maternity Leave
CML	Compulsory Maternity Leave
EDC	Expected date of childbirth (the day the baby is due)
EWC	Expected week of childbirth (the week, beginning with midnight between Saturday and Sunday, in which it is expected that the baby will be born)
MATB1	Maternity certificate issued by a doctor or midwife showing the date on which the baby is expected
OML	Ordinary maternity leave
OMP	Occupational maternity pay
SMP	Statutory maternity pay

Qualifying Week –the 15th week before the Expected Week of Childbirth (EWC)

- 3.1 Checklists are available for both Managers (Appendix B) and employees (Appendix C) to help outline the various stages of the process and the responsibilities of each.

4. PROCEDURE OVERVIEW



5. IMPLEMENTING THE POLICY

- 5.1 Managers have a specific responsibility to ensure the fair application of this policy and all members of staff are responsible for supporting colleagues and ensuring its success.
- 5.2 The Head of People & Equalities has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework.

6. NOTIFICATION OF PREGNANCY

- 6.1 Employees must inform their line manager as soon as possible that they are pregnant. This is important and in the employee's interests, as there may be health and safety considerations (see paragraph below, Health and safety). Before the end of the 15th week before the date the baby is due (EWC) or as soon as reasonably practical afterwards, the employee must tell the Council:
 - That she is pregnant
 - The EWC date
 - When she intends her maternity leave to commence – this must be no earlier than the start of the 11th week before the EWC
- 6.2 The employee must provide a certificate from a doctor or midwife (usually form MAT B1) confirming the date the baby is due (EWC), which is normally issued after the 20th week of pregnancy. Employees should complete a Maternity Leave Application Form (Appendix A), which the employee should discuss with her line manager, then provide to P&E. P&E must have the forms by the end of the 15th week before the EWC. P&E will then write to the employee within 28 days of receiving the completed application form to confirm the date of return to work.
- 6.3 The line manager should ask the employee whether she wishes the fact that she is pregnant to be kept confidential for as long as possible and act accordingly. It is important to be aware that an employee may initially not want their pregnancy to be general knowledge. Employees may wish to get more information about maternity on the Government's website (www.direct.gov.uk).

7. SICKNESS

- 7.1 Periods of pregnancy-related sickness absence shall be paid in accordance with the Council's Sickness Pay Benefits & Provisions Guide in the same manner as any other sickness absence:
http://occcweb/files/seealsodocs/88475/Sickness%20Pay%20Nov09.doc#_Toc23015086.
- 7.2 Periods of pregnancy-related sickness absence from the start of your pregnancy until the end of your maternity leave will be recorded separately from other sickness records and will be disregarded in any future employment-related decisions.
- 7.3 If you are absent for a pregnancy-related reason during the four weeks before your EWC, your maternity leave will usually start automatically (see paragraph below, 'Starting maternity leave').

8. HEALTH AND SAFETY

- 8.1 The Council has a general duty to take care of the health and safety of all employees. It is also required to carry out a risk assessment to assess the workplace risks to women who are pregnant, have given birth within the last six months or are still breastfeeding.
- 8.2 We will provide you with information as to any risks identified in the risk assessment, and any preventive and protective measures that have been or will be taken. If we consider that, as a new or expectant mother, you would be exposed to health hazards in carrying out your normal work we will take such steps as are necessary (for as long as they are necessary) to avoid those risks. This may involve:
- changing your working conditions or hours of work;
 - offering you suitable alternative work on terms and conditions that are the same or not substantially less favourable; or
 - suspending you from duties, which will be on full pay unless you have unreasonably refused suitable alternative work.
- 8.3 For help and advice relating to health and safety and risk assessments, please contact the Safety Advisor (Mark Preston) or Occupational Health (details available on the intranet)

9. TIME OFF FOR ANTE NATAL CARE

- 9.1 A pregnant employee may take reasonable paid time off during working hours for ante-natal care. This may include appointments with a GP or midwife, hospital appointments for scans and tests, relaxation and parent craft classes providing they are made on the advice of a registered medical practitioner, midwife or health visitor. A manager can request confirmation that the employee is pregnant (if not already provided) and a copy of the appointment card.
- 9.2 Employees should try to give us as much notice as possible of the appointment. In order to minimise disruption within the work section, employees are asked to try and arrange appointments as close to the start or end of the working day, as possible.

10. ENTITLEMENT TO MATERNITY LEAVE

- 10.1 All employees are entitled to up to 52 weeks' maternity leave which is divided into:
- Ordinary maternity leave of 26 weeks (**OML**).
 - Additional maternity leave of a further 26 weeks immediately following OML (**AML**).

11. STARTING MATERNITY LEAVE

- 11.1 The earliest date you can start maternity leave is 11 weeks before the Expected Week of Childbirth (unless your child is born prematurely before that date).
- 11.2 You must notify us of your Intended Start Date in accordance with paragraph on Notification above. We will then write to you within 28 days to inform you of the date we will expect you to return to work if you take your full entitlement to maternity leave (**Expected Return Date**).
- 11.3 You can postpone your Intended Start Date by informing us in writing at least 28 days before the original Intended Start Date, or if that is not possible, as soon as reasonably practicable. You can also bring forward the Intended Start Date by informing us at least 28 days before the new start date, or if that is not possible, as soon as reasonably practicable.
- 11.4 Maternity leave shall start on the earlier of:
- your Intended Start Date (if notified to us in accordance with this policy); or
 - the day after any day on which you are absent for a pregnancy-related reason during the four weeks before the Expected Week of Childbirth; or
 - the day after you give birth.
- 11.5 If you give birth before your maternity leave was due to start, you must let us know the date of the birth in writing as soon as possible. The law prohibits you from working during the two weeks following childbirth.
- 11.6 Shortly before your maternity leave starts we will discuss with you the arrangements for covering your work and the opportunities for you to remain in contact, should you wish to do so, during your leave. Unless you request otherwise, you should retain email access/remain on circulation lists e.g. for internal news, vacancies, training and work-related social events.

12. PAY

- 12.1 Employees are entitled to a range of benefits, subject to service. A summary of the various arrangements depending on service are set out in Appendix D

13. STATUTORY MATERNITY PAY

- 13.1 Statutory maternity pay (**SMP**) is payable for up to 39 weeks. SMP will stop being payable if you return to work (except where you are simply keeping in touch in accordance with paragraph KIT). You are entitled to SMP if:
- you have been continuously employed for at least 26 weeks at the end of the Qualifying Week and are still employed by us during that week;
 - your average weekly earnings during the eight weeks ending with the Qualifying Week (the Relevant Period) are not less than the lower earnings limit set by the Government;
 - you provide us with a doctor's or midwife's certificate (MAT B1 form) stating your Expected Week of Childbirth;
 - you give at least 28 days' notice (or, if that is not possible, as much notice as you can) of your intention to take maternity leave; **and**
 - you are still pregnant 11 weeks before the start of the EWC or have already given birth.
- 13.2 SMP is calculated as follows:
- First six weeks: SMP is paid at the Earnings-Related Rate of 90% of your average weekly earnings calculated over the Relevant Period;
 - Remaining 33 weeks: SMP is paid at the Prescribed Rate which is set by the Government for the relevant tax year, or the Earnings-Related Rate if this is lower.
- 13.3 SMP accrues from the day on which you commence your OML and thereafter at the end of each complete week of absence. SMP payments shall be made on the next normal payroll date and income tax, National Insurance and pension contributions shall be deducted as appropriate.
- 13.4 You shall still be eligible for SMP if you leave employment for any reason after the start of the Qualifying Week (for example, if you resign or are made redundant). In such cases, if your maternity leave has not already begun, SMP shall start to accrue in whichever is the later of:
- the week following the week in which employment ends; or
 - the eleventh week before the Expected Week of Childbirth.
- 13.5 If you become eligible for a pay rise before the end of your maternity leave, you will be treated for SMP purposes as if the pay rise had applied throughout the Relevant Period. This means that your SMP will be recalculated and increased retrospectively, or that you may qualify for SMP if you did not previously qualify. We shall pay you a lump sum to make up the difference between any SMP already paid and the amount payable by virtue of the pay rise. Any future SMP payments at the Earnings-Related Rate (if any) will also be increased as necessary.

14. OCCUPATIONAL MATERNITY PAY (NATIONAL CONTRACTUAL SCHEME)

14.1 An employee with at least 1 years' continuous Local Government service at the 11th week before the EWC will qualify for maternity pay under the National Contractual scheme:

Weeks 7 –18	Half of contractual pay providing this figure, when added to any SMP/MA, does not exceed full pay
-------------	---

15. COMBINED STATUTORY AND OCCUPATIONAL MATERNITY PAY

15.1 If an employee:

- Has 26 weeks' continuous service with Oxford City Council, as at the 15th week before the EWC; *and*
- Has one years' continuous Local Government Service as at the 11th week before the EWC; *and*
- Normally earns more than the lower earnings limit (LEL) for National Insurance Contributions. (Refer to the last section of this guide for current rates.)

15.2 They will receive enhanced benefits as follows:

Weeks 1 - 6	90% of average pay (SMP rules)
Weeks 7 -18	SMP is paid at whichever is the lower of the earnings-related rate or the weekly rate, plus ½ of contractual pay , providing the total of the two payments does not exceed full pay
Weeks 19 – 39	SMP is paid at whichever is the lower of the earnings-related rate or the weekly rate

15.3 The Council will recalculate maternity pay levels if a pay increase comes into effect at any time between the start of the pay calculation period and the end of the maternity leave. The calculation period ends 14 weeks before the baby's due date and takes into account the mother's earnings over the previous 8 weeks.

16. PAYING BACK OCCUPATIONAL MATERNITY PAY

16.1 **If an employee does not return to work or returns for less than 3 calendar months after receiving 12 weeks' of half pay, this amount, or a proportion of it for the period not worked, will have to be paid back to Oxford City Council.** This will be issued as a sundry account and the Council's normal rules of debt recovery will apply. If the maternity leave period falls within the same financial year as the debt recovery then some relief of Tax and National Insurance Contributions will apply. If it falls outside the financial year then repayment on the gross amount will apply. For further information, please contact the Payroll Team.

17. OTHER STATE BENEFITS

- 17.1 The employee must advise the Payroll team if they are currently receiving benefits, so that any occupational maternity pay can be calculated correctly.

18. MATERNITY ALLOWANCE

- 18.1 If, at the 15th week before the EWC, an employee has
- a) less than 26 weeks' service with Oxford City Council or;
 - b) has more than 26 weeks' continuous service, but normally earns less than the Lower Earnings Level (LEL) for National Insurance Contributions, they will not receive SMP from the Council. Refer to last section of this guide for the current level.
- 18.2 Instead they should request form SMP1 from the Payroll team to enable them to claim Maternity Allowance or other benefits direct from the Government.

19. TERMS AND CONDITIONS DURING OML AND AML

- 19.1 All the terms and conditions of your employment remain in force during OML and AML, except for the terms relating to pay. In particular:
- benefits in kind [such as death in service, slice card benefit and use of a company vehicle if applicable] shall continue;
 - annual leave entitlement under your contract shall continue to accrue (see paragraph 20, Annual leave); **and**
 - pension benefits shall continue (see Pensions paragraph below).

20. ANNUAL LEAVE

- 20.1 During OML and AML, annual leave will accrue at the rate provided under your contract. i.e. the hours the employee was working prior to the start of the maternity absence. If she returns on different hours then leave will be based on these hours from the point of return.
- 20.2 If a period of maternity spans more than one annual leave year, then leave can be carried over within the normal arrangements for the carry over of leave. Additional leave may be carried over provided that the leave is taken prior to the employee actually returning to work. The employee should discuss the arrangements with her Manager and her annual leave card should be amended accordingly.

21. OTHER LEAVE ENTITLEMENTS

- 21.1 Employees have rights to paternity leave, unpaid parental leave, unpaid time off for dependants and a right to request flexible working patterns. Please see the relevant Council policy documents (available on the Intranet or from P&E).

22. MISCARRIAGE AND STILLBIRTH

- 22.1 If an employee suffers a miscarriage (up to the end of the 24th week of pregnancy), she should be paid sick pay in accordance with the provisions of the scheme. Oxford City Council sickness pay rules will apply.
- 22.2 Where a stillbirth occurs (from the beginning of the 25th week of pregnancy), OMP / SMP is normally payable (subject to service qualification). The employee qualifies for maternity leave as if a live birth had occurred.

23. CHILDCARE VOUCHERS

- 23.1 Employees are entitled to continue to receive contractual benefits (except pay) during OML and AML.
- 23.2 Currently Childcare Vouchers are deemed to be a non-cash benefit (i.e. not pay) and therefore entitlement to them continues during OML and AML. An employee must be a member of the Childcare Voucher Scheme before starting maternity leave for this to apply. This is explained in more detail in the Guidance on the Childcare Voucher Scheme.

24. PENSION CONTRIBUTIONS

- 24.1 During OML your pension benefits will continue to accrue based on your contractual hours even though your pay and consequently your pension contributions may be lower.
- 24.2 The contribution rate for the payment of pension contributions will be your normal contribution rate ie the percentage rate for determining contributions will not change. The amount of contributions paid may be lower as they are calculated on the pay actually received.
- 24.3 If you are not entitled to any Maternity Pay from the Council for all or some of the OML period, then you will only pay pension contributions when you are receiving pay. However, your pension service will accrue at the same rate as if you had been paying full contributions for the whole of the 26 weeks of OML.
- 24.4 Pension contributions will continue to be payable during any paid period of AML. Contributions will be based on the rate of maternity pay received and pension service will accrue at the same rate as if you had been paying full contributions for the part of the AML period that is paid.
- 24.5 You can choose to pay pension contributions during the unpaid period of AML. The amount of pension contributions is based on the amount of pay received in last week of paid maternity leave and pension service will accrue at the same rate as if you had been paying full contributions. If you did not receive any maternity pay from the Council the contributions will be based on your contractual pay immediately prior to starting maternity leave.
- 24.6 You will need to decide whether you wish to pay contributions for your period of unpaid AML within 30 days of your return from maternity leave. The Payroll

Team will calculate the amount due and will let you know about different payment methods where appropriate.

- 24.7 If you decide not to pay pension contributions during this unpaid period of AML the time will not count towards your pensionable service and will therefore not be included in the calculation of pension benefits.
- 24.8 If you work any KIT days during your maternity leave you will be paid full pay for these days (you must submit a claim for payment). These payments will be disregarded when calculating contributions due for the remainder of your leave ie if you were on the flat rate SMP when working a KIT day your contributions immediately before and after the KIT day will be based on the SMP rate. If you work a KIT day during a period of unpaid leave and you decide not to make contributions up for the unpaid period the KIT day worked will be pensionable and will count towards pensionable service.

25. REDUNDANCIES DURING MATERNITY LEAVE

- 25.1 In the event that your post is affected by a redundancy situation occurring during your maternity leave, we shall write to inform you of any proposals and shall invite you to a meeting before any final decision is reached as to your continued employment. Employees on maternity leave shall be given first refusal on any suitable alternative vacancies that are appropriate to their skills, in accordance with the Organisational Change Policy..

26. KEEPING IN TOUCH (“KIT”)

- 26.1 The employee and manager should discuss arrangements for keeping in contact during the maternity leave period before maternity leave starts. Managers should ensure that the employee will receive her payslips and agree arrangements for communicating significant workplace developments and training opportunities. Employees may be sent council communications. We may make reasonable contact with you from time to time during your maternity leave.
- 26.2 You may work (including attending training) for up to ten days during maternity leave without bringing your maternity leave or SMP to an end. The arrangements, are set by agreement with your line manager or People & Equalities Department, so pay will be made up to full pay for the hours worked. If an employee is in receipt of maternity payments that are equal to full pay at the time of working a KIT day they will not receive any additional pay. Conversely an employee in receipt of no pay at the time of working will receive full pay for the hours worked.
- 26.3 You are not obliged to undertake any such work during maternity leave, nor is the Council obliged to provide any work. In any case, you must not work in the two weeks following birth.

- 26.4 Shortly before you are due to return to work, we may invite you to have a discussion (whether in person or by telephone) about the arrangements for your return. This may cover:
- updating you on any changes that have occurred during your absence;
 - any training needs you might have; and
 - any changes to working arrangements (e.g. if you have made a request to work part-time; see final paragraph below, Returning to work part-time).

27. EXPECTED RETURN DATE

- 27.1 Once you have notified us in writing of your Intended Start Date, we shall send you a letter within 28 days to inform you of your Expected Return Date. If your start date has been changed (either because you gave us notice to change it, or because maternity leave started early due to illness or premature childbirth) we shall write to you within 28 days of the start of maternity leave with a revised Expected Return Date. We will expect you back at work on your Expected Return Date unless you tell us otherwise. It will help us if, during your maternity leave, you are able to confirm that you will be returning to work as expected.

28. RETURNING EARLY

- 28.1 If you wish to return to work earlier than the Expected Return Date, you must give us eight weeks' prior notice. It is helpful if you give this notice in writing. If not enough notice is given, we may postpone your return date until eight weeks after you gave notice, or to the Expected Return Date if sooner.

29. RETURNING LATE

- 29.1 If you wish to return later than the Expected Return Date, you should either:
- request unpaid parental leave [in accordance with our Parental Leave Policy], giving us as much notice as possible but not less than [21 days]; or
 - request paid annual leave in accordance with your contract, which will be at our discretion.
- 29.2 If you are unable to return to work due to sickness or injury, this will be treated as sickness absence and our Sickness Absence Policy will apply. In any other case, late return will be treated as unauthorised absence.

30. DECIDING NOT TO RETURN

- 30.1 If you do not intend to return to work, or are unsure, it is helpful if you discuss this with us as early as possible. If you decide not to return you should give notice of resignation in accordance with your contract. The amount of maternity leave left to run when you give notice must be at least equal to your contractual notice period, otherwise we may require you to return to work for the remainder of the notice period.
- 30.2 Once you have given notice that you will not be returning to work, you cannot change your mind without our agreement. This does not affect your right to receive SMP.

31. YOUR RIGHTS WHEN YOU RETURN

- 31.1 You are normally entitled to return to work in the same position as you held before commencing leave. Your terms of employment shall be the same as they would have been had you not been absent. However, if you have taken any period of AML or more than four weeks' parental leave, and it is not reasonably practicable for us to allow you to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable.
- 31.2 It is possible that an employee who takes her full entitlement to maternity leave of 52 weeks may become pregnant whilst on leave and become entitled to another, consecutive period of leave without returning to work. An employee who takes two consecutive periods of maternity leave, which include one or more periods of AML, is entitled to return to her original job or, if this is not reasonably practicable, to another suitable, alternative post.

32. RETURNING TO WORK PART-TIME

- 31.1 We will deal with any requests by employees to change their working patterns (such as working part-time) after maternity leave on a case-by-case basis. There is no absolute right to insist on working part-time, but you do have a statutory right to request flexible working and we will try to accommodate your wishes unless there is a justifiable reason for refusal, bearing in mind the needs of our business. It is helpful if requests are made as early as possible. [The procedure for dealing with such requests is set out in the Council's Flexible Working Policy.]

33. MONITORING AND REVIEW OF THE POLICY

- 33.1 This policy is reviewed by People & Equalities in consultation with the Council's recognised unions. Recommendations for any amendments are reported to People & Equalities.
- 33.2 We will continue to review the effectiveness of this policy to ensure it is achieving its stated objectives.

APPENDIX A – MATERNITY LEAVE & PAY APPLICATION FORM

This form must be completed and returned to People & Equalities by the end of the 15th week before your expected week of childbirth

Section A – Personal Details

Surname	Forename(s)
Home Address		
Post Title		
Business Unit		
Place of Work	Ext. No.

Section B – Maternity Leave & Pay

My expected date of childbirth is:
My MATB1 certificate is:	<input type="checkbox"/> Attached <input type="checkbox"/> Will follow shortly
I commenced my present service with Oxford City Council on:
I commenced my present Local Government service on:

Maternity Leave

I am claiming Ordinary and Additional Maternity Leave under the Statutory Maternity Scheme.

Maternity Pay

Approval date

I am claiming maternity **pay** under:

	Weeks 0 – 39
Statutory Maternity Pay	[]
National Contractual Scheme	[]
Combined Statutory and National Contractual Scheme	[]

** Please tick (✓) appropriate box(es)*

The Payroll Team will check your details and confirm in writing what payments you will be entitled to receive.

Section C – Notice of Intention to Take Maternity Leave

I intend to commence maternity leave on:			
I intend to take annual leave	From:	To:
I intend to take credit leave	From:	To:

Section D - Intention to Return to Work (*National Contractual Scheme*)

You will need to complete this section if you have ticked the box above to indicate that you are claiming maternity pay under the National Contractual Scheme.

In order to receive the 12 weeks' of half pay under the National Contractual Scheme you must declare your intention to return to work. If you do not return to work, or return for less than 3 months, you will be required to repay all or a proportion of the payment made to you.

I intend to return to work after my maternity leave and wish to receive all payments due	[]
I wish to hold open my option to return to work after my maternity leave but do not wish to receive any payments, which would have to be repaid if I decide not to return	[]

* Please tick (✓) appropriate box

Section E – Pension Contributions

Please tick (✓) the appropriate box to indicate your intentions.

I wish to consider paying contributions on my period of unpaid leave. Please inform me of the amount upon my return so that I can make a final decision	[]
I do not wish to pay pension contributions on my period of unpaid leave and therefore do not require any information. I understand that the unpaid period will not count for pension benefits	[]

Section F – Declaration

I declare that the information provided above is correct to the best of my knowledge.

Signed:	
Date:	

***Please keep a copy of this form for your own information**

FOR OFFICE USE ONLY

	Form checked by	Form Forwarded To	Date
People & Equalities			
Payroll Section			

APPENDIX B – LINE MANAGER’S MATERNITY CHECKLIST

Notification of pregnancy	<p>Employee to advise her Line Manager of her pregnancy, her EWC and when she wishes to commence maternity leave: -</p> <ul style="list-style-type: none"> ▪ Review risk assessments to ensure there is no danger or potential danger in the workplace to mother or baby ▪ Allow paid time off for antenatal appointments ▪ Issue the employee with a copy of the Council's Maternity Policy (including the maternity leave application form)
11 weeks before EWC	Earliest date that an employee can commence maternity leave (OML)
4 weeks before EWC	If the employee is sick for pregnancy-related reasons, you must advise People & Equalities who will inform the employee that maternity leave will commence
During maternity leave (OML and AML)	<p>Maintain regular contact with the employee: -</p> <ul style="list-style-type: none"> ▪ Update her on any changes within the Unit / team ▪ Forward payslips to the home address ▪ Forward communications as necessary
Preferably 28 days before the employee's return to work date, or as soon as the return date is known, if later	<p>Make arrangements for the employee to return to work: -</p> <ul style="list-style-type: none"> ▪ If taking OML only, the employee should resume normal duties ▪ If taking OML and AML or unpaid leave, the employee should resume normal duties, unless there are exceptional circumstances why this is not practical, which should have been discussed with P&E ▪ Discuss the keeping in touch days if not already used ▪ Discuss any outstanding annual leave ▪ Via People & Equalities, arrange for notice to be served to the individual covering the maternity leave on a fixed term or secondment basis (if applicable)
Employee's return to work	<ul style="list-style-type: none"> ▪ Welcome the employee! ▪ Review risk assessments ▪ Discuss any training requirements

APPENDIX C – EMPLOYEE’S MATERNITY CHECKLIST

WHEN	WHAT TO DO	WHY
Notification of pregnancy	<p>Advise your Line Manager of your pregnancy, giving the required notice</p> <p>Obtain an exemption certificate from NHS charges</p> <p>Inform the Jobcentre Plus (if you are on Income Support)</p> <p>Read Benefits leaflets available from the Jobcentre Plus</p>	<p>To ensure you receive your rights during pregnancy and any maternity payments due to you</p> <p>To obtain free prescriptions and NHS dental treatment</p> <p>To check your right to benefits and other financial assistance</p> <p>To check your right to benefits and other financial assistance</p>
Up to 20 weeks before your baby is due	<p>Ask your Doctor or Midwife for a MATB1. This must be signed and stamped or have your midwife’s registration number</p>	<p>To claim OMP / SMP or Maternity Allowance</p>
Up to 15 weeks before your baby is due	<p>Complete a Maternity Leave Application form and forward this (together with your MATB1) to P&E. Arrange an appointment if required</p> <p>If you do not qualify for SMP, ask your Jobcentre Plus or Child Health Clinic for form MA1</p>	<p>To protect your right to OMP / SMP and enable P&E to confirm your entitlements</p> <p>To apply for Maternity Allowance</p>
11 weeks before EWC	<p>This is the earliest date that an employee can commence maternity leave (OML)</p>	
4 weeks before EWC	<p>If you are sick for pregnancy-related reasons you must advise your manager</p>	<p>Your maternity leave will commence</p>
As soon as possible after the birth	<p>Inform your colleagues so that they can congratulate you!</p> <p>Register the baby’s birth</p> <p>Claim Child and other benefits as appropriate</p>	<p>To obtain a birth certificate and NHS card</p> <p>To obtain benefit entitlements</p>

<p>If plan to return early from OML/ AML then you must give at least 8 weeks notice of your intention</p>	<p>Give written notice of your intention to return in writing to your Line Manager (with a copy to P&E) Discuss any outstanding annual leave to ensure it is taken before return work</p>	<p>So that the Council can prepare for your return to work</p>
<p>Return to work</p>	<p>Review risk assessments with your Line Manager Discuss any training requirements</p>	

** This is by no means an exhaustive list and so you should seek advice from the relevant agencies.*

APPENDIX D - SUMMARY OF MATERNITY PAY ENTITLEMENTS

Service	Pay Entitlement
<p>less than 26 weeks with the Council at 15th week before EWC</p> <p>less than 1 year local government at 11th week before EWC</p>	<ul style="list-style-type: none"> • No SMP • No OMP • Possibly MA
<p>more than 26 weeks with the Council at 15th week before EWC</p> <p>less than 1 year local government at 11th week before EWC</p>	<ul style="list-style-type: none"> • SMP (if sufficient earnings) • No OMP <p>therefore pay =</p> <ul style="list-style-type: none"> • wks 1 to 6 - 90% of average weekly earnings • wks 7 to 39 - weekly SMP/90% of average earnings if less
<p>less than 26 weeks with the Council at 15th week before EWC</p> <p>more than 1 year local government at 11th week before EWC</p>	<ul style="list-style-type: none"> • no SMP • Possibly MA • OMP <p>therefore pay =</p> <ul style="list-style-type: none"> • wks 7 to 18 ✓ ½ pay (reduced to extent ½ pay plus MA exceeds full pay) x MA, if eligible • wks 19 to 39 - MA, if eligible
<p>more than 26 weeks with the Council at 15th week before EWC</p> <p>more than 1 year local government at 11th week before EWC</p>	<ul style="list-style-type: none"> • SMP (if sufficient earnings, if not possibly MA) • OMP <p>therefore pay =</p> <ul style="list-style-type: none"> • wks 1 to 6 - 90% of average weekly earnings • wks 7 to 18 ✓ ½ pay (reduced to extent ½ pay plus SMP* [or MA] exceeds full pay) x SMP* (or MA), if eligible <ul style="list-style-type: none"> • wks 19 to 39 SMP* (or MA), if eligible

- * Weekly SMP rate or 90% of average weekly earnings if less
- ✓ Declared intention to return
- x Is not intending to return.

**OXFORD CITY COUNCIL
PATERNITY POLICY**

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1. POLICY STATEMENT

- 1.1 This policy outlines employees' entitlement to paternity leave and sets out the arrangements for taking it. It also covers paternity leave as part of adoption
- 1.2 No-one will be discriminated against or subjected to a detriment for taking leave in accordance with this policy.
- 1.3 This policy does not form part of any employee's contract of employment and we may amend it at any time.

2. SCOPE

- 2.1 This policy applies to full-time and part-time employees (regardless of the number of hours worked) subject to qualifying condition, e.g. length of service. It does not apply to agency workers or the self-employed. If you require further guidance, please contact People & Equalities (P&E).

3. DEFINITIONS/ABBREVIATIONS

The following definitions apply in this policy.

Partner: someone (whether of a different sex or the same sex) with whom you live in an enduring family relationship, but who is not your parent, grandparent, sister, brother, aunt or uncle.

Expected Week of Childbirth: the week, beginning on a Sunday, in which their doctor or midwife expects your spouse, civil partner or Partner to give birth.

Expected Placement Date: the date on which an adoption agency expects that it will place a child into your care with a view to adoption.

OPL – occupational paternity leave

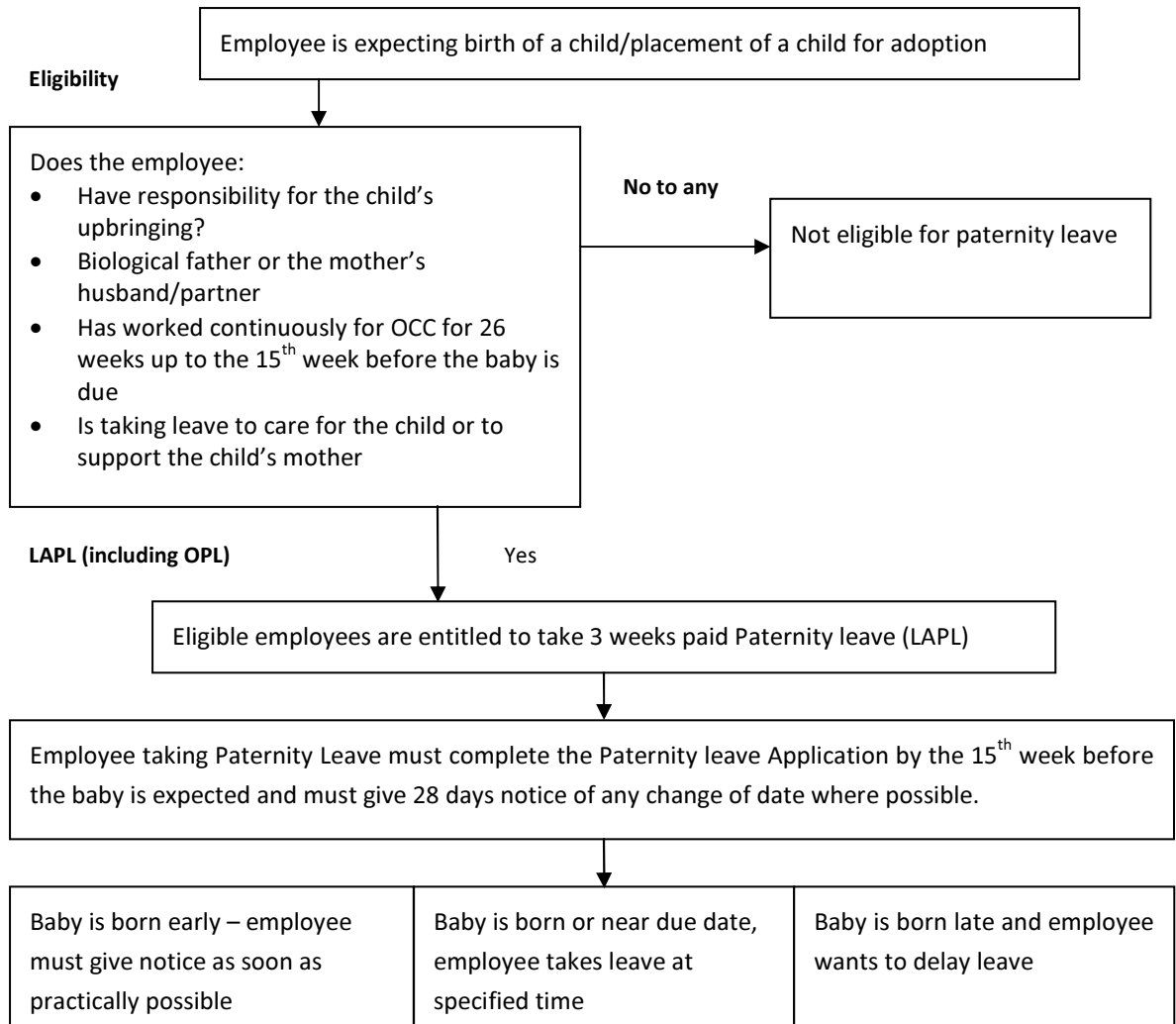
APL – additional paternity leave

OSPP – ordinary statutory paternity pay

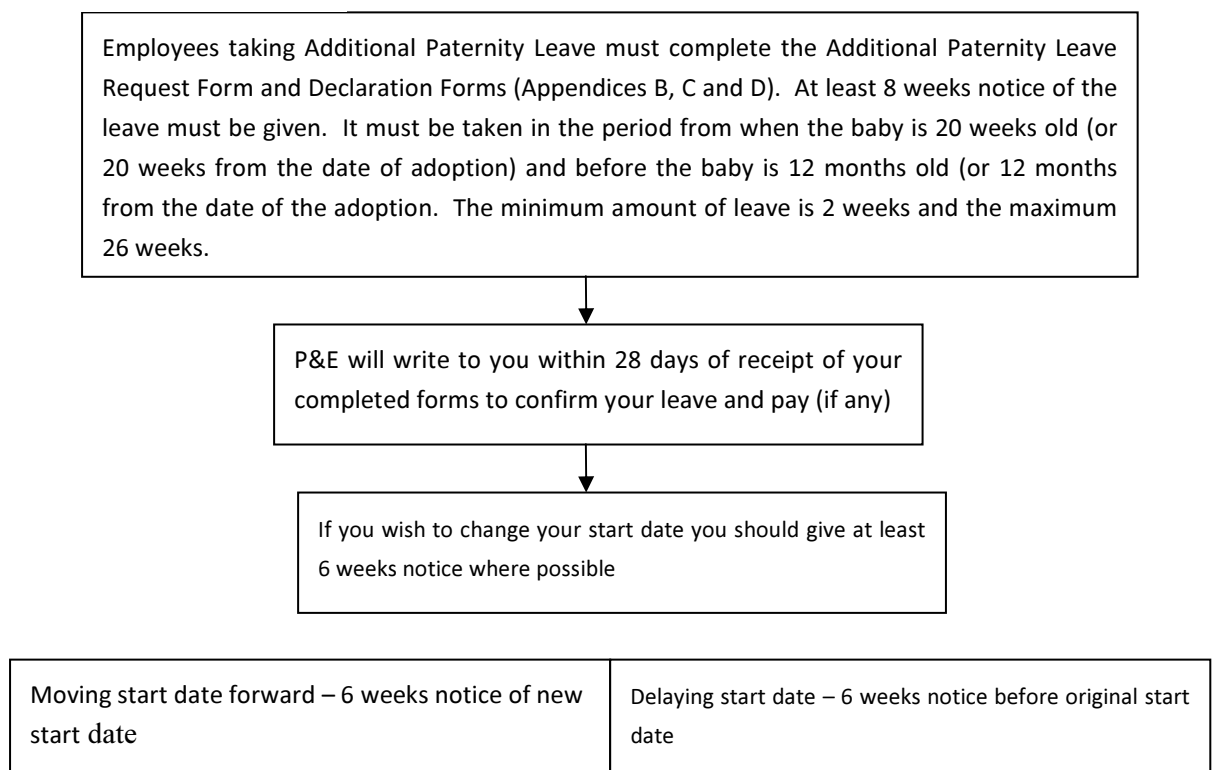
ASPP – additional statutory paternity pay

As the Council's scheme is more generous than the Statutory Paternity Leave Scheme, we do not reference the latter in this policy.

4. PROCEDURE OVERVIEW



Additional Paternity Leave



5. IMPLEMENTING THE POLICY

- 5.1 Managers have a specific responsibility to ensure the fair application of this policy and all members of staff are responsible for supporting colleagues and ensuring its success.
- 5.2 The Head of People & Equalities has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework.

6. ENTITLEMENT TO PATERNITY LEAVE (INCLUDING AS PART OF ADOPTION)

- 6.1 Certain employees can take paternity leave in relation to the birth or adoption of a child. In adoption cases paternity leave is not available to an employee who decides to take adoption leave. [Further details of adoption leave are set out in our Adoption Policy.]
- 6.2 Oxford City Council has an Occupational Paternity Leave Scheme (OPL). This Scheme is more generous in terms of the amount of leave and pay provided than the Statutory Scheme and the qualifying criteria are the same.
- 6.3 In addition to 3 weeks leave the OPL scheme provides for employees to take one day's leave for the day of the birth.
- 6.4 You are entitled to **OPL** if you meet all the following conditions:
 - (a) You have been continuously employed by us for at least 26 weeks ending with:
 - (i) in birth cases, the week immediately before the 14th week before the Expected Week of Childbirth.
 - (ii) in adoption cases, the week in which you or your Partner are notified by an adoption agency that you/they have been matched with a child.
 - (iii) you remain employed by us during the OPL period.
 - (b) You:
 - (i) are the biological father of the child;
 - (ii) have been matched with a child by an adoption agency;
 - (iii) are the spouse, civil partner or Partner of the child's mother; or
 - (iv) are the spouse, civil partner or Partner of someone who has been matched with a child by an adoption agency.
 - (c) You:
 - (i) expect to have main responsibility (with the child's mother, co-adopter or adopter) for the child's upbringing; or

- (ii) are the child's biological father and you expect to have some responsibility for the child's upbringing.
 - (d) Your intended leave is for the purpose of caring for the child, or supporting the child's mother, adopter or co-adopter in caring for the child.
- 6.5 You are also entitled to Additional Paternity Leave (APL) if in addition to the conditions in paragraph 6.4 above:
- (a) You remain employed by us until the week before the first week of your APL;
 - (b) The child's mother or your co-adopter has been entitled to statutory leave:
 - (i) in birth cases, the child's mother has been entitled to maternity leave, statutory maternity pay or maternity allowance in respect of her pregnancy, or
 - (ii) in adoption cases, the child's adopter has been entitled to one or both of adoption leave or statutory adoption pay in respect of the child's adoption; **and**
 - (c) The child's mother or your co-adopter had returned to work.

7. TIMING AND LENGTH OF PATERNITY LEAVE (OPL AND APL)

- 7.1 OPL must be taken in one block or multiples of complete weeks. The maximum amount of LAPL is three weeks.
- 7.2 OPL can be taken from the date of the child's birth or adoption placement, but must end:
- (a) In birth cases, within 56 days of the child's birth;
 - (b) In adoption cases, within 56 days of the child's placement.
- 7.3 If Additional Paternity Leave (APL) is requested, it must be taken as multiples of complete weeks and as one period. The minimum amount of APL that can be taken is two weeks and the maximum is 26 weeks.
- 7.4 APL must be taken in the period beginning 20 weeks after the child's date of birth, or adoption placement, and ending 12 months after that date of birth or adoption.

8. NOTIFICATION (BIRTH)

- 8.1 If you wish to take OPL in relation to a child's birth, you must give us notice in writing of your intention to do so and confirm:
- (a) The Expected Week of Childbirth;
 - (b) The number of weeks' leave you intend to take (either one block or in multiples of complete weeks).

- (c) When you would like to take your leave. You can state that your leave will start on:
 - (i) the day of the child's birth;
 - (ii) a day which is a specified number of days after the child's birth;
 - or
 - (iii) a specific date later than the first date of the Expected Week of Childbirth.
- 8.2 You must give notice under paragraph 8.1 before the 15th week prior to the Expected Week of Childbirth (or, if this is not possible, as soon as you can). A Paternity Leave Request Form is attached at Appendix 1.
- 8.3 If you wish to take APL in relation to a child's birth, you must provide us with the following at least eight weeks before the date on which you would like to start your leave (A leave notice, employee declaration form and a mother declaration form is attached at Appendices 2, 3 and 4) :
 - (a) A written "leave notice" stating:
 - (i) the Expected Week of Childbirth;
 - (ii) the child's date of birth; and
 - (iii) the dates on which you would like your APL to start and finish.
 - (b) A signed "employee declaration" confirming that:
 - (i) you are **either** the child's father **or** that you are the spouse, Partner or civil partner of the child's mother;
 - (ii) apart from the child's mother, you have or expect to have the main responsibility for the upbringing of the child; and
 - (iii) you wish to take APL in order to care for the child.
 - (c) A written "mother declaration" from the child's mother stating:
 - (i) her name, address and National Insurance number;
 - (ii) the date she intends to return to work;
 - (iii) your relationship with the child;
 - (iv) that, to her knowledge, you are the only person exercising an entitlement to APL in respect of the child; and
 - (v) that she consents to us processing the information she has provided.
- 8.4 We will write to you to confirm the start and finish dates of your APL within 28 days of receiving your leave notice, your employee declaration and the child's mother's declaration.
- 8.5 We may require you to provide a copy of the child's birth certificate and the name and address of the mother's employer or, if she is self-employed, her business address.

9. NOTIFICATION (ADOPTION)

- 9.1 If you wish to take OPL in relation to the adoption of a child, you must give us notice in writing of your intention to do so and confirm:
- (a) The date on which you and/or your spouse, civil partner or Partner were notified of having been matched with the child, together with the Expected Placement Date;
 - (b) The number of weeks' leave you intend to take up to a maximum of 3 weeks and how you plan to take it. This may be as one block of up to three weeks, a two week and/or 1 week block or up to three single week blocks; and
 - (c) When you would like to take your leave. You can state that your leave will start on:
 - (i) the day on which the child is placed with you or the adopter;
 - (ii) a day which is a specified number of days after the child's placement; or
 - (iii) a specific date later than the Expected Placement Date.
- 9.2 You must give notice under paragraph 9.1 no more than seven days after you and/or your spouse, civil partner or Partner were notified of having been matched with the child (or, if this is not possible, as soon as you can).
- 9.3 We may require a signed declaration from you that you are taking LAPL for a purpose for which it is intended; namely, to care for the child or to support your spouse, civil partner or Partner in caring for the child.
- 9.4 If you wish to take APL following a child's adoption, you must provide us with the following at least eight weeks before the date on which you would like to start your leave:
- (a) A written "leave notice" stating:
 - (i) the date on which you were notified that you had been matched with the child;
 - (ii) the date on which the child was placed with you; and
 - (iii) the dates on which you would like your APL to start and finish.
 - (b) A signed "employee declaration" confirming that:
 - (i) you have been matched for adoption with the child;
 - (ii) you are either the spouse, Partner or civil partner of the child's co-adopter; and
 - (iii) you wish to take APL in order to care for the child.
 - (c) A written "adopter declaration" from the child's adopter stating:
 - (i) their name, address and National Insurance number;

- (ii) the date they intend to return to work;
- (iii) that you are their spouse, Partner or civil partner; and
- (iv) that they consent to us processing the information they have provided.

A combined leave notice and employee declaration form and an adopter declaration form are available from People & Equalities.

9.5 We will write to you to confirm the start and finish dates of your APL within 28 days of receiving your leave notice, your employee declaration and the adopter's declaration.

9.6 We may require you to provide the following:

- (a) The name and address of the adopter's employer or, if they are self-employed, their business address.
- (b) Documentary evidence issued by the adoption agency that matched you with the child which confirms:
 - (i) the name and address of the adoption agency;
 - (ii) the date on which you were notified that you had been matched with the child; and
 - (iii) the date on which the agency expected to place the child with you.

10. CHANGING THE DATES OF OPL OR APL

10.1 Where you are to take OPL in respect of a child's birth, you can give us written notice to vary the start date of your leave from that which you originally specified in the notice given under paragraph 8.1. This notice should be given at least 28 days before the first day of the Expected Week of Childbirth:

- (a) Where you wish to vary your leave to start on the day of the child's birth;
- (b) Where you wish to vary your leave to start a specified number of days after the child's birth;
- (c) Where you wish to vary your leave to start on a specific date (or a different date from that you originally specified) – but in this case at least 28 days before that date.

10.2 Where you are to take OPL in respect of a child's adoption, you can give us written notice to vary the start date of your leave from that which you originally specified in the notice given under paragraph 9.1. This notice should be given at least 28 days before the Expected Placement Date:

- (a) Where you wish to vary your leave to start on the day that the child is placed with you or the adopter;
- (b) Where you wish to vary your leave to start a specified number of days after the child's placement;

- (c) Where you wish to vary your leave to start on a specific date (or a different date from that you originally specified) – but in this case at least 28 days before that date.
- 10.3 If you are unable to give us 28 days' written notice of the wish to vary the start of your leave as set out above, you should give us written notice of the change as soon as you can.
- 10.4 Where you are to take APL, following either the birth or adoption of a child, you are entitled to give us written notice to cancel or vary the start and/or finish dates that you previously notified to us in accordance with paragraph 8.3 or paragraph 9.4. You need to do this:
- (a) At least six weeks before the date you originally told us was the date on which you wanted to start your APL; or
 - (b) If you want to start your APL earlier than that original start date, at least six weeks before the date on which you now wish your APL to start.
- 10.5 If you are unable to give six weeks' notice you should give us written notice of your wishes as soon as possible. However, in these circumstances, if we are unable to accommodate your request we may require you to take a period of APL of up to six weeks starting on either your original or revised start date. If you wish to discuss varying or cancelling your APL in these circumstances you should speak to People & Equalities.

11. STATUTORY PATERNITY PAY

- 11.1 In this paragraph, **Relevant Period** means:
- (a) In birth cases, the eight-week period ending immediately before the 14th week before the Expected Week of Childbirth.
 - (b) In adoption cases, the eight-week period ending immediately before the week in which you or your spouse, civil partner or Partner were notified of being matched with the child.
- 11.2 If you take OPL in accordance with this policy, you will be paid full pay, less any ordinary statutory paternity pay (**OSPP**) to which you are entitled. You are entitled to OSPP if, during the Relevant Period, your average weekly earnings are not less than the lower earnings limit set by the government. You will therefore be paid full pay for the three weeks of LAPL.
- 11.3 If you take APL in accordance with this policy, you may be entitled to additional statutory paternity pay (**ASPP**). Whether and, if so, for how long you may be entitled to ASPP will depend on:
- (a) Your average weekly earnings being not less than the lower earnings limit set by the government during the Relevant Period; and

- (b) The child's mother or your co-adopter, as the case may be, having returned to work without having taken at least two weeks of their maternity allowance, maternity pay or adoption pay period. Your entitlement to ASPP will equate to the number of weeks of unexpired maternity allowance, maternity pay or adoption pay that remained when the child's mother or your co-adopter returned to work.
- 11.4 OSPP and ASPP are paid at a prescribed rate which is set by the government for the relevant tax year, or at 90% of your average weekly earnings calculated over the Relevant Period if this is lower. For details of the current prescribed rate, please contact People & Equalities.

12. TERMS AND CONDITIONS DURING OPL AND APL

- 12.1 All the terms and conditions of your employment remain in force during OPL and APL, except for the terms relating to pay. In particular:
 - (a) Benefits in kind [such as slice card, etc.]
 - (b) Annual leave entitlement under your contract shall continue to accrue; and
 - (c) Pension benefits shall continue (see paragraph 16).

13. ANNUAL LEAVE

- 13.1 During OPL and APL, annual leave will accrue at the rate provided under your contract.
- 13.2 Normally, no more than 5 days' annual leave can usually be carried over from one holiday year to the next. If the holiday year is due to end during your absence on paternity leave, you should ensure that you have taken your full year's entitlement before your paternity leave starts.

14. OTHER LEAVE ENTITLEMENTS

- 13.1 Employees have rights to unpaid parental leave, unpaid time off for dependants and a right to request flexible working patterns. Please see the relevant Council policy documents (available on the Intranet or from P&E).

15. CHILDCARE VOUCHERS

- 15.1 Currently Childcare Vouchers are deemed to be a non-cash benefit (i.e. not pay) and therefore entitlement to them continues during OPL & APL. An employee must be a member of the Childcare Voucher Scheme before starting paternity leave for this to apply. This is explained in more detail in the Guidance on the Childcare Voucher Scheme.

16. PENSIONS

- 16.1 You will be paid full pay during your OPL. Your pension contributions and benefits
- 16.2 You can choose to pay pension contributions during the unpaid period of APL. The amount of pension contributions is based on the amount of pay received in last week of paid additional adoption leave and pension service will accrue at the same rate as if you had been paying full contributions. If you did not receive any additional paternity pay from the Council the contributions will be based on your contractual pay immediately prior to starting additional paternity leave.
- 16.3 You will need to decide whether you wish to pay contributions for your period of unpaid APL within 30 days of your return from additional paternity leave. The Payroll Team will calculate the amount due and will let the you know about different payment methods where appropriate.
- 16.4 If you decide not to pay pension contributions during this unpaid period of APL the time will not count towards your pensionable service and will therefore not be included in the calculation of pension benefits.
- 16.5 If you work any 'Keep in Touch' (KIT_ days during your additional paternity leave you will be paid full pay for these days (you must submit a claim for payment). These payments will be disregarded when calculating contributions due for the remainder of your leave ie if you were on the flat rate ASPP when working a KIT day your contributions immediately before and after the KIT day will be based on the ASPP rate. If you work a KIT day during a period of unpaid leave and you decide not to make contributions up for the unpaid period the KIT day worked will be pensionable and will count towards pensionable service.

17. REDUNDANCIES DURING APL

- 17.1 In the event that your post is affected by a redundancy situation occurring during paternity leave, we shall write to inform you of any proposals and shall invite you to a meeting before any final decision is reached as to your continued employment. Employees on APL will be among those given priority with regard to suitable alternative vacancies that are appropriate to their skills.

18. KEEPING IN TOUCH DURING ADDITIONAL PATERNITY LEAVE

- 18.1 The employee and manager should discuss arrangements for keeping in contact during the paternity leave period before paternity leave starts. Managers should

ensure that the employee will receive his payslips and agree arrangements for communicating significant workplace developments and training opportunities. Employees may be sent council communications. We may make reasonable contact with you from time to time during your paternity leave.

18.2 You may work (including attending training) for up to ten days during paternity leave without bringing your leave to an end. The arrangements, are set by agreement with your line manager or People & Equalities Department, so pay will be made up to full pay for the hours worked. If an employee is in receipt of additional paternity leave payments that are equal to full pay at the time of working a KIT day they will not receive any additional pay. Conversely an employee in receipt of no pay at the time of working will receive full pay for the hours worked.

18.3 Shortly before you are due to return to work, we may invite you to have a discussion (whether in person or by telephone) about the arrangements for your return. This may cover:

- updating you on any changes that have occurred during your absence;
- any training needs you might have; and
- any changes to working arrangements (e.g. if you have made a request to work part-time; see final paragraph below, Returning to work part-time).

19. RETURNING TO WORK

19.1 You are normally entitled to return to work following either OPL or APL to the same position you held before commencing leave. Your terms of employment will be the same as they would have been had you not been absent.

19.2 If you wish to return early from APL, you must give us at least six weeks' prior notice. Your ability to do so is subject to the matters set out in paragraph 10.

19.3 If you wish to postpone your return from APL, you should either:

- a) Request unpaid parental leave in accordance with our Parental Leave Policy, giving us as much notice as possible but not less than 21 days; or
- b) Request paid annual leave in accordance with your contract, which will be at our discretion.

19.4 If you are unable to return to work from APL as expected due to sickness or injury, this will be treated as sickness absence and our Attendance Management Policy will apply.

19.5 In any other case, a late return will be treated as unauthorised absence.

19.6 We will deal with any requests by employees to change their working patterns (such as working part-time) after paternity leave on a case-by-case basis, in

accordance with our Flexible Working Policy. We will try to accommodate your wishes unless there is a justifiable reason for refusal, bearing in mind the needs of the business. It is helpful if requests are made as early as possible.

- 19.7 If you do not intend to return to work or are unsure, it is helpful if you discuss this with us as early as possible. If you decide not to return you should submit your resignation in accordance with your contract. Once you have done so you will be unable to change your mind without our agreement. This does not affect your right to receive SPP.

20. MONITORING AND REVIEW OF THE POLICY

- 20.1 This policy is reviewed by People & Equalities in consultation with the Council's recognised unions. Recommendations for any amendments are reported to People & Equalities.
- 20.2 We will continue to review the effectiveness of this policy to ensure it is achieving its stated objectives.

APPENDIX 1 - PATERNITY LEAVE FORM

Full Name	
Service Area	
Job Title	
Date of Commencement of Employment	
I hereby give notice of my intention to take locally agreed paternity leave as follows	
Length of leave (up to a maximum of 3 weeks as either 1 block of three weeks, or in multiples of complete weeks)	
Start and End Dates of period one	
Start and End Dates of period two	
Start and End Dates of period three	
I confirm that the leave requested relates to the birth of a child for whom I am eligible to take paternity leave and the baby is due on the date below	
Date on which baby which is due	
I confirm that my wife/husband and I were/my civil partner/my partner was* notified by the adoption agency of having been matched with the child on the date below. [*delete as appropriate]	
Date of notification of matching	
The expected date that the child is to be placed for adoption is as below	
Date on which child is expected to be placed for adoption	
Signature	
Date	

This form must be completed and returned at least 15 weeks before the expected week of the child's birth, or in the case of adoption, no later than 7 days after the date on which notification of the match with the child was given by the adoption agency

APPENDIX 2 - ADDITIONAL PATERNITY LEAVE REQUEST FORM

Name of employee:	
Job title:	
Service area:	
Date of commencement of employment:	
I confirm that my wife, partner or civil partner gave birth to a child, or I am the biological father of the child, and I give notice of my intention to take additional paternity leave, and to receive additional statutory paternity pay (if applicable), in respect of that child as follows:	
The expected week of childbirth was:	
The child's actual date of birth was:	
I wish to start my additional paternity leave on:	
I wish to end my additional paternity leave on:	
I expect the Council's liability to pay additional statutory paternity pay (if applicable) to begin on:	
I expect the Council's liability to pay additional statutory paternity pay (if applicable) to end on:	
Signed:	
Dated:	

This form must be completed and returned at least 8 weeks before the date the leave is requested is due to begin..

APPENDIX 3 - ADDITIONAL PATERNITY LEAVE SELF CERTIFICATION FORM

Name of employee:	
Job title:	
Date of commencement of employment:	
In respect of my written request to take additional paternity leave, and to receive additional statutory paternity pay (if applicable), dated [_____], I confirm that (please tick one box):	
I am the child's father	
I am not the child's father, but am married to, the partner or the civil partner of the child's mother	
In addition, I confirm that (please tick each box):	
I have, or expect to have, the main responsibility (apart from the mother's responsibility) for the upbringing of the child	
The purpose of the period of my additional paternity leave will be to care for the child, and I intend to care for the child during the additional statutory paternity pay period	
The information that I have provided in my written request to take additional paternity leave, and to receive additional statutory paternity pay (if applicable), dated [date] is correct	
Signed:	
Dated:	
Notes To qualify for additional paternity leave and pay, the employee must return this form to the People & Equalities department not less than eight weeks before the start date chosen by him/her for additional paternity leave and pay. A partner is a person, whether of a different sex or the same sex, who lives with the mother and the child in an enduring family relationship but is not a relative of the mother. A "relative" for these purposes includes the mother's parents, grandparents, sisters, brothers, aunts and uncles.	

APPENDIX 4 - PARTNER'S DECLARATION OF ENTITLEMENT

Name of employee:	
Job title:	
Name of child's mother:	
Address of mother:	
Mother's national insurance number:	
I have now given notice to my employer that I am returning to work from my maternity leave and the relevant details are as follows:	
I became entitled, by reference to becoming pregnant with my child, to either statutory maternity pay or a maternity allowance.	
The start date of my statutory maternity pay period, or my maternity allowance period, in respect of my child was:	
I intend to return to work from my maternity leave on:	
I confirm that the employee named above is (please tick one box):	
My child's father	
Not my child's father, but my spouse, partner or civil partner	
In addition, I confirm that (please tick each box):	
He/she has, or expects to have, the main responsibility (apart from my responsibility) for the upbringing of my child	
The employee is, to my knowledge, the only person exercising the entitlement to additional paternity leave, and is the sole applicant for additional statutory paternity pay, in respect of my child	

Continues over.....

I consent to the Council processing such of my information as is contained in this form.

Signed:

Dated:

Notes

To qualify for additional paternity leave and pay, the employee must return this form to People and Equalities not less than eight weeks before the start date chosen by him/her for additional paternity leave and pay.

A partner is a person, whether of a different sex or the same sex, who lives with the mother and the child in an enduring family relationship but is not a relative of the mother. A "relative" for these purposes includes the mother's parents, grandparents, sisters, brothers, aunts and uncles.

OXFORD CITY COUNCIL
PARENTAL LEAVE PROCEDURE
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1 Introduction

- 1.1 There is a statutory provision for employees who meet the eligibility criteria to take parental leave of up to a maximum of 13 weeks (18 weeks for a child with a disability) for the purpose of caring for an eligible child.

2 Eligibility

- 2.1 The scheme applies to all employees with at least one year's continuous service with Oxford City Council and who meets the criteria of having an eligible child.
- 2.2 The employee must:-
- Be the parent of a child who is under 5 years of age,
 - Be the adopter of a child under the age of 18,
 - Have acquired formal parental responsibility for a child who is under 5 years of age (as defined in the Maternity and Parental Leave etc Regulations 1999).

3 How Parental Leave can be taken

- 3.1 Parental leave is unpaid.
- 3.2 Employees can take parental leave of up to a maximum of 13 weeks for each eligible child unless the child has disability (for the purposes of this entitlement 'disability' means in receipt of disability living allowance) in which case the maximum is 18 weeks.
- 3.3 Part time employees will be entitled to parental leave on a pro rata basis in the same way as annual leave.
- 3.4 Parental leave must be taken in blocks of one week or multiple weeks unless the child has a disability in which case it may be taken as single days or periods shorter than a week.
- 3.5 No more than 4 weeks leave can be taken in any one year for each eligible child.
- 3.6 Parental leave must be taken before the child's 5th birthday or 18th birthday in the case of a child with a disability. In the case of adoption the leave must be taken within 5 years from the date of adoption or until the child's 18th birthday, whichever is the sooner.
- 3.7 For parental leave purposes a year is the 12 month period beginning when the employee first becomes entitled to parental leave for the child in question, and each successive 12 month period on the anniversary of that date.
- 3.8 An application form for requesting Parental Leave is attached at Appendix A.

4 Notice to take Parental Leave

- 4.1 You must give 21 days notice in writing to your line manager of your intention to take parental leave. You must specify the period when you will be away from work.
- 4.2 You may be required to provide documentary evidence of the child's date of birth or other confirmation of your entitlement to take parental leave.
- 4.3 Where the employee is the father of the child and he requests parental leave to begin when the child is born, this notice must specify the expected week of childbirth and the duration of the period of leave. The employee must give written notice at least 21 days before the expected week of childbirth.
- 4.4 Where the parental leave is for an adopted child and is to begin on the date of placement, the employee must give written notice at least 21 days before he beginning of the week in which the child is to be placed for adoption, or as soon as is reasonably practicable thereafter. It must specify the week in which the placement is expected to occur and the duration of the period of leave requested.
- 4.5 The Council will try to accommodate all requests for parental leave wherever possible, but we may postpone the period of parental leave (other than where the parental leave has been requested immediately after childbirth or placement for adoption) where it is considered that the service would be unduly disrupted if the employees were to take leave during the period requested. In this case the employee will be entitled to take an equivalent period of leave beginning no later than 6 months after the commencement of the original period requested. In this situation we will give written notice of the postponement, within 7 days of receipt of your written request, giving the reasons for it and suggesting alternative dates when the leave could be taken.

5 Return from Parental Leave

- 5.1 At the end of parental leave, the employee will be entitled to return to the same job provided that the leave was for a period of four weeks or less (and did not follow on immediately from a period of additional maternity or adoption leave). If the period of parental leave was longer than four weeks (or followed on immediately from a period of additional maternity or adoption leave), then the employee will be entitled to return to the same job or, if that is not practicable, to a similar job that has the same or better status, terms and conditions as the previous job.

6 Rights during Parental Leave

- 6.1 During parental leave the employee will remain employed, although pay and most contractual benefits will be suspended. The right to accrue holiday entitlement will, however, remain in place. Certain other terms of employment will remain in force, as follows. During parental leave employees will be entitled to the implied obligation of trust and confidence, and any terms and conditions of employment relating to:
 - notice of termination;
 - redundancy compensation; and
 - disciplinary or grievance procedures.

6.2 Employees taking parental leave will be bound by the implied obligation of good faith, and any terms and conditions of employment relating to:

- notice of termination;
- disclosure of confidential information;
- the acceptance of gifts or other benefits; and
- participation in any other business.

7 Review

7.1 This procedure will be reviewed on a regular basis.

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To: City Executive Board
Date: 8th February 2012
Report of: Head of City Development
Title of Report: OXFORD CYCLE CITY

Summary and Recommendations

Purpose of report: To seek endorsement of the Oxford Cycle City project and draft Project Plan contained in this report

Key decision? No

Executive lead member: Councillor Colin Cook

Policy Framework: Oxford Core Strategy 2026
Oxford Sustainable Community Strategy

Recommendation(s): The City Executive Board is asked to:

- (1) Endorse the objectives and draft project plan set out in this report and receive a subsequent report in due course on the specific initiatives and schemes proposed by the working group;
- (2) Note the additional background information set out in this report.

Appendices

- 1) Risk register

Background

1. Oxford is acknowledged as one of few true 'Cycling Cities' in the United Kingdom. According to the 2001 Census, 15% of journeys made to work were by bike. This compares with less than 3% for the rest of the England and Wales. However there are still many barriers to cycling in Oxford, from the sometimes limited availability of secure cycle parking, to the poor cycling environment experienced where cyclists have to use heavily-trafficked roads.
2. There is potential to increase both the number and proportion of trips by bike to similar levels seen in the top performing cities in the UK. For example, Cambridge is similar in size and character to Oxford, being an historic yet dynamic university city, but in 2001 saw nearly 26% of trips to work by residents being made by bike.
3. To facilitate this, the Oxford Cycle City project will, through joint working with stakeholders, identify gaps in the provision of cycle network links as well as cycle

parking provision and subsequently cross reference this with the available funding. This will lead to a prioritised list of cycle path schemes being developed, and may also include wider initiatives to promote cycling.

4. The City Council will act as the lead authority on the project, which it is hoped will, over time, encourage a substantial increase in cycle trips in Oxford relative to other travel modes.

Oxford Cycling City - Objectives

5. The project objectives are as follows:
 - i. To establish a stakeholder working group tasked with progressing Oxford Cycling City;
 - ii. To identify an integrated package of cycle improvement and promotional measures, and
 - iii. To identify the means of delivering some of these measures over a 4 year period, with early wins and longer-term goals.
6. Once these objectives have been met, the lead officer will prepare a further report for formal endorsement by CEB, containing the details of what has been agreed by the project group.

Project Plan

7. The project plan suggested below is indicative, and dependent on the capacity of the lead project officer. The timetable also depends on resources being available from partner organisations (in particular, Oxfordshire County Council).

Stage	Task	When	Responsibility
1	Invite stakeholders to sit on working group, and circulate draft terms of reference and long list of schemes / initiatives	Jan/Feb 2012	Lead officer in liaison with County Council
2	Working Group Meeting 1 – agree purpose/goal, terms of reference, suggestions for refinement of long list (including rationale for prioritisation) and funding opportunities	Feb 2012	Lead officer
3	Circulate prioritised shortlist of schemes / initiatives based on analysis of funding/resource opportunities and stakeholder views	Mar 2012	Lead officer in liaison with County Council
4	Working Group Meeting 2 – refine & broadly agree prioritised shortlist of schemes	Apr 2012	Lead officer
5	Circulate draft <u>final</u> package of measures, with costings, funding source (with any gaps identified) and	May 2012	Lead officer in liaison with other partners

	<u>indicative timeline and responsibilities for implementation to seek stakeholder input.</u>		
6	Final draft strategy & action plan to go forward to CEB and possible County Cabinet	May 2012	Lead officer
7	CEB approval	Jul 2012	Board Member

Stakeholders

8. The following individuals and organisations will be invited to take part in joint stakeholder working as set out above (note the list is subject to further addition by officers):
- Oxford City Council Board Member for City Development (or a nominated substitute)
 - The appropriate Oxfordshire County Council Cabinet Member
 - Oxfordshire County Council officer(s)
 - Cyclox (local cycle campaign / interest group)
 - Cyclists' Touring Club (CTC)
 - Sustrans South East (sustainable transport charity and campaign group)
- All the above organisations have representatives based in the local area.

Funding and Implementation

9. The biggest source of funding available to implement cycle schemes in the short term derive from planning obligations (Section 106 Agreements), and are held by Oxfordshire County Council. The County Council's records indicate that there is approximately £560,000 that may be available from such funds. It is important to note two important provisos with regards to how this is spent:
- i. Most Section 106 funds are limited in scope to the vicinity of the development from which they derive;
 - ii. Any capital spend on a particular scheme will normally require the agreement of the County Council, and may be subject to competition from non-cycling schemes.
10. The Council's Executive Board in its consultation budget, proposes to allocate a total of £300, 000 capital funds for Oxford Cycle City, to be spent over a 4 year period, plus an additional £10,000 per year revenue to support implementation. This is intended for targeted creation of more cycle lanes and better signage in Oxford and is subject to agreement by full Council in February.
11. Looking ahead, the City Council expect to adopt the Community Infrastructure Levy (CIL) Tariff in April 2013. From the point of its adoption, the City Council will have greater flexibility to spend capital raised through CIL on community infrastructure. Unlike Section 106 funds, the City and County Councils will be able to pool CIL money allocated towards cycling, for schemes anywhere in the City.

Climate Change and Environmental Impact

12. The proposals set out in this report would have a very positive impact with regards to climate change. Cycling is a virtually zero-carbon form of transport, and is emission-free. Impact on the local environment will also be positive, as more cyclists means less congestion and less localised air pollution.

Equalities Impact

13. Enabling Oxford residents, workers and visitors to cycle safely and comfortably will have a positive impact on social inclusion and equality. Travelling by bicycle is very low-cost, even taking into account bicycle purchase and maintenance, therefore there are potentially significant benefits for those on low incomes. In developing a framework, the stakeholder group can consider whether to target less well-off areas of Oxford towards reducing health inequalities and improving access to employment and services from such areas. There are also clear links with broader Go Active initiatives in Oxford.

Level of Risk

14. A Risk Register is attached as Appendix 1.

Legal implications

15. The purpose of this report is to set out objectives and a project plan. There are no identified legal implications.
16. It is necessary to identify a power to implement this scheme and the City Council can rely on Section 2 of the Local Government Act 2000. This grants, subject to certain conditions, the power to do anything which is considered likely to achieve the promotion or improvement of the economic, social or environmental well-being of the area.

Financial implications

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

Name and contact details of author:-

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Senior Planner (Planning Policy)

City Development

Tel: 01865 252277 e-mail: mbates@oxford.gov.uk

Version number: 6

Appendix 1 – Risk Register

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
SRR-001-CD	CEB do not accept report recommendation 1	Threat	CEB do not accept need for or direction of implementation	Unexpected political views	Lack of basis for spending capital funds available	03/01/12	3,5	3	1	3	1	3	1	Matt Bates		
SRR-002-CD	Lack of officer time	Threat	The lead officer nominated for the project is also joint leading on another major project that will significantly constrain his time over certain periods.	Lack of a bespoke project officer for Oxford Cycle City	Project milestones are missed	23/12/11	3,5	2	4	2	2	2	4	Tim Sadler		
SRR-003-CD	Insufficient involvement of stakeholders	Threat	County Council is a key partner which may lack resources or political buy-in to be fully involved. Other stakeholders are expected to volunteer time so availability is not guaranteed	Non-alignment of stakeholder priorities. Lack of individuals' availability	A less joined-up outcome across organisations, and potential lack of buy-in, leading to delayed implementation of outcomes.	23/12/11	3,5	3	2	3	2	3	2	Matt Bates		

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Risk Register Action Plan Template

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
SRR-001-CD	CEB do not accept report recommendation 1	Matt Bates	Avoid	Change objectives and strategy for improving cycling opportunities in consultation with members	Next available CEB meeting	4 April 2012		
SRR-002-CD	Lack of officer time	Tim Sadler	Contingency	Employ a bespoke project manager on a short-term basis or commission a consultant to manage the project	Project Stage 3	31 March 2012		
SRR-003-CD	Insufficient involvement of stakeholders	Matt Bates	Accept	The City Council would find it difficult to mitigate this risk as it cannot manage or reasonably predict the changing priorities and resources of other organisations. However there is thought to be generally good buy-in from stakeholders hence low probability of risk being realised.	n/a	n/a		

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To: City Executive Board

Date: 8th February 2012

Report of: Head of Housing & Communities

Title of Report: GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS FOR 2012 / 2013

Summary and Recommendations

Purpose of report: For the City Executive Board to make decisions on the allocation of grants to community & voluntary organisations for 2012/2013.

Key decision? Yes

Executive lead member: Councillor Antonia Bance

Policy Framework: Oxford City Council Corporate Plan & Oxfords Sustainable Community Strategy

Recommendation(s):

Subject to Full Council subsequently agreeing the grants budget for 2012/13 as set out in Table 1, the City Executive Board are recommended to:-

1. Approve the recommendations for commissioning in 2012/13, as set out in Appendix 1.
2. Approve the recommendation to allocate Oxford Community Work Agency additional funding of £28,611.
3. Approve the recommendations for the applications received to the grants 2012/13 open bidding programme as set out in Appendix 2.

Appendices to report

- Appendix 1 Recommendations for the 2012/13 commissioning programme
- Appendix 2 Recommendations for grant applications received to the 2012/13 open bidding programme.
- Appendix 3 Risk register
- Appendix 4 Evaluation framework used when assessing grant applications

Introduction

1. Oxford City Council traditionally supports the local community & voluntary sector with grant aid. The Councils grant programme is administered & monitored through Communities & Neighbourhoods a department within the Housing & Communities Service.

2. The grants programme has two elements to it:-
 - Open Bidding – one off grants, community & voluntary organisations can apply for on an annual basis or on a smaller scale throughout the year.
 - Commissioning – funding for activities that have been identified by the Council as making a substantial and central contribution to the achievement of our corporate goals.

Grants Budget

3. The total indicative budget for the grants programme, as currently proposed, is £1,463,465 for 2012 / 2013 and is set out below.

Table 1	Budget (£)
Partnership / Commissioning	1,355,738
Open Bidding	92,428
Set aside for small grants in 2012/13	15,299
Total	£1,463,465

Commissioning

4. A review of the services funded through the commissioning process took place during 2010/11. The results of the review were reported to the City Executive Board on 6th October 2010. It was at that meeting that the Board approved a commissioning programme for two years, (2011/12 & 2012/13), subject to budget decisions.
5. At the time of writing this report proposals are going through Government about the potential cuts to the legal aid system to take effect from April 2012.
6. Currently complex benefit appeals which have been turned down on their first application for review, where clients are eligible for legal aid support and where it is believed there is scope for further action, are referred to Oxfordshire Welfare Rights or Turpin & Miller as the main civil legal aid provider in Oxfordshire.
7. However from April 2012 if the cuts to the legal aid system are approved it's unlikely Turpin & Miller will be in a position to help people who are unable to pay for the legal support they need. These clients will be referred to the advice centres and in turn when it gets to a complex benefit appeal as mentioned above they will be referred to Oxfordshire Welfare Rights (part of Oxford Community Work Agency at Barton).
8. In February this year Oxfordshire Welfare Rights had 267 live cases of which 170 were specialist case work. Currently, on average, they are attending 5 court appeals each week, taking up 15 hours of their time. To be in a position to cope with the additional clients they can expect through the loss of legal aid they will need another full time post.
9. At the City Executive Board on the 7.12.11 the consultation budget identified additional funding, of £28,611, was approved for welfare advice. Subject to Council subsequently agreeing the budget, the City Executive Board is recommended to allocate this funding to the Oxford

Community Work Agency (OCWA), for a two year period (2012/13 & 2013/14) to enable them to cope with the additional clients they can expect through the loss of legal aid.

10. During the financial year 2011/12 officers have worked closely with the commissioned organisations being recommended for continued funding in 2012/13. Commissioned organisations have achieved their contracted targets. Details of these achievements will be reported in the next monitoring report to the City Executive Board later in the year.
11. Commissioning themes (which remain the same as in 2011/12) together with indicative budget allocations for 2012/13 are set out in Table 2 below.

Table 2	Budget (£)
Advice	536,379 *
Homelessness	442,279
Inclusive arts & culture	255,262
Community safety	58,082
Community & voluntary sector infrastructure	48,736
Inclusive play & leisure for children & young people with disabilities.	15,000
Total	£1,355,738

* includes the additional £28,611 for OCWA

12. Due to Oxford City Council being awarded £1,042,000 (homelessness prevention grant) from the Communities and Local Governments (CLG) Homelessness Directorate for 2012/13 and the Street Services Outreach Service currently being tendered, a report will be brought to the City Executive Board later in the year with detailing the proposed allocation of both the CLG funding and the Councils Homelessness grant commissioning budget to voluntary sector organisations.
13. Consequently, the City Executive Board is recommended to approve the recommendations for the rest of the commissioning programme as detailed in Appendix 1.

Annual Open Bidding

14. A total of 59 applications were received to the annual open bidding programme by the closing date 11th November 2011, with a total requested amount of £416,275.
15. The total indicative budget available for the open bidding programme is £92,428.
16. Oxford City Council officers appraised applications to the open bidding programme over five days. Appendix 4 is a copy of the evaluation framework used by the panel for this process and is attached for information.
17. Each application was firstly screened for eligibility (applicants must show that they are a constituted community organisation run by a committee, that they have provided annual accounts and a bank statement and an equal opportunity statement). All applications are

read and then evaluated against criteria relating to evidence of social need, who the project is targeting, what risks are associated with the project, how the application meets Council priorities, how the group will monitor and evaluate the impact of the grant, whether the group receive any other subsidy from the City Council, if the group is financially competent, if the application demonstrates a financial need, and if the grant would represent value for money. A recommendation is arrived at after considering these factors for each application

18. Appendix 2 is a listing of each application received, the amount requested and the rationale for the recommendation. The City Executive Board is asked to approve these recommendations.

Rents

19. Some organisations recommended to be funded through the grants programme also occupy Oxford City Council premises and their rent will be deducted from their grant (if awarded) before any grant funding is paid. The organisations this may affect are listed below in table 3.

Table 3

Organisation	Recom'd baseline grant	2012 / 13 rent	Balance recom'd to organisation
Agnes Smith Advice Centre	£85,289	£7,750	£77,539
Donnington Doorstep Family Centre	£5,000	£700	£4,300
Emmaus Oxford	£25,000	£5,000	£20,000
Film Oxford (OFVM)	£29,303	£5,000	£24,303
Modern Art Oxford *	£66,667	£66,667	0
Oxford Community Work Agency**	£122,611	£8,100	£114,511
Oxfordshire Chinese Community & Advice Centre	£20,500	£18,000	2,500
Rose Hill & Donnington Advice Centre	£90,478	£3,000	£87,478
Total	£444,848	£114,217	£330,631

* rent charges for Modern Art Oxford are currently set at £60,000 this will rise to £70,000 from 01.08.12. The amount due has been calculated as follows:

£60,000 divided by 12 = £5000 x 4 months (April to July) = £20,000

£70,000 divided by 12 = £5,833.3333 x 8 months (August to March) = £46,667

Total rent due for the financial year 2012/13 is £66,667

** baseline grant includes the additional £28,611

Climate Change / Environmental Impact

20. We received five applications from organisations working to raise awareness and understanding of the impact of lifestyle on climate change. Please see Appendix 2 for the recommendations.
21. We will make all successful applicants aware of Oxford City Councils commitment to reducing its carbon footprint and encourage them to take similar action.

Equalities Impact

22. As part of the bidding process each organisation must provide their equal opportunities statement to confirm they comply with this legislation and understand their responsibility to promote equality.
23. Some examples of how equality is positively enhanced by the grants programme include:
- Funding services for survivors of rape, sexual abuse and domestic violence for both men and women.
 - For lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline.
 - For people with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play.
 - For older people, through recommending support for specific activities to help socially excluded older people access support and information.
 - For BME groups, through funding dedicated work with asylum seekers and refugees.

Risk

24. In order to manage any risk associated with awarding grants, a successful applicant must agree to and sign terms and conditions for this funding. Within these terms they must agree to:-
- Spend the funding on the project or specific items described in their application
 - Repay any unspent grant funding
 - Keep financial records and receipts
 - Return a monitoring form detailing how the grant funding has been spent and how they have publicised this support from Oxford City Council
25. Each organisation or group awarded grant funding will be monitored by either the grants officer or a member of the officer grants panel. Please see Appendix 3 for the reports risk register.

Financial Impact

26. The allocations of grant funding as proposed are dependant on Full Council agreeing the 2012/13 budget in February.

Legal Impact

27. There are no legal implications

Name and contact details of author:-

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List of background papers: none

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Appendix 1 continued

Theme Inclusive Arts & Culture (includes twinning)
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Fusion</u> A project that fosters and promotes the improvement and development of artistic knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>This project aims to deliver inclusive projects with outcomes that bring people together in established cultural venues and events.</p> <p>The funding will be used to deliver community focused projects.</p>	£36,923	£36,923
<p><u>Modern Art Oxford</u> This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council (please note the increase is due to their rent increasing to £70,000 from 01.08.12.)</p>	£60,000	£66,667
<p><u>Oxford Contemporary Music</u> A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects</p> <p>Core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding.</p>	£2,500	£2,500
<p><u>Oxford Film & Video Makers</u> A project making film and digital media more accessible.</p> <p>Delivering training to increase opportunities for individual into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council)</p>	£29,303	£29,303
<p><u>Oxford Inspires</u> A cultural development agency creating new opportunities for arts and heritage organisations.</p> <p>Brings a lot of sponsorship into the city, good contact and partnership working.</p> <p>The funding will contribute towards the core running costs of the organisation.</p>	£45,735	£45,735

Appendix 1 continued

Theme Inclusive Arts & Culture (includes twinning)
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Oxford International Links (OIL)</u> An umbrella organisation co-ordinating twinning links and events throughout the year.</p> <p>Good partnership working and brings a lot into the city in both funding and culture</p> <p>The funding will be use to contribute towards the running costs of these events.</p>	£5,000	£5,000
<p><u>Oxford Playhouse</u> An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music.</p> <p>Good national and international reputation. Delivering a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted, support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,675	£24,675
<p><u>Oxfordshire Theatre Company</u> A small scale organisation taking high quality accessible theatre to audiences with little or no access to professional theatre and drawing communities together</p> <p>A good project that promotes diversity and inclusion with challenging audiences and innovative productions. Core funded by the Arts Council, any funding awarded by the City Council will be used to lever in other sources of funding</p> <p>Recommendation to fund £2,500 to bring small scale theatre across the City.</p>	£2,500	£2,500
<p><u>Arts at the Old Fire Station</u> Launched in 2011, Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama, a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£15,500	£15,500

Appendix 1 continued

Theme Inclusive Arts & Culture (includes twinning)
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Pegasus Theatre</u> An organisation promoting the appreciation of the arts in particular for the benefit of children and young people,</p> <p>Strong reputation, good partnership working and good track record delivering high quality accessible arts. Delivers projects with children and young people targeting socially excluded groups</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£26,459	£26,459

Theme Inclusive Play & Leisure for Children & Young People with Disabilities
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Parasol Project</u> A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City</p> <p>A good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers.</p> <p>This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities).</p> <p>The funding will contribute to the delivery of this work.</p>	£15,000	£15,000

Theme Community & Voluntary Organisations Infrastructure
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Oxfordshire Community & Voluntary Action (OCVA)</u> OCVA is the main umbrella body for the voluntary and community sector in Oxfordshire. Providing advice, information and training, acts as advocates and representatives at a strategic level and builds partnerships.</p> <p>The funding will be used to contribute towards the core running costs of this organisation.</p>	£48,736	£48,736

Appendix 1 continued

Theme Homelessness
Strategic Objective Meeting Housing Needs

Total budget recommended for Homelessness	£442,279
A separate report outlining the Homelessness recommendations will be submitted to the City Executive Board in March for approval.	

Theme Advice (including money management)
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2011/12	Amount Recommended for 2012/13
<p><u>Blackbird Leys Neighbourhood Support Services</u> (also known as Agnes Smith Advice Centre)</p> <p>This advice centre is located on Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>Area of delivery is Blackbird Leys and the surrounding area. This funding will contribute towards their core running costs.</p>	£85,290	£85,290
<p><u>Oxford Citizens Advice Bureau</u></p> <p>Located in the centre of Oxford, the citizens advice bureau offers self help and assisted information. A free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p> <p>This funding will contribute towards their core running costs.</p>	£200,000	£200,000
<p><u>Oxford Community Work Agency (OCWA)</u></p> <p>Located at Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice.</p> <p>Supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>This funding will contribute towards their core running costs (including £8,100 rent payable to Oxford City Council)</p>	£94,000	£122,611
<p><u>Oxford Credit Union</u></p> <p>Promoting social inclusion by providing a community based saving and loans co-operative that is accessible, straightforward and affordable.</p>	£20,000	£20,000
<p><u>Oxfordshire Chinese Community & Advice Centre</u></p> <p>An advice and community support service centre for the non English speaking Chinese living in Oxfordshire,</p> <p>This funding will be used to pay rent charges payable to Oxford City Council</p>	£18,000	£18,000
<p><u>Rose Hill & Donnington Advice Centre</u></p> <p>Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt..</p> <p>This funding will contribute towards their core running costs.</p>	£90,478	£90,478

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APPENDIX 2

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>African & Caribbean Kultural heritage Initiative (ACKHI)</u> Funding requested to contribute towards the running costs of the organisation</p>	City Wide	0	£10,000	0	<p>Weak on evidencing the need for this project and no other funding secured.</p> <p>Their work on Black History month is being supported through Oxford City Councils Art & Culture team.</p> <p>Therefore due to the limited budget available the recommendation is not to fund this request.</p>
<p><u>Anjuman-E-Adab</u> Funding requested to pay speakers fees and purchase gifts and prizes for adults and children taking part in drama and quizzes.</p>	City wide	0	£1,200	0	<p>Weak on evidencing a need and no relevant information provided to inform how the project is monitored.</p> <p>The panel recommend not funding this application but suggest they link in with the City Poet.</p>
<p><u>Archway Foundation</u> An organisation that supports individuals feeling isolated through disability, low income or health problems</p>	City Wide	£5,000	£10,000	£10,000	<p>Strong in terms of targeting and evidenced a means of addressing social inclusion issues.</p> <p>Recommend awarding 100% of the request</p>
<p><u>Ark T Centre</u> Funding requested to work with young people aged 11-23 years old to hold 8 music gigs throughout the year</p>	South East	0	£8,344	£8,344	<p>Strong on evidencing the need and targeted work with young people from Cowley, Rose Hill & Blackbird Leys.</p> <p>Recommendation is to fund 100% of request.</p>
<p><u>Barton Community Association</u> Funding requested to contribute towards the running costs of Hands on News, a local newsletter for Barton residents</p>	North East	£3,000	£4,220	0	<p>The panel recommend not funding this request but suggest they link up with the Leys News Media Hub where they can get editorial guidance, competitive production costs and support with the long term sustainability of the newsletter.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Blackbird Leys Credit Union</u> Funding requested to contribute towards the staffing costs of the credit union (part time management & counter staff).</p>	South East	£5,000	£10,000	£10,000	<p>Strong on evidencing the need and delivering a service in an area with high indices of multiple deprivation.</p> <p>The recommendation is to fund 100% of this request</p>
<p><u>Blackbird Leys Adventure Playground</u> Funding requested to refurbish the Adventure Playground and run an after school & summer playscheme for children and young people aged 8-13 years old..</p>	South East	0	£10,000	0	<p>This request is for capital work and to support their summer holiday playscheme.</p> <p>The application does not evidence any specific need. Consultation they are doing to gather this information will not be complete until later in the year.</p> <p>The panel recommend not funding this request because the open bidding grants programme is a revenue budget and Oxford City Council already fund holiday playschemes on Blackbird Leys through the Holiday Playscheme programme.</p>
<p><u>Blackbird Leys Information Technology Zone (BLITZ)</u> Funding requested to offer free IT courses to local people in CV writing, completing job applications and preparing for work.</p>	South East	0	£10,000	£5,000	<p>Strong on evidencing the need and delivering a service in an area with high indices of multiple deprivation.</p> <p>The recommendation is to fund 50% of this request and that they link in with the Oxford Work Club.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Connexions Thames Valley</u> Funding requested to employ a project coordinator for a project called Lucky Break which will provide one to one mentoring with young people aged 16-19 years old around the city.</p>	City Wide	0	£10,000	0	<p>The panel were concerned that the project is not sustainable and has no other confirmed funding. The application did not show any links with the current work that Oxfordshire County Council and the Regeneration Partnership are doing around young people who are not in education, employment or training (NEET) and not targeted to any specific regeneration areas.</p> <p>Information provided in the application shows in kind support from Oxford City Council through management time and office space therefore the recommendation is not to fund this request.</p>
<p><u>Cowley Road Works</u> Funding requested to build capacity and resources to enable sustainability of the charity and carnival events in Oxford for 2012 & beyond.</p>	City Wide	£7,500	£10,000	0	<p>Within the last week it has come to our attention that the Carnival will not be taking place in 2012. The City Executive Board are recommended not to fund this request.</p>
<p><u>Cotteslowe Community Association</u> Funding requested to contribute towards a three week Summer play scheme for children aged 5-11 years old on the Cotteslowe Estate</p>	North	£1,500	£1,500	£1,500	<p>Strong on need and targeting. A project that is good value for money and delivers in an area that sits in a small pocket of deprivation but does not fall into the Councils holiday playscheme programme.</p> <p>The panel recommend funding 100% of this request.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p>Cuttleslowe Seniors Funding requested to contribute towards the running costs of the group, including special wheelchair compatible transport, speakers fees and the occasional subsidised venue charges.</p>	North	£450	£1,000	£500	<p>Strong on need and targeting older people in an area that falls in a small pocket of deprivation.</p> <p>The panel recommend funding 50% of this request to support speakers fees and subsidised venue charges.</p>
<p>Document Oxford Funding requested to develop artistic projects and document the West End of Oxford.</p>	Central, South & West	0	£10,000	0	<p>Weak on evidencing a community need for this project.</p> <p>Their constitution does not provide the fundamental details of how the organisation is governed. They do not currently hold an independent bank account for the organisation.</p> <p>Therefore the panel recommend not funding this request.</p>
<p>Donnington Doorstep Family Centre Funding requested to contribute towards the costs of providing 1 to 1 support to disadvantaged and socially excluded children and young people from 8 years old and older.</p>	City Wide	£10,000	£10,000	£10,000	<p>A project that is strong on need and targeted work with vulnerable children and young people in East Oxford.</p> <p>The panel recommend funding 100% of this request.</p>
<p>Falcon Close Residents Association Funding requested to provide a variety of activities, events, training & trips for residents of Falcon Close, Blackbird Leys</p>	South East	0	£10,000	0	<p>The panel were concerned that the application does not show how or if they will include the wider community in the planned activities. The application did not identify any relevant risks and no other funding secured. No sustainable way forward identified.</p> <p>Therefore the recommendation is not to fund this request.</p>

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
Falcon Rowing & Canoe Club Funding requested for two projects 1) River Days for Young People and 2) targeting women at home aiming to get them back into an active lifestyle.	City Wide	0	£2,000	0	Weak on evidencing the need and no information to evidence where individuals will be coming from or how they would target these groups. Therefore the recommendation is not to fund this request.
JACARI Funding requested to contribute towards the coordinators salary and running costs of this project that provides volunteer home tutors to BME children & young people.	City Wide	0	£7,000	0	An education focused project and as such is an activity where there may be more appropriate funding from another source. Therefore the panel recommend not funding this request.
Kids Enjoy Exercise Now (KEEN) Funding requested to contribute to the free sporting and recreational activities provided for children and young people with special needs.	City Wide	£8,000	£8,000	£6,000	A project that is strong on meeting a need and targeting children and young people with special needs. The panel recommend funding 75% of this request.
Kuumba Nia Arts Funding requested to pay for the running costs of this organisation and community educational theatre projects throughout the year.	City Wide	0	£9,940	0	Weak on evidencing a need for this work and no information to inform how they engage with the wider community. Therefore the recommendation is not to fund this request.
Leys Community Development Initiative Funding requested to run low cost activities promoting a healthy lifestyle for Leys area residents aged 50 plus.	South East	£2,635	£3,044	£3,044	Strong on evidencing the need and targeted activities for older people over 50 living on Blackbird Leys & Greater Leys. The recommendation is to fund 100% of this request.

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Leys News</u> Funding requested to support community groups across Oxford in producing their own local community newspaper</p>	City Wide	£5,000	£10,000	£10,000	<p>A project that will support community newsletters across the city with editorial guidance, design, production and address their sustainability.</p> <p>The panel recommend funding 100% of this request.</p>
<p><u>Literacy in Oxford</u> Funding requested to contribute towards the set up and running costs of a writing centre in Oxford.</p>	City Wide	0	£10,000	0	<p>Weak on evidencing a community need for this project.</p> <p>Their constitution does not provide the fundamental details of how the organisation is governed and they do not currently hold an independent bank account for the organisation.</p> <p>Therefore the panel recommend not funding this request.</p>
<p><u>Modern Art Oxford</u> Funding requested to work with young people from Rose Hill & Littlemore to explore sport and Olympic themes through writing and making digital artworks</p>	South East	0	£6,500	0	<p>£60,000 has been allocated for this organisation through the grants commissioning programme to contribute towards their rent charges for 2012/13.</p> <p>Therefore as Oxford City Council is already supporting the organisation the panel recommend not funding this request</p>
<p><u>Open Door</u> Funding requested to continue to deliver their weekly drop in support services and free hot meals for local refugees and asylum seekers</p>	City Wide	£4,000	£4,975	0	<p>The panel felt that the application failed to address how they encourage their users to integrate with the wider community.</p> <p>Other organisations supported through the grants commissioning programme provide signposting, advice and information that may be needed.</p> <p>For any homeless or vulnerably housed individuals food & hot meals are provided by a network of organisations already funded by Oxford City Council also through the grants commissioning programme.</p> <p>The panel recommend not funding this request..</p>

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Oxford Community Against Trafficking</u> A project that aims to raise awareness of human trafficking. Funding requested to cover the set up costs of an office space plus pay salaries for part time staff</p>	City Wide	0	£10,000	0	<p>Weak on evidencing a local need. The organisation is already being supported through Oxford City Councils Community Safety team.</p> <p>Due to budget limitations the panel recommend not funding this request.</p>
<p><u>Oxford Contemporary Music</u> Funding requested to support Oxford Contemporary Music in the delivery of two projects in 2012, one with Pegasus Theatre bringing young people together to develop their music skills and another called Street Bands Gathering.</p>	City Wide	0	£7,300	0	<p>Weak on targeting and addressing all associated risks.</p> <p>Funding has been allocated to this organisation through the grants commissioning programme.</p> <p>Therefore the panel recommend not funding this request.</p>
<p><u>Oxford Council of Faiths</u> Funding requested to contribute towards the Council of Faiths Friendship Walk, planned to take place in June 2012</p>	City Wide	0	£3,000	0	<p>Weak on evidencing a local need for this event. Failed to address any risks associated in managing crowds of people walking through the City.</p> <p>Poor value for money and no long term sustainability.</p> <p>The panel recommend not funding this request.</p>
<p><u>Oxford Street Pastors</u> Funding requested to contribute towards the salary of a coordinator and to recruit and train new volunteers so that the Street Pastors project can run in the city.</p>	Central, South & West	0	£10,000	0	<p>Weak on evidencing a local need and supporting the wider community.</p> <p>Funding allocated to the project through Oxford Safer Communities Partnership.</p> <p>Therefore the panel recommend not funding this request.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Oxfordshire Association for the Blind</u> Funding requested to contribute towards their Independent Living project, supporting people who are blind or partially sighted with emotional support and practical information and advice.</p>	City Wide	0	£5,000	0	A social care project and as such is an activity where there may be more appropriate funding through other partners. Therefore the panel recommend not funding this request
<p><u>Oxfordshire Bangladeshi Boat Club</u> Funding requested to provide Bangladeshi families and friends the opportunity to traditional Bangladeshi boatmanship on the Thames in Oxford.</p>	City Wide	0	£3,950	0	No local need evidenced. It was unclear how they will encourage or engage with the wider community. The panel recommend not funding this request.
<p><u>Oxfordshire Chinese Community & Advice Centre</u> Funding requested to provide social, cultural, community and recreational activities to the non English speaking, vulnerable and socially isolated Chinese and disadvantaged groups in East Oxford.</p>	City Wide	0	£10,000	£2,500	Strong on evidencing the need and targeted activities for socially isolated older Chinese people living in Oxford. The recommendation is to fund 25% of this request to fund walks, seated fitness exercise and bilingual talks on healthy eating and lifestyles. .
<p><u>Oxford Deaf & Hard of Hearing Centre</u> Funding requested to employ a development worker to deliver a project targeting people who are hard of hearing and over 50 years old.</p>	City Wide	0	£10,000	0	A social care project and as such is an activity where there may be more appropriate funding from another source. Therefore the panel recommend not funding this request.

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p>Oxford Hoops Basketball Club Funding requested to contribute towards a Summer basketball league in 2012. Planned to take place at Holloway, Alexandria Courts in Summertown, Botley Road and Ridgefield Road</p>	City Wide	0	£4,790.90	0	<p>The application shows that this event has committed support through City Leisure (Sports Development and Go Active teams) towards marketing and hire charges.</p> <p>Therefore, due to budget limitations the panel recommend not funding this request.</p>
<p>Oxford Hub Funding requested to take 15 children from Blackbird Leys, Cowley & Botley on a trip to London.</p>	City Wide	0	£1,010	0	<p>Weak on evidencing a need for this activity and the panel were unclear what the benefits will be.</p> <p>The panel recommend not funding this request.</p>
<p>Oxford Hub Funding requested to run weekly after school English sessions for pupils struggling with GCSE English</p>	South East	0	£400	0	<p>An education focused project and as such is an activity where there may be more appropriate funding from another source</p> <p>Therefore the panel recommend not funding this request</p>
<p>Oxfordshire Hockey Association Funding requested to contribute towards taster hockey sessions at Cutteslowe, Botley & Hollow Way.</p>	City Wide	0	£2,450	0	<p>Weak on evidencing a local need for this activity.</p> <p>The application shows that support has been committed through City Leisure with marketing and promotion these sessions plus court hire charges.</p> <p>Therefore, due to budget limitations the panel recommend not funding this request.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Oxfordshire Play Association</u> Funding requested to contribute towards promoting National Playday and to also enable local communities to organise their own playful community events</p>	City Wide	0	£4,584	0	<p>The application states that they will be targeting children & young people aged 0-19. The panel questioned how they will engage 19 year olds in play.</p> <p>The playful communities element of the application does not evidence how or if they will link in with Oxfords Streets for People</p> <p>Therefore, due to budget limitations the panel recommend not funding this request.</p>
<p><u>OXFRINGE</u> Funding requested to pay for a part time festival director to manage the Oxfringe event & activities</p>	City Wide	£5,000	£10,000	0	<p>Weak on evidencing a local need and no targeted work with socially excluded groups.</p> <p>Due to budget limitations, the panel recommend not funding this request.</p>
<p><u>OXSRAD</u> Funding requested to contribute towards the 8-18 youth club that runs every Friday at OXSRAD</p>	North East	0	£5,000	£1,250	<p>Strong on need and targeted activities for children and young people from Marston, Northway, Barton & Headington. This project integrates disabled children & young people with their able bodied peers.</p> <p>Recommendation is to fund 25% of request.</p>
<p><u>Osney, St Thomas & New Botley Allotment Association</u> Funding requested to renovate & improve their allotment shop, to extend their range of stock & open the shop up to the wider community.</p>	West Oxford	0	£4,000	0	<p>A capital project - requesting funding to improve the allotment shop premises. The grants programme is for revenue expenditure.</p> <p>Therefore the panel recommend not funding this request.</p>

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APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
Refugee Resource Funding requested to contribute towards a project for refugee women.	City Wide	0	£9,600	0	The panel felt that the activities delivered through this project are not sustainable and that the delivery of this work (training & improving employability) is an activity where there may be more appropriate funding from another source. Therefore the panel recommend not funding this request.
Oxford Family Mediation Funding requested to contribute towards the salary of an intake worker for their holistic service for families in Oxford who are experiencing separation or divorce.	City Wide	0	£10,000	0	A social care project and as such is an activity where a more appropriate funding source exists. Therefore the panel recommend not funding this request.
Oxford Friend Funding requested to contribute towards the running costs of a confidential telephone helpline for gay, lesbian, bisexual and transgender communities in Oxford	City Wide	£3,000	£3,000	£3,000	Strong on need and targeted work towards socially excluded groups. The panel recommend funding 100% of this request.
Oxford Samaritans Funding requested to contribute towards a project called Feet on the Street. Funding will be used to train volunteers to undertake emotional support away from the local branch office.	City Wide	0	£1,500	0	An isolated project, no details to suggest they link in with the Police or the Nightsafe project. Therefore the panel recommend not funding this request.
Oxford Stars Ice Hockey Club Funding requested to provide free taster sessions to new players and to fund their annual family social event where trophies are awarded to all team players.	City Wide	0	£5,372	0	Weak on evidencing a local need and not promoted in regeneration areas of the city.. The panel recommend not funding this request.

APPENDIX 2 – continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p>Restore Funding requested to provide support, signposting and information to disadvantaged visitors to their community garden café.</p>	City Wide	0	£5,000	0	<p>It was unclear if the request was to employ a worker or just contribute towards the general running costs of the cafe. As this project supports people with mental health issues the panel felt there may be more appropriate funding through other sources for this work.</p> <p>Therefore, due to budget limitations the recommendation is not to fund this request.</p>
<p>Restore Funding requested to contribute towards the costs of organising and running the Elder Stubbs Festival planned to take place on 18.08.12.</p>	Cowley	£2,000	£3,290	£3,290	<p>A well attended popular community event, open to all, that promotes community cohesion, mental health awareness and wellbeing.</p> <p>Recommendation to fund 100% towards organising and running this event.</p>
<p>South Oxford Adventure Playground Funding requested to contribute towards the running costs of the playground & pay the salaries of the play leaders.</p>	City Wide	£8,000	£10,000	£8,000	<p>Recommendation is to fund £8,000 of this request..</p>
<p>South Oxford Community Association Funding requested to pilot a community cafe to run on Wednesday and Saturday mornings at the community centre.</p>	Central, South & West	0	£8,954	0	<p>Requesting a grant to cover the majority of the set up costs for this pilot project. Due to the limited budget available for the open bidding programme the panel recommend not funding this request but to offer support from the Communities & Neighbourhoods team and suggest they link up with the community cafe at Barton (Eatwells) and the Ark-T Centre to develop a business plan for this initiative as the application lacked details of a sustainable business plan.</p>

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective **Strong, Active Communities**

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p>Story Museum Funding requested to resource the Story Museums work engaging community partners and participants in Alices' Day 2012</p>	City Wide	0	£5,000	0	<p>Weak on evidencing a need – shows demand rather than a specific social need. This event is receiving support from Oxford City Councils Art & Culture team.</p> <p>Therefore due to limited budget the panel recommend not funding this request.</p>
<p>TRAX – Oxfordshire Motor Project Funding requested to run 10, 6 week courses for young people in Oxford to tackle anti social behaviour and crime</p>	City Wide	0	£10,000	0	<p>Weak on evidencing the local need, information provided relates to the County not the need in the City. Concerns were raised about access to the venue for activities.</p> <p>Due to budget limitations the recommendation is not to fund.</p>
<p>Wesley Memorial Methodist Church Funding requested to contribute towards their outreach activities in the city centre, which includes Wednesday coffee, Friday lunch, a drop in centre for the under fives, a meeting place for Oxford PHAB (physically disabled & abled bodied working together).</p>	City Wide	0	£10,000	0	<p>Shows a need rather than a specific social need. A facility that is open to all visiting the City centre.</p> <p>Due to budget limitations the recommendation is not to fund this request.</p>
<p>Wood Farm Youth Club Funding requested to continue to develop youth work provision for young people in Wood Farm.</p>	North East	0	£10,000	£10,000	<p>Strong on need and targeted work with children and young people on Wood Farm.</p> <p>Recommendation to fund 100% of request.</p>

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective **A Cleaner, Greener City**

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Barton Community Association</u> Funding requested to contribute towards the running costs and salary of a project coordinator of their Low Carbon Barton project</p>	North East	0	£9,666.12	0	<p>Weak on evidencing a local need and requesting nearly 90% of the total project costs. The application informs us that the project is only viable with 100% of request.</p> <p>Therefore, due to the limited budget available the panel recommend not funding this request.</p>
<p><u>Hogacre Common Eco Park</u> Funding requested to fund a part time admin post & running costs during the development phase of this new project</p>	City Wide	0	£10,000	0	<p>Weak on evidencing a local need and not a targeted project. It was felt people would find it difficult to access the park.</p> <p>The panel recommend not funding this request.</p>
<p><u>Low Carbon Hub</u> Funding requested to provide a series of training courses for community leaders to give them the knowledge & skills to drive local carbon reduction through energy efficiency in their own community</p>	City Wide	0	£9,314	0	<p>The panel felt the networking that is already taking place between the low carbon groups in Oxford will provide new groups with the necessary knowledge they need to get started.</p> <p>Further advice and information can be obtained from Oxford City Councils Climate Change team.</p> <p>In addition to this OCVA are funded through the grants commissioning programme to provide support & any training needs of the community & voluntary sector.</p> <p>Due to budget limitations the recommendation is not to fund this request.</p>

APPENDIX 2 -continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective **A Cleaner, Greener City**

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2012/13	Why?
<p><u>Low Carbon South Oxford</u> Funding requested to develop the activities of Low Carbon South Oxford to engage the local community in carbon reducing initiatives</p>	<p>Central, South & West</p>	<p>0</p>	<p>£10,000</p>	<p>0</p>	<p>Weak on evidencing a local need, only viable with a minimum of 50% of request.</p> <p>Therefore due to the limited budget available the panel recommend not funding this request.</p>
<p><u>Hammer & Tongue</u> Funding requested to to take a solar powered sound and light system on tour around the city to schools, youth centres, community gardens, homeless shelters and civic events.</p>	<p>City Wide</p>	<p>0</p>	<p>£10,000</p>	<p>0</p>	<p>The application states that the activities of this project are to take place in the wrong financial year.</p> <p>Therefore the panel recommend not funding this request.</p>

APPENDIX 2 - continued

2012 / 2013 Grant Applications to the Annual Open Bidding programme

Strategic Objective **A Vibrant, Sustainable Economy**

Organisation & project description	Area / City Wide	Grant awarded 2011/12	Amount Requested	Amount Recom'd 2011/12	Why?
<p><u>Bournemouth Churches Housing Association</u> Funding requested for the salary costs of a development worker for their work with young people in the city.</p>	<p>City Wide</p>	<p>0</p>	<p>£10,020</p>	<p>0</p>	<p>This organisation has an allocation of £42,992 through the grants homelessness commissioning programme plus its likely they will receive further funding through Housing & Communities to support any need for emergency winter beds.</p> <p>Therefore the panel recommend not funding this request.</p>

Appendix 3

CEB Report Risk Register

Risk Score Impact Score: 1=Insignificant; 2=Minor; 3=Moderate; 4= Major; 5=Catastrophic Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action	Outcome Required:	Q 1	Q 2	Q 3	Q 4	I	P
387 1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	1 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised. Monitoring forms Level of Effectiveness: Medium because information may not be returned	1 1	P 2	Action: Reduce Action Owner: Julia Tomkins Mitigating Control: Keep check list and close monitoring Report through Community & Partnership Scrutiny Control Owner: Julia Tomkins	Outcome Required: Clear and detailed terms and conditions signed by each organisation or group awarded a grant. All monitoring forms returned Milestone Date: on going	Q 1	Q 2	Q 3	Q 4	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria-Nov 2011 Action Owner: Julia Tomkins Mitigating Control: Work closing with media & communications team.- Feb/Mar 2012 Control owner: Julia Tomkins	Lessen impact of risk to reputation.						
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	Action: Reduce Provide support to source other funding Action owner Julia Tomkins & other	Continued delivery of services						

								commissioning officers							
								Mitigating Control Maintain good working relationship							

APPENDIX 4

Evaluation Sheet
Community Grants 2012/13

689

Declarations of interest Please provide details. If declaring an interest the assessors will absent themselves while the application is evaluated.	
Organisation Name	
Project Name	
Amount requested	£
Date evaluated	
Is application eligible (yes / no)	
Total score	
Initial Recommendation	
Comments	
Final Recommendation	
Comments	

Eligibility	Yes / No / Comments
From community or voluntary organisation or social enterprise	
Run by a committee (at least 3 people)	
Primarily Oxford beneficiaries	
Constitution / Equal opportunities	
Annual accounts	
Bank statement	

If all above are not met reject application

Section 3 – About the project

Evidence of need

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	States what the need is but does not back this up with evidence.	
	4	Identifies need, demand and supply (or 2 out of 3) but relies on out of date data or only quantitative or qualitative data.	
	6	The proposal identifies need demand and supply. It uses up to date (i.e. less than 3 years old) available data that is both quantitative and qualitative (or example surveys, and deprivation & census data).	
/ 6	Total		

Beneficiaries / Targeting

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application evidences some community benefit to a wide range of individuals or groups or to area's that do not have high indices of multiple deprivation	
	10	The application evidences community benefit that is targeted towards areas with high indices of multiple deprivation or prioritises work with socially excluded groups	
/ 10	Total		

Risk

Score	Score	Description	Comments
	0	Application fails to answer the question or fails to identify any risks related to the project or activity (eg safety)	
	2	Application has identified relevant risks and has taken steps to manage some of the risks but not all	
	4	Application is fully aware of the relevant risks and has taken steps to manage all of them.	
/ 4	Total		

Section 4 – Meeting the Aims of the Council

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant or selects multiple objectives or wrong objective for project activity.	
	2	Have identified which objective the project meets but not explained how the action meets the objective.	
	4	The application clearly explains how the action meets the objective.	

/ 4	Total		
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Section 5 – Monitoring & Evaluation

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application has not stated how the activity / project will be monitored, what data will be collected and how this will be reported, or it provides basic minimal information, or has stated that the impact of the project / activity cannot be measured.	
	4	The application has indicated what will be monitored and what related data and impact information will be collected, at what frequency and how this will be reported.	
	6	The application has clearly indicated what will be monitored, at what frequency, what data will be collected plus relevant outcomes and how this will be reported and has linked this with the objective they have selected that meets the aims of the Council.	
/ 6	Total		

Section 6 & 7 – Financial Details of Organisation & Project

Additional subsidies

Score	Score	Description	Comments
		Is the project going to benefit from any additional subsidies from the city council?	
	1	No	
	- 1	subsidy less than grant requested	
	- 2	subsidy same as grant requested	
	- 3	subsidy more than grant requested	
/ 1	Total		

Financially competent

Score	Score	Description	Comments
	0	The summary does not accurately reflect the information in the accounts	
	1	The summary does accurately reflect the information in the accounts	
/ 1	Total		

Score	Score	Description	Comments
	0	The figures contained in the form do not add up correctly	
	1	The figures contained in the form do add up correctly	
/ 1	Total		

Score	Score	Description	Comments
	0	The estimated costs are not realistic (too expensive or too low)	
	1	The estimated costs are reasonable and realistic	
/ 1	Total		

Financial need

Score	Score	Description	Comments
		Are there more than 6 months unspecified cash reserves (in relation to expenditure)	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		Is the activity the primary responsibility of another agency?	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		How much income is raised from other sources than the City Council?	
	0	Raise less than grant request	
	1	Raise the same as grant request	
	2	Raise more than grant request	
/ 2	Total		

Section 8 – Value for Money

Score	Score	Description	Comments
		If agreed, will the grant lever in money for the project from elsewhere?	
	0	No	
	1	Yes but less than grant request	
	2	Same as grant request	
	3	More than grant request	
/ 3	Total		

Summary	Maximum Score Available	Actual Score
Section 3 - About the Project		
Evidence of need	6	
Targeting	10	
Risk	4	
Section 4 - Meeting the aims of the Council	4	
Section 5 - Monitoring & Evaluation	6	
Section 6 & 7 - Financial Details		
Additional subsidies	1	
Financially competent	3	
Financial need	4	
Section 8 - Value for money	3	
Grand Total	41	/ 41

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To: City Executive Board

Date: 8th February 2012

Report of: Head of Law and Governance

Title of Report: PROPOSED CHANGES TO THE EXECUTIVE SCHEME OF DELEGATION

Summary and Recommendations

Purpose of report: To propose changes to the Executive scheme of delegation in Part 4 of the Constitution.

Report Approved by: Jeremy Thomas

Key Decision: No

Policy Framework: None

Recommendation(s): That the Executive scheme of delegation in Part 4 of the Constitution be amended in accordance with the contents of this report with effect from the adoption by full Council of the consequential amendments to the Finance and Contracts Rules.

Introduction

1. A report will be presented to the next ordinary meeting of Council proposing changes to the Finance and Contract Rules. Some of those changes relate to the financial limits for the requirement to seek 'project approval' and tender acceptance limits. The purpose of this report is to proposed amendment to the Executive scheme of delegation (which is the responsibility of the Board) to take effect from the adoption by full Council of the proposed changes to the Finance and Contract Rules (which are the responsibility of Council). That will ensure that the proposed changes take effect at the same time avoiding any constitutional inconsistencies.

2. The proposals are to align the financial limits for project approval and tender acceptance on the basis of the following sums and approval routes –

Less than £150,000	– Head of Service or Director
£150,000 up to £500	- Director in consultation with the three Statutory Officers (Head of Paid Service, Monitoring Officer and Chief Finance Officer)
£500,000 and over	- City Executive Board

Jeremy Thomas
Head of Law and Governance
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Tel: 01865 252224 e-mail: jjthomas@oxford.gov.uk

Background papers: None

Version number: 1

CITY EXECUTIVE BOARD

Wednesday 7 December 2011

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Cook, Lygo, Smith and Tanner.

40. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Bance, Coulter, McManners and Timbs.

41. DECLARATIONS OF INTEREST

No declarations of interest were made.

42. PUBLIC QUESTIONS

Full written questions with answers were distributed at the start of the meeting. These are attached to the minutes as an appendix.

43. SCRUTINY COMMITTEE REPORTS

The Chair of the Value and Performance Scrutiny Committee submitted two reports (previously circulated, now appended) on the Benefits Fundamental Service Review and the Asset Management Framework.

The Chair of the Finance and Performance Panel of the Value and Performance Scrutiny Committee also submitted two reports (previously circulated, now appended) making comments on the Housing Revenue Account Business Plan 2012-42 and Corporate Plan performance.

The Chair of the Communities and Partnerships Scrutiny Committee submitted a report (previously circulated, now appended) on Partnership working and increased public involvement in decision making.

Resolved to thank the Scrutiny Committees and the Scrutiny Panel for their useful input and to accept the recommendations in the reports, namely:-

Benefits Fundamental Service Review

- (1) That the Board should be satisfied that the re-allocation of support service charges from Customer Services away from Benefits and towards other service users did not increase the total cost of those services;
- (2) That the Board should be more ambitious in its setting of economic targets for the Review and work towards a benchmark that reflected the best of those local authorities with similar ambitions.

Asset Management Framework

- (1) That the Board should agree to affirm its commitment to providing good and sustainable budgets to tackle the maintenance backlog and investment in order to provide for the most effective use of the Council's assets and that each political group should support this within their own budget proposals;
- (2) That the Board should set a target in the Asset Management Framework of a 5% rate of return on investment assets.

Housing Revenue Account Business Plan

- (1) To review as a matter of urgency the Council's current policy and partnerships for rent debt and debt advice management in order to ensure that the Council has in place the resources and systems to support tenants, and otherwise to do all the Council can to avoid or contain debt;
- (2) That the Housing Fundamental Service Review should aim for clear value for money targets and ambitions so that robust and transparent delivery could be achieved;
- (3) In the context of co-regulation and performance management, to take all opportunities to ensure that the Housing Service offered represented good value for money when compared to the best and that management costs per dwelling be set in comparable terms.

Corporate Plan Performance

- (1) That the information presented for the Corporate Plan targets should represent the accurate position at the point of measurement.

Partnership Working and increased public involvement in decision making

- (1) That an extension to the performance reporting framework that was already in place around the Corporate Plan be developed to show up to 12 targets from partnership action plans that were specific to the City and contributed to or directly delivered the Council's corporate priorities and to report to members twice yearly on progress;
- (2) That Scrutiny members should have early access to the organisational forward planning of the Policy Framework and strategies so they are clear on development and progress;
- (3) To agree that Councillor Wilkinson should take the lead on Scrutiny involvement in the Oxford Strategic Partnership refresh;
- (4) To agree that a Scrutiny member should 'shadow' the Board member engaged in the Health and Well Being Partnership;
- (5) That a quarterly newsletter on partnership working be produced for residents' groups and other interested parties.

44. LEISURE FEES AND CHARGES 2012/13

The Head of Leisure and Parks submitted a report (previously circulated, now appended) proposing amendments to fees and charges for leisure facilities for 2012.

Resolved to approve the following as the basis for fees and charges for leisure facilities from 1 January 2012:-

- (a) All Bonus concessionary memberships to not increase; and
- (b) All other charges to increase by 4.5%.

45. CAR PARKS CHARGES - REVIEW

The Head of Direct Services submitted a report (previously circulated, now appended) proposing amendments to the level of charges in some Council run car parks.

Resolved to:-

- (1) Approve the proposed variation to coach parking arrangements and tariffs as set out in paragraph 13 of the report, to be effective, subject to consideration of any representations received, from 1 February 2012; and
- (2) Note that charges were not proposed to be varied at any other City centre, suburban or Parks car parks.

46. CONSULTATION BUDGET

Resolved to:-

- (1) Agree the Council's Medium Term Financial Strategy for 2012-13 to 2015-16 and the 2012-13 General Fund, Housing Revenue Account and Capital budgets for consultation as set out in Appendices 1-7 to the report;
- (2) Instruct officers to proceed with delivering the efficiency savings as set out in Appendix 3 to the report in line with prudent financial management;
- (3) Thank officers from the Finance Service for producing a high quality budget document for consultation; and
- (4) Place on record thanks to all staff across the Council for their continued hard work and positive attitude during challenging financial times.

47. HRA 30 YEAR BUSINESS PLAN

The Executive Director for Housing and Regeneration submitted a report (previously circulated, now appended) requesting approval to undertake public consultation on the current draft Housing Revenue Account (HRA) Business Plan.

Resolved to:-

- (1) Approve consultation on the current draft HRA Business Plan principles through the tenant and leaseholder road shows; and
- (2) Note the current draft HRA Business Plan which would be developed further as Department for Communities and Local Government funding principles were confirmed.

48. CORPORATE PLAN - CONSULTATION

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended) introducing the Council's Corporate Plan for 2012-17 for consultation.

Resolved to agree copy and targets for the Corporate Plan 2012-2017 and authorise its release for consultation.

49. PERIODIC REPORTING - FINANCE 2011/12

The Head of Finance submitted a report (previously circulated, now appended) setting out the forecast outturn position for the Council's Capital and Revenue budgets as at 30 September 2011.

Resolved to note the report.

50. PERIODIC REPORTING - PERFORMANCE 2011/12

The Head of Business Improvement submitted a report (previously circulated, now appended) providing an update of the Council's progress against the twenty Corporate Plan targets for the period April to September 2011.

Resolved to note the progress made in the first half of 2011/12 against the Corporate Plan targets set for 2011/12.

51. TREASURY MANAGEMENT STRATEGY - HALF YEAR REVIEW

The Head of Finance submitted a report (previously circulated, now appended) providing details of the performance of the treasury management function for the period April to September 2011 and changes to operational investment activities for the remainder of the financial year.

Resolved to note:-

- (1) The performance of the treasury management function in the first half of 2011/12; and
- (2) The proposed changes in operational investment activities for the remainder of 2011/12.

52. PLAYING PITCHES STRATEGY - CONSULTATION

The Head of City Leisure and Parks submitted a report (previously circulated, now appended) seeking approval to release the Playing Pitches Strategy for public consultation.

Resolved to approve the draft Playing Pitches Strategy for public consultation.

53. GREEN SPACES STRATEGY - CONSULTATION

The Head of City Leisure and Parks submitted a report (previously circulated, now appended) seeking approval to release the Green Spaces Strategy for public consultation.

Resolved to approve the draft Green Spaces Strategy for public consultation.

54. NEW CEMETERY SPACE PROJECT.

The Head of Leisure and Parks and the Head of Corporate Assets submitted a report (previously circulated, now appended) updating the Board on the findings from phase one of the burial space review and recommending the next steps.

Resolved to:-

- (1) Agree the principles for the provision of additional burial space and to remain a provider of burial services going forward; and
- (2) Agree that more detailed work as referred top in paragraphs 5.4 and 5.5of the report be carried out at the site north of Oxford Road, Horspath to assess viability prior to a full business case being developed.

55. OUT OF HOURS CALL HANDLING CONTRACT

The Head of Business Improvement submitted a report (previously circulated, now appended) making recommendations for the procurement of an out of hours calls service and lone worker monitoring system.

Resolved to:-

- (1) Grant project approval for the provision of out of hours call handling and a lone worker monitoring system; and

- (2) Delegate authority to the Executive Director for City Services to enter into new out of hours call handling and lone worker monitoring contract(s) for the next 3 years with the possibility of a further 2 year extension.

(This item was called in to Scrutiny but the decision was not referred back to the Board by Scrutiny)

56. ENVIRONMENTAL HEALTH SERVICE REQUESTS CONFIGURATION

The Head of Environmental Development submitted a report (previously circulated, now appended) on changes to the service offered by Environmental Development.

Resolved to:-

- (1) Agree the proposed changes to the response to low priority services outlined in the report; and
- (2) Authorise the Head of Environmental Development to implement the changes.

57. BENEFITS FUNDAMENTAL SERVICE REVIEW

The Head of Customer Services submitted a report (previously circulated, now appended) updating the Board on the ongoing review of the Benefits Service.

Resolved to:-

- (1) Approve the Benefits performance standards as follows:-
 - i. To process new benefit claims within 14 days
 - ii. To process changes in circumstance within 10 days;
- (2) Note the proposed reconfiguration of the Service to achieve the efficiency savings in the budget and meet customers' reasonable expectations; and
- (3) Note that the processing of new benefit claims in 2010/11 was in the top quartile for performance nationally according to the Department of Work and Pensions and that this position had been maintained in Quarter 1 of 2011/12.

58. APPLICATION OF FEED-IN TARIFF TO COUNCIL BUILDINGS

The Head of Environmental Development submitted a report (previously circulated, now appended) seeking approval to proceed with the pilot of a scheme to realise the benefits of the feed-in tariff.

Resolved to:-

- (1) Grant project approval for installation of photovoltaics on the buildings set out in the report;
- (2) Make available £670,000 of capital expenditure to fund the project and include in the General Fund and Housing Revenue Account capital programmes subject to sufficient shortfall being identified in the Quarter 3 monitoring report;
- (3) Authorise the Executive Director for City Services to undertake the project subject to the payback period not exceeding 15 years.

59. LIVING WAGE - OXFORD - REVIEW

The Head of People and Equalities submitted a report (previously circulated, now appended) recommending a change to Oxford's "living wage."

Resolved to:-

- (1) Note the success of the implementation of the Oxford Living Wage; including as referred to in the Head of Business Improvement's report on its application by local suppliers; and
- (2) Agree the proposal to increase the level of the Oxford minimum wage to £8.01 per hour, with effect from 1 January 2012 thus ensuring it better reflected the cost of living in Oxford.

60. PLANNING MONITORING - ANNUAL REPORT 2010-2011

The Head of City Development submitted a report (previously circulated, now appended) presenting for approval the Annual Monitoring report to be sent to the Secretary of State.

Resolved:-

- (1) To approve the Annual Monitoring Report 2010/11 for submission to the Secretary of State; and
- (2) Authorise the Head of City Development to make any necessary editorial corrections to the document prior to publication.

61. SUSTAINABLE STRATEGY FOR OXFORD - CONSULTATION OUTCOME

The Head of Environmental Development submitted a report (previously circulated, now appended) detailing the sustainability strategy for Oxford.

Resolved to RECOMMEND Council to adopt the Sustainability Strategy as part of the Council's Policy Framework.

62. PARLIAMENTARY CONSTITUENCY REVIEW

The Head of Law and Governance submitted a report (previously circulated, now appended) giving the Council's draft response to the Boundary Commission's review of electoral boundaries in Oxfordshire.

Resolved to endorse the response to the Boundary Commission which made the following statements:-

- (1) To support the proposal to transfer Carfax Ward from Oxford East constituency into Oxford West and Abingdon constituency;
- (2) Not to support the proposed name for the new "Oxford" constituency, feeling that it should retain the name "Oxford East"; and
- (3) Not to support the proposed name for the new "Abingdon and Oxford North" constituency, feeling that it should retain the name "Oxford West and Abingdon"

63. POSITIVE FUTURES PROGRAMME - DEVELOPMENT

The Head of Housing and Communities submitted a report (previously circulated, now appended) proposing a model for the delivery of the Positive Futures Programme.

Resolved to approve the in-house delivery and commissioning model as the Council's approach for delivering activities to vulnerable young people, supported by the Council's strategy to optimise fees and charges, but that the Service should continue to look critically at different options for future service delivery.

64. CORPORATE EQUALITIES SCHEME

The Head of People and Equalities submitted a report (previously circulated, now appended) seeking adoption of a new Corporate Equalities Scheme.

Resolved to approve the new Corporate Equalities Scheme 2012-2015 for implementation.

65. HOUSING STRATEGY - CONSULTATION

The Head of Housing and Communities submitted a report (previously circulated, now appended) seeking approval for public consultation of the draft Housing Strategy 2012 to 2015.

Resolved to approve the draft Housing Strategy 2012 to 2015 for public consultation.

66. ICT STRATEGY

The Head of ICT Strategy submitted a report (previously circulated, now appended) proposing a strategy for the procurement and management of the Council's IT systems for the forthcoming five years.

Resolved to approve the draft IT Strategy and associated action plan.

67. PERFORMANCE IMPROVEMENT FRAMEWORK

The Head of Business Improvement submitted a report (previously circulated, now appended) outlining the Council's Performance Improvement Framework for 2011 to 2015.

Resolved to approve the Performance Improvement Framework 2011 - 2015.

68. FUTURE ITEMS

Nothing was raised under this item.

69. MINUTES

The minutes of the meeting held on 21 September 2011 were approved as a correct record and signed by the Chair.

The meeting started at 5.00 pm and ended at 6.55 pm

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