

Agenda

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Council

Date: **Monday 20 February 2012**

Time: **5.00 pm**

Place: **Council Chamber, Town Hall**

For any further information please contact:

Mathew Metcalfe, Democratic Services Officer

Telephone: 01865 252214

Email: fullcouncil@oxford.gov.uk

The meeting will also be available via a webcast. This means that people may choose to watch all or part of the meeting over the internet rather than attend in person. The webcast will be available to view on the City Council's website after the meeting.

Council

Membership

Lord Mayor Councillor Elise Benjamin

Deputy Lord Mayor Councillor Alan Armitage

Sheriff Councillor Jean Fooks

Councillor Mohammed Abbasi

Councillor Mohammed Altaf-Khan

Councillor Antonia Bance

Councillor Laurence Baxter

Councillor Tony Brett

Councillor Stephen Brown

Councillor Clark Brundin

Councillor Jim Campbell

Councillor Mary Clarkson

Councillor Colin Cook

Councillor Van Coulter

Councillor Stuart Craft

Councillor Roy Darke

Councillor John Goddard

Councillor Michael Gotch

Councillor Beverley Hazell

Councillor Rae Humberstone

Councillor Graham Jones

Councillor Bryan Keen

Councillor Shah Khan

Councillor Ben Lloyd-Shogbesan

Councillor Mark Lygo

Councillor Sajjad Malik

Councillor Stuart McCready

Councillor Joe McManners

Councillor Mark Mills

Councillor Matt Morton

Councillor Susanna Pressel

Councillor Bob Price

Councillor Nathan Pyle

Councillor Mike Rowley

Councillor Gwynneth Royce

Councillor David Rundle

Councillor Gill Sanders

Councillor Scott Seamons

Councillor Dee Sinclair

Councillor Val Smith

Councillor John Tanner

Councillor Bob Timbs

Councillor Ed Turner

Councillor Oscar Van Nooijen

Councillor Ruth Wilkinson

Councillor David Williams

Councillor Dick Wolff

Councillor Nuala Young

HOW TO OBTAIN AGENDA

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SUMMONS

A meeting of the City Council will be held in the Council Chamber, Town Hall, on Monday 20 February 2012 at 5.00 pm to transact the business set out below.

Peter Sloman

Proper Officer

AGENDA

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1 MINUTES	1 - 56
Minutes of the ordinary meeting held on 19 th December 2011.	
2 DECLARATIONS OF INTEREST	
3 APOLOGIES FOR ABSENCE	
4 APPOINTMENTS TO COMMITTEES	
5 LORD MAYOR'S ANNOUNCEMENTS	
6 SHERIFF'S ANNOUNCEMENTS	
7 ANNOUNCEMENTS BY THE LEADER	
8 ANNOUNCEMENTS BY THE CHIEF EXECUTIVE, THE CHIEF FINANCE OFFICER AND THE MONITORING OFFICER	
9 ADDRESSES BY THE PUBLIC	
To hear addresses from members of the public in accordance with Council Procedure Rule 11.8 for which the required notice (1.00pm on Thursday 16 th February 2012) and the full wording of the address has been given to the	

Head of Law and Governance.

10 QUESTIONS BY THE PUBLIC

To hear questions from the public in accordance with Council Procedure Rule 11.9 to the Leader or other Board Members of the City Executive Board for which the required notice (1.00pm on Thursday 16th February 2012) and the full wording of the question has been given to the Head of Law and Governance and to hear responses from those Members.

11 REPORT OF THE COUNCIL'S CHIEF FINANCE OFFICER ON THE ROBUSTNESS OF THE BUDGET

57 - 64

The Corporate Director Finance and Efficiency has submitted a report under Section 25 of the Local Government Act 2003 which requires her to report to the Council on:

- (a) The robustness of the estimates made for the purposes of the calculations of the budget, and
- (b) The adequacy of the proposed financial reserves.

Council is asked to note the report when setting its budget for 2012/13 and the indicative budgets for 2013/14 – 2015/16.

CITY EXECUTIVE BOARD RECOMMENDATIONS - ITEMS 12 - 15

12 BUDGET 2012/13 - 2015/16

65 - 234

AGENDA ITEMS 13 - 28 CONTAINED IN VOLUME 2

13 CORPORATE PLAN 2012-2017

237 - 294

14 TREASURY MANAGEMENT 2011/12 STRATEGY UPDATE AND 2012/13 STRATEGY

295 - 322

15 HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN DRAFT FOR CONSULTATION

323 - 372

16 CITY EXECUTIVE BOARD DECISIONS (MINUTES) AND SINGLE EXECUTIVE MEMBER DECISIONS (MINUTES)

373 - 378

City Executive Board decisions (Minutes)

- (1) Minutes of the meeting held on 8th February 2012 will be circulated separately prior to the meeting

Single Executive Member decisions (Minutes)

- (1) Minutes of the Single Executive Member Decision meeting (Board Member – Finance and Efficiency) held on 22nd December 2011.
- (2) Minutes of the Single Executive Member Decision meeting (Board Member – City Development) held on 2nd February 2012.
- (3) Minutes of the Single Executive Member Decision meeting (Board Member – Corporate Governance and Strategic Partnerships) held on 2nd February 2012.

17 RECOMMENDATIONS AND REPORTS FROM SCRUTINY COMMITTEES

18 QUESTIONS ON NOTICE FROM MEMBERS OF COUNCIL

Questions on notice under Council Procedure Rule 11.10(b) may be asked of the Lord Mayor, a Member of the City Executive Board or the Chair of a Committee.

Questions on notice must, by the Constitution, be notified to the Head of Law and Governance by no later than 9.30am on Friday 17th February 2012.

Full details of any questions for which the required notice has been given will be circulated to Members of Council before the meeting.

19 STATEMENTS ON NOTICE FROM MEMBERS OF COUNCIL

Statements on Notice under Council Procedure Rule 11.10(b) may be made. Statements do not need to be directed to a specific Councillor.

Statements on notice must, by the Constitution, be notified to the Head of Law and Governance by no later than 9.30am on Friday 17th February 2012.

Full details of any statements for which the required notice has been given will be circulated to Members of Council before the meeting.

20 PETITIONS - "DON'T CUT SERVICES IN EAST OXFORD"

379 - 380

The Head of Law and Governance has submitted a report which advises on the procedure that Council needs to follow under the Council's Petitions Scheme in respect of large petitions, and to provide information specifically on the petition entitled "Don't Cut Services in East Oxford".

Council is being recommended to follow the procedure for large petitions by hearing the head petitioner and to then debate the petition and decide how to advise the Executive.

21 MOTIONS ON NOTICE

381 - 382

Council Procedure Rule 11.14 refers. The Motions (listed in the order received) that have been notified to the Head of Law and Governance by the deadline of 1.00pm on Wednesday 8th February 2012 are attached to this agenda.

22 REPORTS AND QUESTIONS ABOUT ORGANISATION THE COUNCIL IS REPRESENTED ON

23 COUNCIL TAX 2012/13

383 - 394

The Head of Finance has submitted a report. The Council Tax for Oxford City for 2012/13 is required to be set by Council, in accordance with the Local Government Finance Acts, 1988 and 1992, as amended by The Localism Act 2011. This report contains the necessary calculations.

Council is asked to approve for 2012/13:

- (a) The City Council's precept and Council Tax requirement of £12,587,330 (inclusive of Parish Precepts). Net of the Parish Precepts, the figure is £12,394,330.
- (b) The average Band D Council Tax figure (excluding Parishes) of £262.96. This remains the same as in 2011/12, i.e. a zero percent increase. Including Parish Precepts the figure is £267.05, a minimal (0.41p) increase on the 2011/12 figure of £266.64 (see paragraph 11).
- (c) The contribution to the Parish of Old Marston of £10,000 in recognition of the additional expenditure that Parish incurs as a consequence of maintaining the cemetery (see paragraph 17 of the report).
- (d) The amount of £490,303 to be treated as Special Expenses (see paragraph 18 of the report).
- (e) The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's additions) as follows:-

Littlemore	£284.50	
Old Marston	£291.55	
Risinghurst and Sandhills		£279.97
Blackbird Leys	£261.16	
Unparished Area	£265.15	

These figures include the Parish Precepts and special expensing amounts as appropriate on top of the City-wide Council Tax of £252.56.

The Council is also asked to note:

- (f) Oxfordshire County Council's precept and Band D Council Tax (see paragraph 21 of the report).
- (g) The Thames Valley Police Authority's precept and Band D Council Tax (see Paragraph 22 of the report).

- (h) The overall average Band D equivalent Council Tax of £1,583.06.
This includes the Parish Precepts.

24 REVISED CONTRACT AND FINANCE RULES AND OTHER MATTERS

395 - 422

The Head of Law and Governance/Monitoring Officer has submitted a report which presents revised Contract and Finance Rules and other matters for adoption.

Council is asked:

- (a) To adopt the revised Contract and Finance Rules appended to this report and to replace with immediate effect the existing Contract and Finance Rules in the Constitution;
- (b) That the constitutional amendment proposed at paragraph 18 of this report be also approved with immediate effect.

25 PAY POLICY STATEMENT

423 - 444

The Head of People and Equalities has submitted a report which seeks approval for a Pay Policy Statement for the Council as required under the Localism Act 2011.

Council is asked:

- (a) To approve the Pay Policy Statement as agreed with the trade unions and appended to this report with immediate effect:
- (b) To authorise the Head of People and Equalities to implement the approved Policy and make changes to it if required to put right any clerical mistakes or to reflect changes in the law.

26 PROGRAMME OF COUNCIL AND COMMITTEE MEETINGS 2012/13 AND 2013/14

445 - 460

The Head of Law and Governance has submitted a report which seeks Council's agreement to a programme of Council and Committee meetings for the Council Years 2012/13 and 2013/14.

Council is asked to approve the timetable of Council and Committee meetings for the Council Years 2012/13 and 2013/14.

27 COMMUNITY GOVERNANCE REVIEW - BLACKBIRD LEYS PARISH COUNCIL - REDUCTION IN MEMBERS

461 - 470

The Head of Law and Governance has submitted a report which asks Council to approve the terms of reference for a community governance review into

the number of councillors on Blackbird Leys Parish Council.

Council is recommended to approve the terms of reference for the community governance review of Blackbird Leys Parish Council.

28 MATTERS EXEMPT FROM PUBLICATION

If Council wishes to exclude the press and the public from the meeting during consideration of any aspects of the preceding agenda items it will be necessary for Council to pass a resolution in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 specifying the grounds on which their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Part 1 of Schedule 12A of the Act 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.

(The Access to Information Procedure Rules – Section 15 of the Council’s Constitution – sets out the conditions under which the public can be excluded from meetings of the Council).

GUIDANCE ON DECLARING INTERESTS AT MEETINGS

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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COUNCIL

Monday 19 December 2011

COUNCILLORS PRESENT: Councillors Benjamin (Lord Mayor), Armitage (Deputy Lord Mayor), Fooks (Sheriff), Abbasi, Altaf-Khan, Bance, Baxter, Brett, Brown, Brundin, Campbell, Clarkson, Cook, Coulter, Craft, Darke, Goddard, Gotch, Hazell, Jones, Keen, Khan, Lloyd-Shogbesan, Lygo, Malik, McCready, McManners, Mills, Morton, Pressel, Price, Pyle, Rowley, Royce, Rundle, Sanders, Seamons, Sinclair, Smith, Tanner, Timbs, Turner, Van Nooijen, Wilkinson, Williams, Wolff and Young.

53. MINUTES

Council resolved to approve the minutes of the ordinary meeting held on 10 October 2011.

54. CHANGE TO THE ORDER OF BUSINESS

The Lord Mayor following a request asked Council if it would agree to the order of business being changed so that the following agenda items were taken earlier in the proceedings:

Agenda item 19 – Horse Drawn Carriages – Making of Byelaws

Agenda item 20 – Designation of Streets for Street Trading

Agenda item 21 – Sites and Housing Development Plan Document (DPD) – Proposed submission Document

Agenda item 22 – Barton Area Action Plan – Proposed Submission Draft

Agenda item 23 – Setting of the Council Tax Base 2012/13

Council agreed to change the order of business.

55. DECLARATIONS OF INTEREST

Councillors declared interests as follows:

- (1) Councillor Van Coulter declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was graduate and continuing resident of Ruskin College. He left the meeting when the address took place. (Minute 62 refers).
- (2) Councillor Mohammed Altaf-Khan declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the

Barton Area Action Plan) as he was a former student of Ruskin College. (Minute 62 refers).

- (3) Councillor Susanna Pressel declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as she was a City Council appointed representative on Ruskin College. (Minute 62 refers).
- (4) Councillor Mike Rowley declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was a former student of Ruskin College. (Minute 62 refers).
- (5) Councillor Clark Brundin declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was a City Council appointed representative on Ruskin College. (Minutes 62 refers).
- (6) Councillor Mary Clarkson declared a personal interest in agenda item 9 (Addresses by the public – Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as she lived close to Ruskin Fields. (Minute 62 refers).
- (7) Councillor Sajjad Malik declared a personal interest in agenda item 17 (Motions on Notice – Motion (5) Business Rate Concessions) as he owned a business in Oxford. (Minute 77 refers).
- (8) Councillor Nuala Young declared a personal interest in agenda item 17 (Motions on Notice – Motion 6 – Language Schools) as she had in the past given language tours. (Minute 77 refers).
- (9) Councillor Mark Mills declared a personal interest in agenda item 17 (Motions on Notice – Motion (8) Health and Care Bill) as his parents were both employees of the National Health Service. (Minute 77 refers).
- (10) Councillor Beverley Hazell declared a personal interest in agenda item 17 (Motions on Notice – Motion (8) Health and Care Bill) as her husband was an employee of the National Health Service. (Minute 77 refers).
- (11) Councillor Ben Lloyd-Shogbesan declared a personal interest in agenda item 17 (Motions on Notice – Motion (8) Health and Care Bill) as he was an employee of the National Health Service. (Minute 77 refers).
- (12) Councillor David Williams declared a personal interest in agenda item 17 (Motions on Notice – Motion (10) (Feed in Tariff) and Motion (11) (Cut to Feed-In Tariff) as he had recently installed solar panels at his property. (Minute 77 refers).
- (13) Councillor Elise Benjamin declared a personal interest in agenda item 17 (Motions on Notice – Motion (10) (Feed in Tariff) and Motion (11) (Cut to

Feed-In Tariff) as she had solar panels installed at her property. (Minute 77 refers).

- (14) Councillor Nuala Young declared a personal interest in agenda item 19 (Horse Drawn Carriages – Making of By-Laws) as she was involved in the tourist trade. (Minute 66 refers)
- (15) Councillor Mohammed Abbasi declared a personal interest in agenda item 19 (Horse Drawn Carriages – Making of By-Laws) as he was involved in the Hackney Carriage and Private Hire Licensing trade. (Minute 66 refers).
- (16) Councillor Shah Jahan Khan declared a personal interest in agenda item 19 (Horse Drawn Carriages – Making of By-Laws) as he was involved in the Hackney Carriage and Private Hire Licensing trade. (Minute 66 refers).
- (17) Councillor Sajjad Malik declared a personal interest in agenda item 19 (Horse Drawn Carriages – Making of By-Laws) as he was involved in the Hackney Carriage and Private Hire Licensing trade. (Minute 66 refers).
- (18) Councillor Mohammed Altaf-Khan declared a personal interest in agenda item 19 (Horse Drawn Carriages – Making of By-Laws) as he was involved in the Hackney Carriage and Private Hire Licensing trade. (Minute 66 refers).

56. APOLOGIES FOR ABSENCE

No apologies were received from Councillors for the meeting held on 19th December 2011.

57. APPOINTMENTS TO COMMITTEES

None made.

58. LORD MAYOR'S ANNOUNCEMENTS

(1) Remembrance

Council stood for a minutes silence in remembrance of Sam Timms, former City Councillor for the former Marston Ward from 1992 to 2000, who had recently passed away, and for his Honour Judge Harold Wilson, the former circuit Judge from 1981 to 2011, the resident Judge from 1993 to 2001 and Honorary Recorder between 1993 and 2001.

(2) City Poet – Kate Clanchy

The Lord Mayor welcomed Kate Clanchy, the new City Poet to the meeting and presented her with a bound book of poems and a specially commissioned broach by Sophie Roseman.

Kate Clanchy said that she had been the City Poet since July 2011 and during this time had visited schools and worked with young people to make a poem tree which was used at the Christmas Light Night. She was also being invited back by the schools to do further work with the young people. With regard to adults she had worked with the Marston Poets Group and the Kidlington Festival. An exhibition in the Story Museum was being developed on other worlds and how other worlds came to Oxford. She added that her role was not just to encourage poetry but to encourage reading and writing.

59. SHERIFF'S ANNOUNCEMENTS

The Sheriff informed Council that she had recently watched the Oxford Lions football team which had only been established in March 2011 at a 5-a-side football match between Bath which the Oxford Lions won 7-6. She said that the club had 100 members both young children and adults and received no financial support from the City Council.

60. ANNOUNCEMENTS BY THE LEADER

None made.

61. ANNOUNCEMENTS BY THE CHIEF EXECUTIVE, THE CHIEF FINANCE OFFICER AND THE MONITORING OFFICER

None made.

62. ADDRESSES BY THE PUBLIC

Councillor Van Coulter declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was a graduate and continuing resident of Ruskin College. He left the meeting when the address took place.

Councillor Mohammed Altaf-Khan declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was a former student of Ruskin College.

Councillor Susanna Pressel declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as she was a City Council appointed representative on Ruskin College.

Councillor Mike Rowley declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as he was a former student of Ruskin College.

Councillor Clark Brundin declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing

DPD and the Barton Area Action Plan) as he was a City Council appointed representative on Ruskin College.

Councillor Mary Clarkson declared a personal interest in Address 5 from Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan) as she lived close to Ruskin Fields.

Council received 16 requests to address Council (texts of the addresses are appended to these minutes) as follows:

Addresses made in person

- (1) Dene Stansall, Animal Aid – Objection to the proposal to licence a horse-drawn carriage on a designated route in the City centre.
- (2) Niels Paige – Supporting the making of byelaws for horse drawn carriages.
- (3) Doug Robinson – The link road from Northway to New Barton
- (4) Veronica Hurst, Zoe Trail, Clive Hurst – Barton Area Action Plan – In support of Officers recommendations.
- (5) Professor Audrey Mullender, Principal of Ruskin College – Sites and Housing DPD and the Barton Area Action Plan
- (6) Richard English – Sites and Housing DPD
- (7) Jim Smith – Motorcycles and the Oxford Transport Strategy.
- (8) Nigel Gibson – Cutting public services in East Oxford – A Petition
- (9) William Clark – Blackbird Leys Park Town Green application.
- (10) Jane Alexander – Oxford City Council Councillors.

Addresses provided via a written statement

- (11) Mark Pitt – Barton AAP – Barton and Ruskin – Chalk and Cheese- Written statement.
- (12) Peter Shaw – Transforming the A40 Ring Road – Written statement.
- (13) Clive Hurst and Veronica Hurst – Objection to Transforming the A40 Ring Road – Written statement.
- (14) Ed Chipperfield - Forthcoming HMO Licensing Policy – Written Statement.
- (15) Sarah Milliken, Oxford City Committee of the CPRE – Sites and Housing DPD – Written statement.
- (16) Justine Hubbocks, Falcon Close Residents' Association – Comments about East Minchery Farm – Written statement.

While reading her address to Council, Jane Alexander (address number 10) was warned not to continue once she had read her text, as her continued comments could be considered as a personal attack on a Councillor and defamatory. However she continued to make the remarks and as a result the Lord Mayor stopped proceedings and adjourned the meeting at 6.07pm.

Consequently the address by Jane Alexander had been redacted from the recording of the meeting published on the internet.

63. QUESTIONS BY THE PUBLIC

Three questions were submitted by Members of the public, however due to the time limit allowed for addresses to Council and questions from members of the public being reached, the following questions would receive a written response and the response would be added to the minutes for information.

(1) Question to the Board Member, City Development (Councillor Colin Cook) from Sietske Boeles

Current and future student accommodation units

How confident is the City Council about the soundness of the evidence base for the calculation of the number of current and future student units for Oxford Brookes University by excluding the accommodation needs for those students who live in Oxford but are based at either the Wheatley or Harcourt Hill campus. Have sufficient sites been identified to meet the accommodation needs for those fulltime OBU students who are based at Harcourt and Wheatley campuses but live in Oxford? .

The calculation for the current and future (till 2026) need of Oxford Brookes University's student accommodation is based on the number of full time OBU students based in Oxford and seems to exclude the 5000 or so full time students based outside Oxford's administrative boundaries such as those studying at Harcourt Hill and the Wheatley campus. Presumably the accommodation needs of these students have been excluded because the City Council has no planning controls in relation to developments in other district councils.

Oxford Core Strategy Examination Document C/M5/7 says on page 3 (appended):

Oxford Brookes University-number of students 2006/7

Oxford Brookes University fulltime students	12,690
Full time students based in Oxford	7,075
Units of student accommodation	3,742
Students living outside provided accommodation	3,425
(shortfall 425)	

Percentage of students in provided accommodation 53%
Source AMR 07/08

On the basis of these figures the impact of the cumulative annual growth of 1% in full time students at OBU, based in Oxford, over the remaining plan period would be an increase of 1,472 students and when the shortfall of student accommodation at 2006/7 (425) is added that indicates that at the projected growth of OBU they will need to provide 1,897 more units of accommodation by 2026. Sites seem therefore to have been identified for students based in Oxford only.

OBU has confirmed that substantial numbers of students who are based at Harcourt Hill and Wheatley live in Oxford both in provided accommodation as in the private sector. How are the accommodation needs of these students going to be met?

Written response provided after the meeting as follows:

The question asks about the accommodation needs of Oxford Brookes University students who live in Oxford but are based at either the Wheatley or Harcourt Hill campuses. It is acknowledged that many students who are based at these campuses may live within Oxford City. The figures which Oxford Brookes has provided to the City Council in recent years for the Annual Monitoring Report are based on a postcode analysis of all students who live within Oxford City. These figures are 'campus blind', i.e. they do not distinguish where students study, only where they live. The data presented in the Annual Monitoring Report therefore reflects the accommodation situation of the totality of full-time students at Oxford Brookes, whether they study inside or outside the city boundary.

The question also refers to the City Council's statement to the Core Strategy examination regarding student accommodation, in which a calculation was made of future demand that excluded Oxford Brookes students studying outside of the city boundary.

The reason for this is that the policy being considered at the Core Strategy examination (Policy CS25 in the adopted plan) aims, amongst other things, to ensure that all future increases in student numbers at the two universities as a result of increases in academic/administrative floorspace must be matched by a corresponding increase in purpose-built student accommodation. The policy can only be implemented as and when proposals come forward for new academic floorspace within the city. Since Oxford City Council has no planning control over sites outside the city boundary, the Council's statement to the Core Strategy examination did not deal with students based outside the city.

In practice, some of the accommodation needs of students based at Wheatley and Harcourt Hill may be met outside the city (e.g. a new hall of residence is being built at Harcourt Hill), while some may be met within the city. The Proposed Submission version of the Sites and Housing DPD allocates 24 sites as potentially suitable for new student accommodation, while other sites may come forward through speculative proposals. It is likely that students based at Wheatley or Harcourt Hill may occupy some of this future student accommodation.

If the questioner is concerned that the Core Strategy may have underestimated the future demand for student accommodation by excluding students based at Wheatley and Harcourt Hill, I would add that at the time of preparing the Core Strategy we assumed a continuing 1% annual growth in student numbers at Oxford Brookes. This was the best available information at the time. However, as a consequence of Government changes to the funding of higher education, it is anticipated that student numbers will actually fall a little in the near future. Therefore the figures within the Council's statement to the Core Strategy could now be argued to have overestimated future demand.

In summary, I am confident that we have a sound evidence base for estimating the number of future student units, but this is not an exact science and circumstances may continue to change as a result of factors outside the City Council's control (e.g. the implications of changes in national policy). We will continue to monitor student numbers through the Annual Monitoring Report and this will enable us to assess whether or not our existing planning policies are achieving the desired results.

(2) Question to the Board Member, City Development (Councillor Colin Cook) from Sarah Milliken

Sites and Housing DPD

"The Oxford City Committee of the CPRE requests clarification of what is meant by 'public open space' on new developments – whether this means unrestricted or restricted access open space – and whether these will be given protected open space designation in order to safeguard them from development in the future?"

Written response provided after the meeting as follows:

It is envisaged that access to the new areas of open space would be unrestricted (since they will be public rather than private open space). The precise details about how each area of open space is managed will, of course, need to be determined through discussions with the landowner/developer as part of the planning application process.

Whether or not these areas of open space on new developments are given protected open space status will be a matter for consideration when the relevant saved policies in the Local Plan are reviewed. Clearly they cannot be designated on the Proposals Map until such time as the developments themselves are completed, since the location of the open space will be determined as part of the masterplanning of the relevant site.

(3) Question to the Board Member, Finance and Efficiency (Councillor Ed Turner) from James Rowland

"In December 2011 how many properties were Council Tax exempt due to being solely occupied by full time students (N category). How does this compare with December 2010, 2008 and 2005?"

Written response provided after the meeting as follows:

Numbers of Category N exemptions - Council Tax as at:

Dec 10th 2011	2,339
Dec 11th 2010	2,589
Dec 13th 2008	2,387
Dec 10th 2005	1,845

64. SUSTAINABILITY STRATEGY FOR OXFORD 2011-2020

Council had before it the following (previously circulated, now appended):

- (a) Minute extract and recommendation from the City Executive Board of 7 December 2011;
- (b) Report of the Head of Environmental Development.

Councillor John Tanner (Board Member, Cleaner, Greener Oxford) seconded by Councillor Bob Price, moved and spoke to the City Executive Board's recommendation.

Following a debate, Council resolved to adopt the Sustainability Strategy as part of the Council's Policy Framework.

65. CITY EXECUTIVE BOARD DECISIONS (MINUTES) AND SINGLE EXECUTIVE MEMBER DECISIONS (MINUTES)

Council had before it (previously circulated, now appended)

City Executive Board decisions (Minutes)

- (1) Unconfirmed Minutes of the meeting held on 7th December 2011
 - (a) Councillor Wilkinson said given that there was a budget proposal to vacate and dispose of the Bury Knowle House office accommodation in 2013/14, she asked if the Leader of the Council could give an assurance that the Administration had no long-term aspiration to discontinue leasing the ground floor of that building to the County Council for the provision of core library services in Headington and the North East of the City. (Minute 46)

In response Councillor Price said that he was happy for the library to remain in the building.
 - (c) Councillor Fooks asked with regard to minute 66 (ICT Strategy) if the wording could be modified to make it more understandable. In response Councillor Price said that he had raised this and while everyone needed to read the information, the wording could have been better.

Single Executive Member decisions (Minutes)

- (1) Minutes for the Single Executive Member Decision meeting (Board Member – Housing Needs) held on 5th October 2011.
- (2) Minutes of the Single Executive Member Decision meeting (Board Member – Corporate Governance and Strategic Partnerships) held on 13th October 2011.
- (3) Minutes of the Single Executive Member Decision meeting (Board Member – Corporate Governance and Strategic Partnerships) held on 27th October 2011.
- (4) Minutes of the Single Executive Member Decision meeting (Board Member – Housing Needs) held on 3rd November 2011.
- (5) Minutes of the Single Executive Member Decision meeting (Board Member – Finance and Efficiency) held on 4th November 2011.
- (6) Minutes of the Single Executive Member Decision meeting (Board Member – City Development) held on 10th November 2011.
- (7) Minutes of the Single Executive Member Decision meeting (Board Member – Finance and Efficiency) held on 29th November 2011.
- (8) Minutes of the Single Executive Member Decision meeting (Board Member – Finance and Efficiency) held on 2nd December 2011.

66. HORSE DRAWN CARRIAGES - MAKING OF BYELAWS

The Head of Environmental Development submitted a report (previously circulated, now appended) which recommended Council to make Byelaws to control licensed Horse Drawn Carriages.

Councillor Nuala Young declared a personal interest as she was involved in the tourist trade.

Councillor Mohammed Abbasi declared a personal interest as he was involved in the Hackney Carriage and Private Hire Licensing trade.

Councillor Shah Jahan Khan declared a personal interest as he was involved in the Hackney Carriage and Private Hire Licensing trade.

Councillor Sajjad Malik declared a personal interest as he was involved in the Hackney Carriage and Private Hire Licensing trade.

Councillor Mohammed Altaf-Khan declared a personal interest as he was involved in the Hackney Carriage and Private Hire Licensing trade.

Council resolved not to authorise the Head of Law and Governance and the Head of Environmental Development to carry out the necessary statutory procedures to make Byelaws for the control of licensed horse drawn carriages.

67. DESIGNATION OF STREETS FOR STREET TRADING

The Head of Environmental Development submitted a report (previously circulated, now appended) which sought approval for the Designation of Streets for Street Trading.

Council resolved to designate all streets within the Oxford City Council trading boundary as Consent Streets for the purposes of the Street Trading Scheme with effect from 1st February 2012.

68. SITES AND HOUSING DEVELOPMENT PLAN DOCUMENT (DPD) - PROPOSED SUBMISSION DRAFT

The Head of City Development submitted a report (previously circulated, now appended) which sought the approval of Council to publish the Proposed Submission Sites and Housing Development Plan Document (DPD) for public consultation and, subject to the outcome of the consultation, to submit the draft DPD to the Secretary of State for formal examination.

Councillor Cook moved the report.

Councillor Nuala Young, seconded by Councillor Stuart Craft moved amendments to the recommendations to include the following:

(1) *To include in the recommendations the following:*

Bartlemas Nursery School

We consider that this site is important to the sense of isolation of the Bartlemas Conservation Area. We think a very smallscale day-time community use as day nursery, creche or day care centre for the elderly would be appropriate, with any proposed building being constrained to low rise, i.e. no higher than the present roof height of the Nursery, building and with the same footprint. This would protect the setting of this very special site and of the listed buildings in it.

East Oxford Bowls Club

We consider this gap in the frontage to be an important feature of this part of Oxford. The SR2 designation should be confirmed across the whole of the site – bowling green and pavilion – for a suitable day-time recreational community use whilst securing the security of the allotments. Any proposed associated recreational use buildings must be low impact and single storey to ensure the integrity of the BCA and the setting of the listed buildings.

(2) *St. Clements Car Park – Policy SP52*

In the first line, insert the words “low scale” before the word “residential” and “in keeping with the Conservation Area” after “accommodation”

Delete the words “or student” before “accommodation” and before “provision” in the penultimate lines, insert the words “either on site or local”.

(3) Union Street Car Park Policy SP59

Insert the words “facing Chapel Street and at the same height as buildings on Chapel Street” after “accommodation” in the 1st line, and “either on site or local” before “temporary” in the penultimate line.

Following a debate, Council voted and the amendments were not adopted.

Councillor David Rundle, seconded by Councillor Ruth Wilkinson moved three amendments as follows:

- (1) Under HP16 to add at the end the following words “Any car-free development will be required to include a prominent notice as part of its design announcing its car-free status”
- (2) Under SP23 and SP38 – (Noting it is also relevant for hospital sites) in relation to bus access to change the word “through” to the word “into”
- (3) Under SP41 to delete all of the words in the second sentence.

Following a debate, Council voted and the amendments were not adopted.

Councillor John Goddard seconded by Councillor Mark Mills moved the following amendments:

To delete the whole of the first sentence and the whole of point (a) and the letter “b” and all the words after the word “facilities” so that the amended Policy HP7 would read as follows:

“Planning permission will only be granted for the change of use of a dwelling in Use Class C3 where the applicant has demonstrated compliance with the City Council’s good practice on HMO amenities and facilities”

Following a debate, Council voted and the amendments were not adopted.

Councillor Graham Jones seconded by Councillor Jean Fooks moved the following amendments:

- (1) Delete from the first sentence the final words 'where practicable'.
- (2) In para. 3, in the first sentence replace the words 'unless it can be robustly demonstrated that such provision is not feasible' with 'or in exceptional cases make provision for offsetting carbon emission elsewhere'.
- (3) In para. 4, replace '10' with '5' in reference to dwellings; '20' with '10' in reference to student rooms, and in relation to areas of student accommodation replace '500' with '250' and '20' with '10'.
- (4) In para. 5, replace all with 'All proposals will be required to be accompanied by a sustainability checklist (Natural Resources Impact

Analysis, NRIA) and be encouraged to achieve reductions in energy use, ahead of the introduction of Part L of the Building Regulations on 1 October 2013, which will require improved energy efficiency in all new residential development.'

- (5) *Amend Appendix 6 to conform with these requirements.*

Following a debate, Council voted and the amendments were not adopted

Councillor Stephen Brown seconded by Councillor Jean Fooks moved the following an amendment to Policy HP15:

- (1) *To delete all of the words in HP15 and replace with the following words:*

Planning permission will only be granted for residential development (houses, flats, HMOs and student accommodation) that complies with the following minimum cycle parking provision:

At least ONE space to be provided for each occupant as indicated by the proposed number of bed spaces.

(For example a 4 double-bedroom property would require 8 spaces. While a 2 bedroom unit incl. a double and single room would require 3 spaces).

Planning permission will only be granted for other types of residential development if some opportunity for occupants to own and store bicycles is demonstrated. The precise amount required will be judged on the merits of each case, taking account of the likely demand for cycle use arising from future occupants.

All residential cycle storage must be secure, undercover, preferably enclosed, and provide level, unobstructed external access to the street.

Following a debate, Council voted and the amendments were not adopted

Councillor Stuart McCready seconded by Councillor Michael Gotch moved the following amendment to Policy HP10 as follows:

- (1) *Delete the words "taking into account the views from streets, footpaths and the wider residential and public environment" in paragraph (a).*

Following a debate, Council voted and the amendment was not adopted.

Councillor Stuart Craft seconded by Councillor David Williams moved an amendment as follows:

That we consider Ruskin Fields as a suitable site for housing.

Following a debate, Council voted and the amendment was not adopted.

Councillor Matt Morton seconded by Councillor John Tanner moved an amendment as follows:

To include the in the third line of the first paragraph of Policy SP15 – East Minchery Farm Allotments, the following words after 25% “of the gross site area”

Following a debate, Council voted and the amendment was adopted.

Councillor Matt Morton seconded by Councillor Jim Campbell moved an amendment as following to Policy HP8:

To delete points (a) (they are provided on off-channel basins) and (b) (there is adequate servicing including water supply, electricity, and disposal facilities for sewerage and rubbish)

Following a debate, Council voted and the amendment was not adopted

Council resolved:

- (a) To approve the Proposed Submission Sited and Housing DPD (Appendix 3) and the proposed changes to the Proposals Map (Appendix 4) with the inclusion of the adopted amendment by Councillor Morton to Policy SP15, for public consultation for a period of 6 weeks in early 2012;
- (b) To authorise the Head of City Development, in consultation with the Executive Lead Member, to make any necessary editorial corrections to the document, Sustainability Appraisals and Habitat Regulations Assessment, and to agree the final wording and designed versions of these documents before formal publication;
- (c) To approve the Proposed Submission Sited and Housing DPD as a material consideration in determining planning applications;
- (d) To approve all of the supporting documentation that includes that Sustainability Appraisal, Habitats Regulation Assessment, Equalities Impact Assessment, and Pre-Options and Preferred Options Consultation Report (Listed in Appendix 1);
- (e) That, following public consultation, to authorise the Head of City Development in consultation with the Executive Lead Member to make any minor changes to the document deemed necessary as a result of the public consultation, and then to formally submit the Sites and Housing DPD to the Secretary of State for Communities and Local Government for public examination.

69. BARTON AREA ACTION PLAN - PROPOSED SUBMISSION DRAFT

The Head of City Development submitted a report (previously circulated, now appended) which following consultation on the Preferred Options for the Barton Area Action Plan (AAP) in the summer of 2011, draft planning policies had been prepared to guide development of the land at Barton. The policies were set out in the Proposed Submission Barton AAP and this report sought approval of Council to publish the Proposed Submission Barton AAP for public consultation early in 2012 and subject to the outcome the consultation, to submit the draft AAP to the Secretary of State for formal examination.

Councillor Cook moved the report.

Councillor Rundle seconded by Councillor Altaf-Khan moved amendments as follows:

- (1) *Under BA1 – In the first sentence, end first paragraph at ‘traffic speeds’ and delete the whole of the second and third paragraphs.*
- (2) *Under BA6 – In the first paragraph, delete the whole of the second sentence and in the second paragraph delete the word ‘private’*
- (3) *Under BA6 add a new fourth paragraph with the following words ‘it is inevitable that there will be some increase in traffic from the present entrance to Barton from the Green Road roundabout and measures will be investigated to improve access into Barton at that roundabout’*
- (4) *Under BA9 – after the second sentence add the words ‘within the limits set by the financial viability of the project, all efforts will be made to provide affordable housing above that minimum level’.*

Councillor Rowley seconded by Councillor Cook moved an amendment to Councillor Rundle’s third amendment as follows:

To add a fourth paragraph with the following words “Measures will be investigated to improve access to and from Barton via the Headington Roundabout”

Following a debate, Council voted and Councillor Rundle’s first, second, third and fourth amendments were not adopted, but Councillor Rowley’s amendment was.

Council resolved:

- (a) To approve, subject to the additional amendment by councillor Rowley to Policy BA6, the Proposed Submission Barton AAP and the proposed changes to the Oxford Proposals May for public consultation for a period for 6 weeks in early 2012, subject to the satisfactory completion of the current transport and drainage modelling studies;
- (b) To approve the supporting documentation listed in Annex 2, i.e. Sustainability Appraisal, Habitats Regulation Assessment, Equalities Impact Assessment and Pre-Options and Preferred Options consultation reports;
- (c) To authorise the Head of City Development, in consultation with the Executive Lead Member, to make any necessary editorial corrections to the document, Sustainability Appraisal and Habitat Regulations Assessment and to agree the final wording and designed version before publication for public consultation;
- (d) To approve the Proposed Submission Barton AAP as a material consideration in determining planning applications;

- (e) That following public consultation, to authorise the Head of City Development, in consultation with the Executive Lead Member, to make any minor changes to the document deemed necessary as a result of public consultation, and then to formally submit the Barton AAP to the Secretary of State for Communities and Local Government for public examination.

70. SETTING OF THE COUNCIL TAX BASE 2012-13

The Head of Finance submitted a report (previously circulated, now appended) the purpose of which was to set the Council Tax Base for 2012/13 as required by Section 33 of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended).

Council resolved:

- (a) To approve that the 2012/13 Council Tax Base for the City Council's area as a whole be set at £47,134;
- (b) To approve the projected level of collection be set at 98%;
- (c) That the following bases for each of the Parishes, and for the unparished areas of the City be set as follows:

Unparished Area of the City	38,634
Littlemore Parish	1,943
Old Marston Parish	1,308
Risinghurst & Sandhills Parish	1,526
Blackbird Leys Parish	3,723
<u>City Council total</u>	<u>47,134</u>

Adjournment of Council

With the consent of Council, the Lord Mayor adjourned the meeting at 10.37pm to be reconvened at a future date to allow for the remaining business on the agenda to be completed.

Reconvened Council - Monday 16th January 2012

71. MEMBERS PRESENT FOR THE RECONVENED MEETING

The Lord Mayor (Councillor Benjamin), The Deputy Lord Mayor (Councillor Armitage), the Sheriff (Councillor Fooks), Councillors Abbasi, Altaf-Khan, Bance, Baxter, Brett, Brown, Brundin, Campbell, Clarkson, Cook, Coulter, Craft, Darke, Goddard, Gotch, Hazell, Humberstone, Shah Khan, Lloyd-Shogbesan, Lygo, Malik, Mills, Morton, Pressel, Price, Rowley, Sanders, Seamons, Sinclair, Smith, Tanner, Timbs, Van Nooijen, Wilkinson, Williams, Wolff and Young.

72. APOLOGIES FROM MEMBERS FOR 16TH JANUARY 2012

Apologies for absence were received from Councillors Jones, Keen, McCready, McManners, Royce, Rundle and Turner.

73. RECOMMENDATIONS AND REPORTS FROM SCRUTINY COMMITTEES

This item was deferred when Council adjourned on 19th December 2011 and was dealt with at the reconvened meeting on 16th January 2012.

Councillor Brown, Chair of the Value and Performance Scrutiny Committee said that the Committee had been very busy considering the Benefits Fundamental Review, the Asset Management Framework and the Housing Revenue Account (HRA) 30 Year Business Plan. These issues were being taken through Panel work and by holding single meeting issues as was the case with the Asset Management Framework. He added that the Budget Panel had so far met 12 times and was likely to meet a further 12 times before it made its conclusions. He welcomed the cross party collaborative nature of the work and thanked officers at all level of the organisation for their constructive participation.

Councillor Campbell, Chair of the Communities and Partnerships Scrutiny Committee said that there was a perceived weakness that people did not know what scrutiny did, however despite very limited resources of less than 2 full time officers, they worked very hard to make scrutiny a success. He said that the Housing Panel was looking at the Housing Strategy and the impact of new legislation. There had been two single issue meetings on public health issues and regeneration. He added that the Committee had also produced a draft report on the Council Council's Education Strategy.

74. QUESTIONS ON NOTICE FROM MEMBERS OF COUNCIL

(a) Questions notified in time for replies to have been provided before this Council meeting.

1. Question to the Board Member, Stronger Communities (Councillor Antonia Bance) from David Williams

Youth Service provision in Oxford

Would the Portfolio Holder agree that now the County Council has decided to dramatically reduce the Youth Service in Oxford it is time for the City to take a lead and offer to transfer the service to City control at least within the boarders of the City Wards. Would she not also agree that the City would make a far better sponsor and manager of this vital service to the young people of Oxford than the County Council, which has treated it with disrespect and neglect over the years?

Answer: The councillor is correct in noting that the county council no longer provides a standalone youth service. Support for young people is now delivered through the two Early Intervention Hubs in the city, based at Union Street and Littlemore, which have a much wider remit than just youth work. Whilst this council welcomes the greater integration of the

other support functions for vulnerable children, young people and families that the restructure has brought, the reduction in youth work provision is at odds with the aspirations of our communities and this council.

The city council already runs a substantial youth programme - both through our Positive Futures and holiday activities programmes, and through our sports development and leisure work. This programme, started by the Labour administration of 2002-6 and continued ever since, is certainly one of the most substantial run by a district council in the country, and is something we are very proud of. In the last year, more than 1400 young people took part in our Positive Futures or holiday programming, and we devote more than £150,000 per year to this work (plus £88,000 from external sources for our Positive Futures targeted schemes). This council has recently agreed proposals to enable our services to raise additional funding to expand the service for young people in the city by trading and taking on additional contracts in other areas.

The councillor will also have noted that the administration's budget proposals include a significant increase in funding for both youth activities and educational achievement activities - another area that the county council has failed to prioritise. The youth activities funding – proposed to be at £240,000 per year for three years – will enable an expanded open access youth offer to young people in the city, both in areas of high deprivation and in some areas that have recently lost county council youth funding. This work will be co-ordinated with the county council's provision, but will be run independently by the city council and our partners, supporting voluntary organisations in the city and winning matched funding where possible. We look forward to the councillor and his colleagues supporting these budget proposals at the council's budget-setting meeting.

The administration has decided to pursue this route and provide more youth activities ourselves to meet the aspirations of the communities of the city for more for young people to do, and for more help for young people in tough times. We think we make a better sponsor and manager of youth activities than the county council as we are much closer to the communities of the city and can integrate our offer to young people with our brilliant sports and leisure facilities and with the work done by our partners in the voluntary sector. We will continue to work closely with county council colleagues to ensure speedy access to intensive targeted support for those families who need additional support, avoid duplication of provision, identify opportunities for joint working, prioritise safeguarding and provide constructive feedback from our communities on service provision.

To end on a general point: it is the view of this administration that most council-provided services to the citizens of Oxford City - including youth work - would be better provided by one council elected by the people of this city alone, and we will continue to work towards that happy day.

Councillor Williams in a supplementary question asked if the Board Member would agree that the slow decline in youth service provision

started 6 years ago and that it is a delicate issue for the City when it starts supporting areas that the County no longer wants to.

In response Councillor Price said that he agreed with Councillor Williams and that youth service provision was an issue of concern. He said that the City Council was offering a different approach not based on youth clubs, but on activities and the prospects of working with the Council's partners on this were very good.

2. Question to the Board Member, City Development (Councillor Colin Cook) from Councillor Dick Wolff

Student housing

“Could the Portfolio Holder give an indication of how much housing will be released into the open market by the student housing proposed in the Sites and Housing DPD?”

Given that there are at least 25 sites in this document said to be suitable for student accommodation, could he give an indication of how much student accommodation would result if all these scenarios were to come about and the favoured student accommodation was allowed?

Could he also say which of the 93 sites in total would definitely have student accommodation ruled out, since some like district centres seem to favour a flexible range of uses?”.

Answer: No it is not possible to give an answer to this question. The City Council has no control over the occupation of private rented property.

The Sites policies are broad policy proposals. Whether student accommodation is proposed and the amount will only be determined through the planning application process. Even then not all planning permissions are implemented.

We have not quantified the number of student rooms that might occur on the sites allocated for students. It would be a pretty impossible task especially on mixed use sites.

Number of student rooms would depend upon:

- whether students accommodation was even proposed on a site where a variety of uses was acceptable
- whether any other uses came forward on the site too to restrict the amount of student accommodation
- an acceptable density and design of the proposal

Councillor Wolff in a supplementary question said that he felt that the question to the Board Member was quite clear, but asked how in the planning process which policy the Council could use when refusing one planning application over another.

In response Councillor Cook said that all applications were considered on their merits.

3. Question to the Board Member, City Development (Councillor Colin Cook) from Councillor Michael Gotch

Provision of cemetery space

We welcome the decision not to use Five Mile Drive Recreation Ground for additional cemetery space. City policy is that recreation space is not to be redeveloped unless acceptable alternative recreation facilities are offered and none was at Wolvercote. Will the Portfolio Holder remind officer of that policy, and also instruct Officers to actively investigate two other sites at Barton north where Dignity Funerals PLC (who run the Crematorium) have offered to talk to the City Council about possibly running a new cemetery on the same site, and at Kidlington south where Cherwell District Council is currently developing a large new cemetery within easy reach of the City. Both of these sites could well involve the City in little or no capital expenditure.

Answer: The report to City Executive Board on the 7th of December updated members on the first phase of the cemetery project. Cemetery Development Services were appointed to undertake a full site search that led to 17 long listed sites reducing to a short list of four sites.

To gain further insight into the possibility of developing a cemetery at the preferred site, north of Oxford Road in Horspath, borehole tests will now be undertaken over the next six months. Pending the results of these tests we will then enable a business case to be developed and submitted to the City's Executive Board towards the end of 2012. The business case will also cover other options, including a development with a partner. It will also show what level of alternative provision may be accessible to City residents.

Borehole tests for the Barton site show that the site is unlikely to be suitable, but it is now also being scored using the same assessment criteria that the other sites have been assessed under.

Councillor Gotch in a supplementary question asked if the Board Member would agree that there were no boreholes in Barton and that it would be a wiser move to work with Cherwell District Council on a Kidlington site.

In response Councillor Lygo said that the Council wanted to ensure that there was a site within the boundaries of Oxford.

4. Question to the Board Member, City Development (Councillor Colin Cook) from Councillor Michael Gotch

Student accommodation and family housing

City Policy – to encourage the two Universities and other educational institutions to provide purpose built student accommodation is generally welcomed. Relevant planning applications are usually accompanied by claims that family housing will be vacated if the application is approved,

yet rarely, if ever, is any evidence is provided, before or after. Does the Portfolio Holder have any statistics demonstrating the return of family housing to family occupation? If not, will he instruct planning officers to compile and publish the figures for, say, the last three years (perhaps by reference to Council Tax information) and, in future, not to accept such planning application claims that are not backed by firm evidence.

Answer: Planning officers have only claimed that family housing 'will' become available as a result of granting permission for purpose built student accommodation where the former is owned by the applicant and has given that undertaking. In most instances there is no direct link between applicant and private rented accommodation occupied by students. The City Council has no control over the occupation of private rented accommodation.

There are no clear statistics of the number of homes where there has been a change of use from student accommodation to family housing. This change of use does not require planning permission. It is not possible to compile these figures from any Council source. The only authoritative source of data is the Census which is collected once every 10 years. The results of the 2011 census collected in March this year are anticipated to be released by the Government in 2013.

Councillor Gotch in a supplementary question asked if the Council actually knew what the situation was and what records were kept providing evidence that these developments freed up family housing.

In response Councillor Cook said that when colleges sold housing to fund new developments this was generally the only time that you could see family housing being freed up. He did not believe that you could obtain this information from Council Tax records as you would need to have a direct correlation between what was sold and what was built.

5. Question to the Board Member, City Development (Councillor Colin Cook) from Councillor Jean Fooks

Park and Ride security

Does the Board member remember why security was introduced at the Park and Ride sites? Does he really think that CCTV and a telephone helpline adequately compensate for the lack of staff, particularly at night when the very large car parks can mean your car is parked a long way from any source of help if needed?

Answer: I understand that sometime ago, going back perhaps 20 years, vehicle crime in Oxford was one of the highest in the country. The Police have tackled this situation to a point where vehicle crime in Oxford is at a much lower level such that vehicle crime is not likely to reduce further. Higher security on modern cars and Police intervention, have both helped to secure this achievement.

The current CCTV operation is available at each site and is capable of being viewed by staff and in the Police control room. The Council is in the process of upgrading the CCTV cameras and systems to make them

more active (they will react to movement) and will be capable of being viewed by Police and staff. The system proposed has been discussed with Oxford's crime prevention officer who had no objections or major concerns about removing staff from these sites. These systems give Police Officers more control over sites and will allow them to respond directly and more quickly. CCTV is an effective crime control system.

When these sites were staffed there was no requirement to patrol the area during evening shifts, staff used CCTV to monitor the area from the site office.

The Help points will be available to assist customers with information and help. The crime prevention officer is currently deciding if they would prefer the emergency button to send a 999 signal or 101. At present they are leaning towards 999, but would monitor to see if too many false alarms occur. With upgraded CCTV system they would immediately be able to see where the incident is and therefore how to react.

Mobile phones are used by the majority of customers which can also be used to contact emergency services when needed from remote areas.

Oxford has a number of suburban sites that operate at night without staff or CCTV and none of these sites are experiencing any major vehicle crime.

It is possible that these systems will more than compensate for staff presence. The Council and Police will continue to monitor the situation at these sites.

Councillor Fooks in a supplementary question asked what consultation had been carried out with the public and what monitoring was being carried out.

In response Councillor Cook said that he had taken advice from experts and the Police in crime prevention who raised no concerns. He said that given the low level of crime that existed now, this was not an issue. He further added that the CCTV system was better because the Police would be viewing the images.

6. Question to the Board Member, Sport, Play and Schools Liaison (Councillor Mark Lygo) from Councillor Jean Fooks

Hinksey Pools leak

When and how was the leak at Hinksey Pools discovered? How long had it been losing water for which the Council was paying? How much did the leak cost – and has it yet been repaired?

Answer: Hinksey pools opened in 1934 and as is common with many older facilities there have been leaks on several occasions.

The most recent leak was discovered following a series of tests in 2010. It is not clear how long the pool had been leaking on this occasion, as the

weather conditions and water treatment also have an impact on the water depth.

The water bills for all the centres are paid directly by Fusion Lifestyle, the council's leisure operator. The council have been working closely with Fusion to find a long-term robust solution to the leak.

The repairs need to take place out of season and are programmed to start in February 2012. The budget cost for these works is £110,000.

Councillor Fooks in a supplementary question asked if the Board Member was happy with the water levels and the monitoring.

In response Councillor Coulter said that he was happy with the monitoring and that £100k had been made available for repairs which would be carried out in February 2012.

7. Question to the Board Member, Housing Needs (Councillor Joe McManners) from Councillor Nuala Young

Number of Council voids in lettings

“Could the Portfolio Holder indicate how many elderly people are on the waiting list for sheltered accommodation and for how long. Could he also give the figures for how many people have had to move out of the City to get sheltered accommodation. Also why are there so few new sites proposed for retirement or elderly homes in the Sites and Housing DPD?”

Answer: There are currently 110 applicants on the Housing Register who have been assessed as eligible for sheltered accommodation with a one-bedroom housing need. There are also a further 9 applicants with a two-bedroom housing requirement with an assessed need for sheltered accommodation. From 1/4/11 to 30/11/11 there have been 88 households housed in sheltered in accommodation, 82 in to one-bedroom sheltered properties and a further 6 households in to two-bedroom sheltered properties.

Waiting times on the Housing Register can vary significantly, there are currently over 6000 applicants on the housing register and only around 600 properties are expected to become available to let during 2011/12. Other factors that can impact significantly on waiting times include an applicant's housing need (based on the Council's Allocations Scheme), the size and type of property and area an applicant requires or is willing to move to in Oxford. Due to the high demand for housing and the low amount of properties that become available, many applicants on the Housing Register assessed as being in low housing need are unlikely to be made an offer of accommodation in the foreseeable future. However, if their circumstances and their housing needs are considered to have increased in the future, this will increase their chances of receiving an offer of accommodation. So if an applicant is only recently assessed as needing sheltered accommodation after waiting on the housing list for many years this will increase their chances of receiving an offer of accommodation.

There are 117 applicants on the Housing Register assessed as needing sheltered accommodation currently, the longest waiting application is 40 years old, however, this, lady has been considered adequately accommodated in her own home.

On the sites and development SPD question, the answer is that the urgent pressure on housing need and

Excluding the applicant above, the waiting times for applicants eligible for sheltered accommodation on the housing register are as follows:

37% are under one year old,
27% one to two years old,
23% 3 to 5 years old
13% 6 to 11 years old

It is not possible to provide information regarding where people have moved to after they have left Oxford because each Council manages their own Housing Register.

On the Sites and Development SPD, the main reason will be that the pressing urgent need is for family housing (more than 2 bed). The fact that 88 people were placed in Sheltered Accommodation in the first 6 months of the year with 110 on the list supports this.

Councillor Young in a supplementary question asked if the Board Member considered that the sale of Grantham House in Jericho was an unacceptable move.

In response councillor Price said that there were 110 people on the list and that 88 had been housed within the past 6 months. Grantham House was an old development and even with a refurbishment it would still not be of an appropriate level. He further added that Cardinal House following a redevelopment had come on stream in 2011 and Bradlands would this year.

8. Question to the Board Member, Housing Needs (Councillor Joe McManners) from Councillor Stuart Craft

Accommodation of homeless people

“At the last Full council meeting you promised to clarify whether the facts you had regarding the accommodation of homeless people at the Holiday Inn, Grenoble Road, were correct and whether the payment you had cited was for an individual or couple. As I have not received your response, can you please provide it now?”

Can you also provide the figures for how many people Oxford City Council has housed in hotels and bed and breakfast establishments in Oxford since you have held the portfolio and how much has this cost?”.

Answer: The Holiday Inn has only been used once to place a pregnant homeless applicant who had no where else to stay. The lady was placed for 2 nights because no other suitable accommodation could be identified

as available in or outside the city, and was moved as soon as a more suitable and cheaper property could be identified.

From 1/4/11 to date the Council has paid £64 000 to hotels for providing nightly charge accommodation for homeless households it has been necessary to place in emergency temporary accommodation in or around the City. These placements have been made because the Council has had a statutory duty to do so. If a person or family has been accepted as homeless, the council has a legal obligation to find accommodation. Placements into hotels have only been made as a last resort where no other suitable accommodation has been identified as available. The Council does re-charge Housing Benefit for those who are placed in such accommodation but is capped to only charging £22/night so can only recover a proportion of the cost.

The number of households placed in hotels at any one time varies depending on the availability of other suitable temporary accommodation; there are currently no families placed in hotels in the City. The maximum number of homeless families placed in to hotels at any one time from 1/4/11 to date has been 8 families.

The pressure on our homeless services has increased significantly after the Coalition Government's cuts to Housing Benefit. This has not only led to increased presentation as homeless but also less willingness of private sector landlords to accommodate with less HB.

What is particularly unsatisfactory is that for the last few years we have succeeded in reducing temporary accommodation, however this has left us with less flexibility in the system.

We have looked to put into place measures to try to cope with the increased pressure the homeless services but expect the situation to get worse as the government seeks to reduce benefits for the most vulnerable.

Councillor Craft in a supplementary question asked if the Board Member could justify this and other hotels charging this level for accommodation. Would the Board Member agree that the public interest would be better serviced by the Council retaining its own land and developing housing.

In response Councillor Price said yes, however the particular case cited by Councillor Craft was due to an extreme difficulty in finding accommodation for the person and that the number of properties available to the Council was dwindling.

9. Question to the Board Member, Customer Services (Councillor Val Smith) from Councillor Jean Fooks

Out-of-hours noise service

Why is there still no out-of-hours noise service between 5 and 6pm, i.e. between the time that Council staff go off duty, and the time that calls are forwarded to Astraline?

Answer: Callers for the Environmental Development out-of-hours noise service phoning after 5 pm Monday to Thursday, and after 4:30 pm on a Friday will be advised to call our out of hours provider Astraline. After 6pm calls are automatically routed to Astraline by the automated telephone system.

Councillor Fooks in a supplementary question asked why when she had called the number on 16th January 2012 the line went dead and what number should people actually call.

In response Councillor Smith said that the out of hours number given was the number to ring but added that the number of calls received between 5pm and 6pm was low. She added that ways of improving the service were continually being looked at.

10. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor Nuala Young

Public toilets

“Could the Portfolio Holder give a list of the public toilets that have been closed or demolished over the last 10 years. Could he identify which toilets he has ordered closed since he became the Portfolio Holder in 2008 in that list.

Does he also recollect in 2009 promising to reopen the toilets he had proposed to close.

Would he further agree that the present standards of hygiene in the City toilets is inadequate and far from being ‘perfect’ the present situation needs to be improved?”

Answer: In 2001, when the Lib Dems ran the City Council, they closed public toilets in Ashurst Way and Blue Boar Street. In 2006, when the Lib Dems ran the Council with Green Party support, they closed St Bernards Road and St Giles toilets. I don’t recall promising to re-open toilets closed by the Lib Dems.

In 2009, when Labour ran the Council, we closed Castle Street and Barns Road. Castle Street was closed because of vandalism and drug use and because the Westgate Toilets are available close by.

We closed Barns Road toilets because toilets are available in the adjacent Cowley Centre. Abingdon Road and Wolvercote are now open only in the summer when demand is greatest.

Oxford now has 22 public toilets and 10 community toilets (including the facilities at the Town Hal) a total of 32 and a significant increase in toilets available to the public.

The toilet staff have achieved a high standard of cleanliness which has recently been independently assessed through unannounced inspections by the British Toilet Association (BTA). At the Loo of the Year Awards,

earlier this month, Oxford's public toilets came 14th in the highly contested United Kingdom Local Authority Public Conveniences category.

If Labour's proposed budget is agreed, we will spend money on making Oxford's public toilets even better next year.

Councillor Young in a supplementary question asked if the Board Member could investigate having the Officer responsible for closing the City Council toilets each evening, starting this at 8.00pm.

In response Councillor Tanner said that the centre of Oxford was full of toilets that were open, but no city Council toilets were closed before 5.00pm.

11. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor David Williams

Garden Waste Scheme

"Would the Portfolio give the present figures for those who have paid the charges for the Garden Waste Scheme?"

Could the Portfolio holder also give an indication where the garden wastes are going from households who have not paid the fee.

Could the Portfolio holder give an indication how much longer he intends to continue with the charging for garden waste collection given that the City with its bloated reserves could easily afford to deliver this service as a part of the normal Council collection systems.

Does the Portfolio Holder recall that one of the recommendations of the so called 'Bonn Report' on Waste and Recycling was that Oxford City Council should NOT introduce separate charges for waste collection?

Answer: There are 9,926 paid subscribers to the Garden Waste Scheme.

We assume that most residents are taking their garden waste to Redbridge or are home composting. Domestic landfill figures continue to reduce compared to 2010-11.

I share people's anger at having to charge for garden waste collections. But when the City Council's grant from Government is cut by a quarter in two years something has to give. Charges in other areas of waste and recycling would have been more damaging.

Councillor Williams in a supplementary question asked if the Board Member would agree that the scheme was a waste of time as only 10% of households had signed up to it and would he agree to abandon this scheme and put the cost into the general rates.

In response Councillor Tanner said that the brown bin scheme had been a remarkable success.

12. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor David Williams

Refuse Collection Service

Now that complaints about the waste bin collections have almost tripled would the Portfolio holder reveal what has happened to the Code of Conduct for Waste Collection devised by the East Area Parliament back in the days when there was real local democracy.

Could he confirm that clear rules for householders and operatives collecting the bins were set down in that Code of Conduct.

Can the Portfolio holder acknowledge that officer pledged to incorporate that well worked out set of rules related to how bins were collected into a Code of Practice but that the vast majority of households have no idea that such a guide exists.

Would the Portfolio holder confirm that the suggestion of an agreed set of rules between local ratepayers and the Council collection service delivered to every household as a contract was one of the recommendations of the original Bonn report.

Answer: The City Council carries out 4,386,000 collections per year. Complaints in the period April-September 2011 are 0.07% which suggests that 99.93% of residents are happy with the service we provide. A new chargeable garden waste service was introduced in May 2011 and, as with some new schemes, there were a few initial teething problems during its introduction which could have contributed to the number of complaints.

But it is important that we learn from complaints and improve our service wherever we can. I shall be discussing with officers, the crews and the public what improvements we can make.

The booklet 'Your Guide to the improved Recycling & Waste Collection Service' incorporates clear rules for households for the presentation of their waste. This booklet, which includes many of the ideas put forward by the East Area Committee, was delivered to all households that received a blue wheelie bin in October 2010 along with an explanatory letter.

Councillor Williams in a supplementary question asked if the front page of the Oxford Mail was wrong.

In response Councillor Tanner said yes.

13. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor Jean Fooks

Recycling and small blocks of flats

While I anticipate that Councillor Tanner will try to blame the government for the slow increase in the city's recycling rate, could he please explain why small blocks of flats are still not allowed to have food caddies, which would help to raise the composting rate and decrease the waste sent to landfill? Is this not in his gift rather than the government's?

Answer: Despite the best efforts of the Coalition Government the City Council is steadily increasing food waste collections from private and council flats in the city. Flats with their own front door can be treated as any normal domestic house. Some flats with their own front door have already been issued with food caddies.

To find the best possible way to introduce a successful collection service for flats, we have launched a 6 month trial at 10 sites across the city. Five of these sites are run by the City Council and are a mixture of developments including a large sheltered block. The other five sites are in the private sector and they have agreed to take part in the trial which will also introduce bin washing. We are trialling purpose built food containers of various sizes and we are also comparing the use of 240 litre compost liners against a comprehensive bin washing programme.

The aim of the trial is to ensure that the best possible solutions are adopted.

Councillor Fooks in a supplementary question asked if Members could be reassured that the progress would be reported to scrutiny.

In response Councillor Tanner said yes.

14. Question to the Deputy Leader of the Council (Councillor Ed Turner) from Councillor Jean Fooks

Council Tax – Unparished areas

Council will remember the concerns expressed by Mr Rodrigo about the council tax setting. As we are nearing the time when the Council Tax will be set for 2012/13, could Council be assured that the 'Special Expenses' for the unparished areas of the city will be fully explained? And that expenditure of the parish precepts is clearly set out for all to see?

Answer: Mr Rodrigo did indeed raise helpful points last year, although addressing some of these would be a matter for central rather than local government. The amount of special expenses will be detailed in the council tax setting report to Council in February 2012. The Council may only have limited information on the detailed spend of the precepts by Parishes as there is no obligation to provide such information in detail. To this extent it may be that Councillor Fooks may need to approach the parishes direct for the detail that she is seeking.

Councillor Fooks in a supplementary question asked if we can be sure that sufficient detail on what should be payable by each Council Tax payer is clarified. In response Councillor Price said that he would be seeking this information in this years budget report to ensure that the detail received is accurately displayed there.

15. Question to the Leader of the Council (Councillor Bob Price) from Councillor Stuart Craft

Oxford City Council asset sales

“Can you provide me with a list of all Oxford City Council assets, including land and property, that have been sold off to the private sector since 1995?”.

Answer: A list of freehold disposals undertaken since 1995 has been circulated to all members. Some caution is advised as some recent transactions may not yet be recorded on the system, and the precise details of some of the older disposals have not always been recorded

Councillor Craft in a supplementary question asked if the Leader of the Council would agree that the income from the properties would have been higher than the sale price and that the City Council was operating social cleansing.

In response, Councillor Price did not agree to either point raised by Councillor Craft.

16. Question to the Leader of the Council (Councillor Bob Price) from Councillor David Williams

Days of work

“Could the Portfolio holder confirm that 15,404.6 days were lost to sick leave from a base of around 1200 staff last year. Would he agree that means that the average number of sick days is 12.8 compared to the average public sector of 8.3 (The previous year the average at OCC was claimed to be 10.7 days). In 2009 it was reported that Vale of the White Horse averaged 5.7 sick days, Cherwell 6.3 and South Oxfordshire only 3.6 days). Given that the cost for temporary staff was £3,664,977.08 would he share my concern that OCC appears to be such a poor employer.

Could he confirm that these figures are correct and that after numerous claims to be addressing this issue there has not been the very substantial improvement that is required?”.

Answer: The correct figure for 2010/11, as reported in the sickness outturn report to Value and Performance Scrutiny Committee, was 10194.28 days lost. With an average FTE figure of 1114.3, the average number of days lost per FTE was 9.15 days. Comparisons with other nearby local authorities have to take account of the City Council's large manual workforce in comparison with these other authorities which have externalised large parts of their direct service operations. Manual workers, both in local government as elsewhere in the economy, have average sickness absence rates that exceed those for non-manual workers due to the nature of the work performed. There is still room for improvement but it is pleasing that the position has improved significantly over the past year and the figure recorded is well below the nearly 13 days lost per FTE in earlier years. In 2012 the management team is likely to introduce further measures to improve attendance, including improvements to our health & well-being programme, occupational health provision and more action to reduce short term sickness absence.

Councillor Williams in a supplementary question asked if the Leader of the Council felt that it was time to check the figures as there seemed to be

discrepancies. In response Councillor Price said that he would request the Head of People and Equalities to look at the figures again.

17. Question to the Leader of the Council (Councillor Bob Price) from Councillor David Williams

Cross Party Chief Executive Appraisal

“Could the Supreme Leader confirm that the usual six monthly cross party appraisal of the performance of the Chief Executive by the Leaders of the three major local parties will no longer take place and that in future he personally will conduct the appraisal of the Chief Executive on a continual basis.

Could he confirm that this is yet another small step towards total control in his hands?”.

Answer: No. The annual appraisal of the performance of the Chief Executive and the setting of key personal objectives for the following twelve months will continue to be undertaken on a cross party basis, with support from an external facilitator from SOLACE. This is standard good practice around the sector. The exceptional six monthly review cycle was introduced following the appointment of a new Chief Executive to provide support in taking up the new post. The move to the normal annual cycle will be cost saving to the Council in relation to the fees paid to SOLACE.

Councillor Williams in a supplementary question asked if the Leader of the Council would agree to give a commitment to a one year cycle.

Councillor Price in response said no. It was open to the Group Leaders to have meetings with the Chief Executive and that it was a common approach in Local Government to have an annual review.

18. Question to the Leader of the Council (Councillor Bob Price) from Councillor Matt Morton

E-Search system for licensing

“Would the Leader agree that it would be helpful to the public seeing information on licensing applications if an e-finder search system was introduced on the Council website for licensing in the way it works for planning. Would the Leader give a commitment to look into this suggestion and to report back as a later stage to the City Executive Board?”.

Answer: An e-finder search system for licensing applications has been in place for some time on the Council website and works in a similar way to the Planning counterpart. Simply go on the website, click on 'Do it now', this pulls up the A-Z and then look at 'L' for licensing. Applications can then be checked.

I will also ask for another link to be put in the 'Most Visited' category next to planning applications.

(b) Questions notified by the deadline in the Constitution (replies given orally at Council)

19. Question to the Board Member, City Development, (Councillor Colin Cook) from Councillor Jim Campbell

Westgate Car Park Charges

In his response at CEB to John Goddard's proposal (one which would benefit both retailers and the public) to waive charges at Westgate Car Park on the two Thursday evenings before Christmas, Councillor Cooks replied that the Council (aka the Labour administration) could "only go so far". Could he please tell us how far so far is?

Response: It is as far as it is fiscally prudent to do so.

Councillor Campbell in a supplementary question asked what steps the Board Members and the City Executive Board had taken to support local businesses.

In response Councillor Cook said that in partnership with the county Council, a City Centre Manager had been appointed.

20. Question to the Board Member, City Development (Councillor Colin Cook) from Councillor Mary Clarkson

Oxford Covered Market

I understand that the Covered Market unit, which was formerly Palms Delicatessen has been let to a business called 'Cards Galore'. How many other expressions of interest were there for this unit and how many were discounted by Officers?

Response: A total of 42 enquiries were received. All but 2 of those were for uses that were considered inappropriate and as a consequence were not pursued further. Of the 2 that remained, one was Cards Galore, the party who has now taken the unit, the other was discounted as not offering the best consideration.

Councillor Clarkson in a supplementary question asked what the main priority was.

In response Councillor Cook said that provided the new business met the criteria and then it depended on how much rental income the Council would receive.

21. Question to the Board Member, Housing Needs (Councillor Joe McManners) from Councillor Tony Brett

HMO Amenity and Facilities Good Practice Guidelines

Given that this council's "HMO Amenity and Facilities Good Practice Guidelines" make it clear that one shared bathroom which includes a lavatory is sufficient for up to four people in an HMO can Cllr McManners

tell me why, with just two more people a second bathroom (also containing a lavatory) is not deemed sufficient by the administration? Can he tell me how many extra lavatories in the last 12 months this council has forced landlords to have installed in 6-person HMOs that already had two lavatory-containing shared bathrooms?

Response: There are no national standards for facilities and amenities in HMOs and each council must produce its own guidelines. Our standards were developed following consultation with landlords in the city as well as consideration of work carried out by other local authorities. Some of the proposed standards were amended following comments from landlords. We recently compared our standards with those used by 14 other similar cities and concluded that the standards being applied in Oxford are consistent with those being applied elsewhere.

The use of an HMO is considered to be very different to a family house occupied by a similar number of people which is why additional standards are required. For example, 6 young professionals living in a house are all likely to be getting ready to go to work at the same time in the morning and so both bathrooms are likely to be in constant use. A separate w.c. is therefore an essential amenity for the other occupiers.

There were only two HMOs licensed in the last 12 months where an additional separate toilet was required to be installed. Both of these properties were occupied by 6 people and had 2 bathrooms. The additional toilet compartment was provided at one property by partitioning off the toilet from the remainder of the bathroom.

In the last 12 months a total of 359 licences have been issued so only 0.5% of HMO licences have required an additional separate w.c.

Councillor Brett in a supplementary question asked why this was the case.

In response Councillor Price said that the response set this out clearly.

22. Question to the Board Member, Housing Needs (Councillor Joe McManners) from Councillor Tony Brett

HMO Applications

In the last 12 months, how many Oxford homes where an HMO license has been applied (or re-applied) for have passed the inspection without the Council requiring modifications, or additions before the grant of the license? What percentage of total homes inspected in that period does that figure represent?

Response: The records indicate that in the last 12 months only 11 HMOs were inspected that did not require any work before the licence was granted.

A total of 454 inspections have been carried out so this represents 2% of the total for the same period.

In the last 12 months 4 successful prosecutions of HMO landlords and letting agents have been taken and one letting agent was formally cautioned for licensing offences. A HMO landlord has also been prosecuted for illegally evicting tenants and was given a 6 week prison sentence, suspended for 12 months, plus 60 hours community service. A further 5 cases have been referred to Law & Governance for prosecution for failing to licence HMOs and currently over 30 properties are being formally investigated for licensing offences. In addition the council has used its powers to issue an Interim Management Order to take over an HMO where the landlord was refused a licence because he was not a fit and proper person. Significant improvements have been made to this property which is being brought up to standard.

These figures and the high level of enforcement action demonstrates the need for our HMO licensing scheme and shows that we are committed to driving up standards in the private rented sector. This is more important than ever as so many people now have to use the private rented sector to find a home. The improvement work also represents a real investment in improving standards in the private sector and should be welcomed by council.

Councillor Brett in a supplementary question asked if the test was to stringent as it implied that the vast majority of HMO's were unfit for tenants.

In response Councillor Price said that the figures spoke for themselves and that most works related to fire precautions at the property and he felt that regulation was overdue.

23. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor David Williams

Bin collection service complaints

"Could the Portfolio holder confirm that the number of complaints about the Bin Collection system have trebled this year.

Could he further comment on the possibility that his scheme of reducing the number of operatives in each team collecting the receptacles, has had a marked effect on the service and is the underlying reason for the increased level of complaints.

Could the portfolio holder also explain whatever happened to the Code of Conduct on waste Collection devised and approved by the East Area Parliament nearly two years ago that was passed to relevant officer and which would have addressed many of the complaints now being made"

Response: No, the number of complaints about refuse collection and recycling has actually fallen. We are examining the complaints at present but a significant number seem to be about missed bins. Complaints are important to the City Council as an aid to improving the service.

Reducing the number of crew on each bin round was made possible when the City Council stopped collecting so-called side-waste, the black bags of

mixed waste left alongside green wheelies. This change has not only saved the taxpayer money but also encouraged higher levels of recycling.

'The City Council's guide to the improved recycling and waste service, October 2010, sets out the dos and don'ts of the service. The information is also on the website at:

<http://www.oxford.gov.uk/PageRender/decER/Environmentwasteandrecycling.htm> The overwhelming majority of Oxford citizens find the blue wheelie and food waste caddy system works well and is easy to use.

Councillor Williams in a supplementary question asked if the Board Member would agree that this was a 'red herring' on reducing the number of operatives in the cabs. The volume of waste collected was the same with fewer people doing the collecting. The policy on the black bag was not truthful.

Councillor Tanner in response said that the amount of waste collected had fallen due to residents being encouraged to use one bin. This was also very beneficial as less waste went to landfill.

24. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor Dick Wolff

Complaints on informally moored boats

In the recently published New Revenue Investment proposals, £44,000 is being set aside over 2 years for proactive riverbank enforcement, while only £24,000 is budgeted over the same 2 years for proactive noise nuisance control. There have been 1780 complaints over the last 2 years about noise nuisance, resulting in just 22 noise abatement orders. How many complaints have been received about informally moored boats?"

Given that the Housing minister, Grant Schapps has exhorted councils to proactively use their riverbanks to have moorings that will offset a little of the homeless problem and this problem is likely to worsen, should we not be setting up moorings for homeless people rather than persecuting them in this way?

2 years ago I was compelled to ask the council to hold off evicting several families from their moorings just before Christmas. At the time the council did not have a policy on riverside moorings. I understand that a policy has been developed, but have not heard the details. Please enlighten me.

Response: - £44000 will be a one off temporary budget for mooring enforcement etc. during office hours over the two year period. In the same period, £96,000 will be made available in the budget for out of hours noise enforcement. This latter figure is made up of £36,000 per annum for reactive work plus £12,000 per annum for pro-active work, making £48,000 per year.

The budget sums are in keeping with the work involved and reflect the position with service requests. The Council receives between 500-600 service requests on average each year relating to alleged unlawful mooring for example.

As a matter of policy, the Council recognises the part that is played by fully serviced residential boat moorings. It is also aware of the importance of ensuring that such moorings are properly located and so works closely with key partners such as British Waterways and the Environment Agency to identify suitable sites.

There is a general policy presumption for example, that such moorings will not be permitted on the main river channel but will need to be in basins or navigable streams. Consequently survey work has shown that, opportunities for new residential moorings are limited & at best the handful of possible new moorings resulting will do little in the face of the homelessness problem.

Councillor Wolff in a supplementary question asked what are service requests and these would still cost money to deal with. He asked if this would be better dealt with in a report for Members.

In response Councillor Tanner said that the bulk of requests were about other people mooring their boats illegally. He said that the Council was clear that it did not want additional boats illegally moored and that to resolve this, the number of moorings of the main channels needed to be increased.

25. Question to the Board Member, Cleaner, Greener Oxford (Councillor John Tanner) from Councillor Graham Jones

Advertising Boards

Will the Administration consider what can be done to remove the forests of letting boards from Oxford's streets?

Response: Estates agents boards normally benefit from 'deemed advertisement consent' whilst the site is for sale or for rent and for 14 days afterwards. The Council does not have any control provided they meet certain requirements. The rules are set out in Class 3A of the Advertisement Regulations 2007, which state:

Class 3A permits the display of a single board or two joined boards to be displayed (usually by estate surveyors, chartered surveyors, auctioneers and valuers), advertising that residential, agricultural, industrial or commercial land or premises, on which they are displayed, are for sale or to let, or that the land on which the board is displayed is to be sold or let for development for residential, agricultural, industrial or commercial use. Illumination is not permitted. Where the advertisement consists of more than a single board or two joined boards only the first advertisement to be displayed will benefit from deemed consent.

Size limits apply. No advertisement board is allowed to extend outwards from the wall of a building by more than 1 metre. The height above ground level at which the advertisement may be displayed is limited as is the size of characters or symbols on the board.

The only permitted additions to the board(s) are statements saying that

the sale or letting has been agreed, or that land or premises have been sold or let, subject to contract. Boards must be removed not later than 14 days after the sale has been completed or the tenancy has been granted.

The Council does not proactively monitor compliance of all estate agents' boards in the city, however we will investigate all specific complaints when they are raised, and we do pursue offenders. The Council has addressed problems associated with groupings of estate agent boards, and has taken action against particular estate agents when they have been causing a particular problem. The Council will continue to respond to complaints.

26. Question to the Board Member, Safer Communities, (Councillor Bob Timbs) from Councillor Ruth Wilkinson

Leaflets and fliers

There is resident concern that poorly delivered leaflets and fliers left sticking out of letterboxes attract attention to the absence of the occupier and increase the likelihood of break-ins. Please can the Board Member responsible for safer communities outline the ways in which the City Council works with businesses to improve leaflet delivery etiquette?

Response: Councillor Timbs said It is a standard requirement that distributors delivering Council material should post any material right through the letterbox. If it is brought to our attention that this instruction has not been carried out we will report this to the distributor and ask them to check the area concerned immediately and post through any that are still left sticking out.

We will ensure that we remind distributors before each delivery that it is essential that this obligation is carried out and we will make it clear that any individuals responsible for delivering in this manner should not be employed to distribute our material again.

The City Council is not responsible for delivery of non council material.

The police have not identified this as an area in which measures are needed for crime prevention but we will discuss with them what might be feasible given the very large number of distribution arrangements that exist in the city.

Councillor Wilkinson in a supplementary question asked if it would also help if the issue was raised at the Neighbourhood Action Group. In response Councillor Timb's agreed with Councillor Wilkinson's suggestion.

27. Question to the Leader of the Council, (Councillor Bob Price) from Councillor David Williams

Support for small local businesses

"Following the Portas Review, which contains much advice and ideas for Local Authorities to consider, what is the Council doing to support small

local businesses and how will it consult on, and respond to, the recommendations in the Review?"

Response: The Portas Review was submitted to the Government and it is for Ministers to respond to, rather than local councils. If and when the Government publishes any proposals for consultation, we will of course consider them at that time and respond.

However, the City Council does play an active role in relation to the city centre business community through the City Centre Manager, and through him we are following up on the Review in discussions with City Centre retailers and County Council officers. A workshop is being held later this week with the Covered Market traders as part of this exercise.

Councillor Williams in a supplementary question asked if the Leader of the Council would provide a report on the workshop held.

In response Councillor Price said that the business rates were set nationally. He added that a great deal of work had to be undertaken in planning terms to protect the diversity of trade and agreed that this issue would be a good one for scrutiny and the Cross Party Working Group to consider.

28. Question to the Leader of the Council, (Councillor Bob Price) from Councillor Graham Jones

Bus tabling

Will the Administration work with its partners to bring about a change in the law to allow joint-route bus operators to share control room data that enables the proper operation of joint timetables?

Response: Yes; an excellent proposal.

75. STATEMENTS ON NOTICE FROM MEMBERS OF COUNCIL

Councillor Joe McManners submitted the following Statement On Notice:

On the Coalition Government's 'Under occupying' clause (11) of the Welfare Reform Bill.

Lord Mayor, colleagues and members of the public I would like to draw Council's attention to a particularly unjust and problematic clause of the Coalition Government's Welfare Reform Bill.

This is the so called 'bedroom tax' for social tenants set to be introduced in April 2013. If passed, it would implement a docking of Housing Benefit for Social Housing tenants.

The clause would change the rules so that a tenant who was deemed to have a spare room would lose around on average £13 a week of Housing Benefit. The rules would be made stricter, so that, for example, a family

would have their benefit docked if there were two teenage daughters not sharing a room. Or a couple where one is just under the pensionable age who have 2 rooms.

It is estimated it would affect 670,000 households in the country.

This is not only unfair, as it affects it financially penalises the worst off by forcing them to move or to cut their household budgets. It is also poorly conceived, as in all likelihood those moving would either go into the private rental sector with higher rents so adding to the cost, or rent arrears will increase, putting pressure on us as a council.

It is also impractical as tenants would be expected to have the lower benefit rate applied immediately. So perhaps their 18 year old son moves for a job but then loses it, his parents would be expected to move the day after he leaves. This inflexible, punitive plan is exactly the sort of muddled, unjust policy that we as a council should be protecting our tenants from.

Lord Best (a cross bencher) has successfully moved an amendment to remove this draconian clause, this will be passed back to the Commons where if the Liberal Democrat party oppose it, it will not happen. However, it seems likely the Government will reinstate the clause. Since it is not Lib Dem policy or in the Coalition agreement this should be rejected.

I will ask the Leader of the Council to write to the Secretary of State for Work and Pensions and all Lib Dem MPs to ask them to withdraw this clause, and call on MPs to maintain the amendment.

I invite the Leaders of the other groups on the council to co-sign the letters.

76. CONSIDERATION OF PETITIONS

No petitions were submitted for debate.

77. MOTIONS ON NOTICE

Council had before it 14 Motions on Notice and reached decisions as follows:

(1) Means tests for Councillors – (Proposer – Councillor Stuart Craft, seconded by Councillor Nuala Young)

This Council agrees that Councillors with an annual household income exceeding £75,000 have no need to claim their allowance and that this money would be better spent in the interests of the City's Council Tax payers.

With this in mind, Council agrees to set up a Committee to decide the details of a system of means testing for City Councillors in order to remove the allowance from those councillors with annual incomes exceeding £75,000.

Council requests that those Councillors currently falling into this category voluntarily give up their allowance until a formal system is introduced.

Council also agrees to request that City Councillors who are also County Councillors put forward a motion to the same ends to the County Council.

Following a debate, Council voted and the Motion was not adopted

(2) Resignation of the City Council Leader – (Proposer – Councillor Stuart Craft)

Oxford City Council has engaged in transactions resulting in public land being sold to the benefit of Oxford Brookes University. Council has also decided a major planning application by Brookes that received a large amount of opposition from local residents.

Council understands that it would be perfectly reasonable for members of the public to conclude that the Leader of Oxford City Council, Bob Price, has a conflict of interest when dealing with Oxford Brookes as he is a Director at the university.

With this in mind Council agrees, to remove the Leader from office as provided for in paragraph 1.4(c) of the Constitution.

The Motion fell as there was no seconder.

(3) Temple Cowley and Blackbird Leys Pools – (Proposer – Councillor Stuart Craft seconded by Councillor David Williams)

If the current plans for a new swimming pool at Blackbird Leys were to go ahead, the land at Temple Cowley along with playing fields (and mature trees) in Blackbird Leys will be lost – probably forever.

As councillors we are entrusted to safeguard the City's assets for future generations.

With this in mind, this Council asks the Executive to put plans for a new swimming pool at Blackbird Leys on hold until:

- (a) An alternative source of funding becomes available other than the proposed funds from the sale of Temple Cowley Pool.
- (b) An alternative site for the new pool, which does not encroach on existing playing fields or have a negative effect on neighbouring residents' lives, is found.

Following a debate, Council voted and the Motion was not adopted

(4) Oxford Transport Strategy and Motorcycles – (Proposer – Councillor Stuart Craft seconded by Councillor Dick Wolff)

Oxfordshire County Council's Transport Strategy fails to address the benefits of motorcycle use as an alternative to the car.

Motorcycles can be a cheap alternative to cars for commuters who live off the main bus routes. Motorcycles take up less road space than cars and can fit through smaller gaps which keeps traffic flowing.

Modern bikes are very fuel efficient and are subject to more emission controls (within the EU) than cars. As motorcycles spend less time stationary than other vehicles the engines also run more efficiently.

With this in mind, this Council agrees to write to the County Council encouraging councillors to investigate initiatives that would encourage more motorcycle usage across the county.

Following a debate, Council voted and the Motion was adopted.

(5) Business Rate Concessions – (Proposer – Councillor Dick Wolff, seconded by Councillor David Williams)

Councillor Sajjad Malik declared a personal interest as he owned a business in Oxford.

This Council will investigate the possibility, suggested in amendments to the Localism Bill that there may be the potential to vary the level of business rate and if Oxford City Council is able to introduce a reduced business rate for small independent trading units offset by a higher rate for units which are part of national and multinational chains. A report on the possibility of introducing such a scheme to be brought to the Executive Board in the spring once the full extent of the new legislation is known with a view to the potential implementation in the financial year 2013 -2014.

Following a debate, council voted and the Motion was not adopted.

(6) Language Schools – (Proposer – Councillor Nuala Young, seconded by Councillor David Williams)

Councillor Nuala Young declared a personal interest as she had in the past given language tours.

This Council will re-establish the Language School Forum with full officer support. The Forum will seek to bring together all summer school and EFL providers with the intention of establishing a Code of Conduct to guide the operation of local language school groups and their activities in the City and to create a set of quality standards for foreign students studying in the City for long and short periods of time. A report on restabilising the Language School Forum be brought to the Executive in the New Year with an outline of objectives, an operational plan and full costings.

Following a debate, Council voted and the Motion was not adopted.

(7) Autumn Budget – (Proposer – Councillor David Williams, seconded by Councillor Matt Morton)

With accrued surpluses in reserves now in excess of £5.2million and the excellent news that Icelandic Bank investments are to be released. Oxford City Council adopts the amended budget as set out in below. The Council

will retain £2 million, plus the extra returned reserves from the Icelandic investments as a prudent reserve and spend £3.7 million on the identified themes as set out in the appendix.

£1000's	2011/12 (half year)	2012/13	2013/14	2014/15
<u>Additional Savings</u>				
Limit SRA allowance on CEB to five Councillors and reduce remainder by £2k each	-22.5	-45	-45	-45
Further energy savings and income from grants and advice to external organisations	0	-10	-10	-15
Increase parking charges in line with inflation (2% more than assumed in base budget)	-75	-150	-150	-150
Increase taxi licensing fees in line with inflation (2% more than assumed in base)	0	-13	-13	-13
Increase Planning fees in line with inflation (2% more than assumed in base)	0	-3	-3	-3
Increase Licensing fees in line with inflation (2% more than assumed in base)	0	-10	-10	-10
Revise down senior staff no.s/salaries to reflect reduced budgets & responsibilities	-50	-200	-200	-200
Abandon sale of St Clement Car Park	0	-60	-60	-60
Increase incomes from property by 0.5% over 4 years	0	-50	-100	-150
income from solar feedin tariff	-10	-40	-40	-40
Take out £1500 per member in exchange for area cttee budget	-36	-72	-72	-72
Total additional savings	-193.5	-653	-703	-758
Cumulative additional savings	-193.5	-846.5	-1549.5	-2307.5
<u>Additional costs</u>				
Additional pru borrowing costs on lost capital receipt from St Clements car park	115	224	219	213
additional part-time sustainability officer	10	20	20	20
reinstate area committee budgets, area planning & staffing	101	202	202	202
Prudential borrowing on other capital investment of £500k	25	49	48	46
keep Temple Cowley Pool open	113	159	159	159
reinstate free green waste collection	74.5	214	279	279
new fund-raising officer	25	50	50	50
Total additional costs	463.5	918	977	969
<u>Net effect on budget in-year</u>	<u>270</u>	<u>265</u>	<u>274</u>	<u>211</u>
<u>Cumulative effect on budget</u>	<u>270</u>	<u>535</u>	<u>809</u>	<u>1020</u>

Alternative budget transfer to/(from) reserves	-270	-265	-274	-211
Alternative Budget Net Budget Requirement	0	0	0.0	0.0

General Fund Working Balances				
1st April	4,427	4,973	4,135	3,492
Approved Transfers to (From) working balances (Feb 11)	816	-573	-369	-610
Additional transfer to (from) working balance - Green proposals	-270	-265	-274	-211
Working Balances as at 31st March	4,973	4,135	3,492	2,671

Green Group amendment to Capital Budget

	2011/12 £000'S	2012/13 £000'S	2013/14 £000'S	2014/15 £000'S
CAPITAL PROGRAM AS PER CEB 9TH FEBRUARY	28,777	13,677	13,480	12,295
SAVINGS				
Pool extn to BBL leisure centre	7,365	500	0	0
Rephasing of buildings refurbishment programme (5 years not 4)		500	500	500
ADDITIONAL SPENDING				
buildings & energy improvements to Temple Cowley Pools & Gym	3,000	0	0	0
investment in solar array (s) on Council buildings	500	0	0	0
REVISED CAPITAL PROGRAM	24,912	12,677	12,980	11,795

FINANCING				
FINANCING AS PER CEB REPORT 9TH FEBRUARY	28,777	13,677	13,480	12,295
Savings				
Savings in Prudential borrowing re competition pool	-7000			
Savings in use of capital receipts re competition pool	-365	-500		
Savings in use of capital receipts rephasing of refurbishment		-500	-500	-500
Additions				
Additional prudential borrowing re solar arrays	500			
Additional prudential borrowing re Temple Cowley Pool	3000			
REVISED CAPITAL FINANCING	24,912	12,677	12,980	11,795

Councillor David Williams withdrew the Motion on Notice.

(8) Health and Care Bill – (Proposer – Councillor David Williams, seconded by Councillor Nuala Young)

Councillor Mark Mills declared a personal interest as his parents were both employees of the National Health Service.

Councillor Beverley Hazell declared a personal interest as her husband was an employee of the National Health Service.

Councillor Ben Lloyd-Shogbesan declared a personal interest as he was an employee of the National Health Service.

"Oxford City Council believes the Health and Social Care Bill currently before Parliament and in the House of Lords will:

- Significantly increase the portion of Oxfordshire NHS owned and operated in the interests of profit-making corporations.
- Increase costs, fragment services and reduce the quality of care.
- Lead to the closure of NHS hospitals in Oxfordshire.
- Dismantle vital cooperative relationships built over many years.
- Force drastic change on an organisation which requires stability.
- Create increased transaction costs and profits at the expense of patient care.
- Give powers to the Oxfordshire Clinical Consortia to deny care, close services, introduce charges and top-up fees and sell private insurance.
- Remove the Secretary of State's duty to provide a Health Service free at the point of use.
- Leave Oxfordshire NHS unprotected against the full impact of European Union competition Laws by removing the public service exemption clause.
- Remove the cap on the number of private patients NHS Hospitals in Oxfordshire can treat, thus denying care to NHS patients.

For these reasons this Council urgently writes forthwith to the Government spokesperson in the House of Lords to consider these issues and decide if he should:

- (a) Call upon all members of the House of Lords, regardless of Party affiliation, to reject the Health and Social Care Bill.
- (b) Explore the reasons behind the British Medical Association and the Royal College of Nurse's opposition to this Bill.

- (c) Take into account the general level of opposition by the public to the privatisation of the NHS.

Councillor Mark Mills, seconded by Councillor Stephen Brown moved an amendment as follows:

Delete

Delete all of the first and second lines at the beginning of the Motion.

Insert

Insert the following at the start of the Motion "this Council notes the concerns expressed both by Members of Council and residents of the city about the Health and Social Care Bill currently before Parliament and in the house of Lords, which include but are not limited to the perception that the Bill will:"

Insert

A new bullet point at the end to read "Despite this Council does not believe that the present arrangement of the NHS can be left unchanged. For too long, previous governments have centralised the NHS, resulting in structures that often feel remote and confusing to patients, and have in relative terms neglected social care."

Delete

Delete point (a)

Insert

Insert a new point (a) to read "Calls upon Members of the House of Lords to seek amendments that protect and strengthen the NHS, while promoting social care."

- Lead to the closure of NHS hospitals in Oxfordshire.
- Dismantle vital cooperative relationships built over many years.
- Force drastic change on an organisation which requires stability.
- Create increased transaction costs and profits at the expense of patient care.
- Give powers to the Oxfordshire Clinical Consortia to deny care, close services, introduce charges and top-up fees and sell private insurance.
- Remove the Secretary of State's duty to provide a Health Service free at the point of use.
- Leave Oxfordshire NHS unprotected against the full impact of European Union competition laws by removing the public service exclusion clause.

- Remove the cap on the number of private patients NHS Hospitals in Oxfordshire can treat, thus denying care to NHS patient

- Despite this Council does not believe that the present arrangement of the NHS can be left unchanged. For too long, previous governments have centralised the NHS, resulting in structures that often feel remote and confusing to patients, and have in relative terms neglected social care.

For these reasons this Council resolves to ask the Chief Executive to write forthwith to the Government spokesperson in the House of Lords to consider these issues and decide to:-

- (a) Calls upon Members of the House of Lords to seek amendments that protect and strengthen the NHS, while promoting social care.*
- (b) Explore the reasons behind the British Medical Association with the Royal College of Nurses opposition to this Bill.*
- (c) Take into account the general level of opposition by the public to the privatisation of the NHS.*

The mover of the substantive Motion, Councillor David Williams did not accept the amendment by Councillor Mills and following a debate, Council voted and the substantive Motion was adopted.

(9) National Planning Framework – (Proposer – Councillor David Williams, seconded by Councillor Nuala Young)

With the Coalition Government launching a consultative period on changes to planning requirements for land development under a new National Planning Policy Framework, Oxford City Council would seek to input to that consultation by making the following comment:

“The key to new housing development rests with general economic development and change, not deregulation. This obvious conclusion was accepted by both the Conservative and Liberal Democrat Parties prior to the last election and neither party proposed radical changes to planning policies. There is therefore no popular mandate for these changes

This Council supports the stance taken by the Campaign for Rural England, the National Trust and the RSPB that revision of the protection of the most fertile farmland as identified in the original Open Green Space Planning Document by a revised code that suggests (paragraph 167) ‘Local Authorities should take into account the economic and other benefits of the best and most versatile agricultural land’ is a retrograde step and will effectively lead to a free for all of development on prime agricultural land.

This Council believes that the existing requirements on developers have been built up over many generations to provide a balance between the need to meet housing need and the duty to protect the environment. The structure as it is already provides a positive range of opportunities and great flexibility for developers and to abandon controls that have worked

will only lead to further erosion of the Green Belt and green space availability.

The presumptions within the new proposals will shift the emphasis in planning from developing brownfield sites first in preference to prime greenfield sites. This will mean not only loss of countryside areas but will also undermine urban redevelopment.

At the heart of the framework is the weak definition of 'sustainable development' which emphasises the primacy of business and housing development over almost all considerations. Oxford City Council believes, notwithstanding having an approved Core Strategy, there will be increased pressures on Oxford's green open spaces, transport system and community facilities from developers being able to suggest that virtually any project is 'sustainable'. Oxford City Council believes that there is an intrinsic value to Greenfield sites not only aesthetically but because best quality agricultural land will play a critical part in sustainable development providing food in a world of global pressures from climate change and population growth. The Oxford Green Belt also needs strong protection to provide a unique setting to this important historic City.

Oxford City Council calls on the Government not to implement the changes envisaged in the consultative National Planning Framework Document and directs the Chief Executive to write to the relevant Coalition Government Minister expressing the themes of this motion."

Councillor Bob Price moved an amended Motion seconded by Councillor Stephen Brown as follows:

With the Coalition Government launching a consultative period on changes to planning requirements for land development under a new National Planning Policy Framework Oxford City Council would seek to input to that consultation by making the following comment:

The City Council have an acute housing shortage and are seeking to provide as much housing as we can given the scarcity of land within the tight administrative boundaries of the city and the constraints of the Green Belt, attractive landscape setting and flood plain.

Cities such as Oxford which are keen to provide more housing but are subject to significant constraints on development with a limited land supply should be encouraged to consider 'urban extensions' working jointly with neighbouring authorities. The only alternative will be for densities to increase on existing and or redeveloped residential sites, which will risk harming the character and appearance of suburbs. Council is concerned that wording on the Green Belt is overly restrictive and will lead to less sustainable locations being developed as an alternative.

The Council believes that the NPPF should allow for targeted reviews of the Green Belt to be undertaken,

The NPPF talks in terms of planning for a mix of housing to meet local needs but does not give importance to the provision of affordable housing as a national priority.

Council believes that the NPPF should be much stronger in requiring all major housing development to make provision for affordable housing including that for social rent.

Council expresses concern that at the heart of the draft NPPF is the weak definition of sustainable development which emphasises the primacy of business and housing development over almost all considerations. Oxford City Council is concerned that, notwithstanding having an approved Core Strategy, there will be increased pressures on Oxford's green open spaces, transport system and community facilities from developers being able to suggest that virtually any project is sustainable.

Council believes that there needs to be a stronger balance between the three pillars of sustainability throughout the document.

The NPPF advises against the 'long-term' protection of employment land or floorspace; instead it advocates the consideration of alternative uses to be assessed 'on their merits'. This advice does not allow Local Authorities such as Oxford to recognise local circumstances.

Council believes that there should be recognition that the provision of employment land is an essential part of the infrastructure requirements for an area.

Council express concern that in the transitional period, until new local plans are in place and are confirmed to be in conformity with the NPPF, there is a risk of a policy vacuum and for that reason argues for a presumption that existing local planning policies are in conformity with the NPPF, unless this is clearly not to be the case.

Council notes the draft NPPF recognises the 'duty to cooperate' on planning issues. This promotes collaborative working on strategic issues across local boundaries. This is particularly important in the case of two tier areas, such as Oxfordshire which has County and District authorities. But Council believes the 'duty to co-operate' simply will not work if different local authorities have different policy positions which are irreconcilable.

Council believes that the duty to cooperate needs strengthening.

Council asks the Chief Executive to ensure that these points are put forward as part of the Council's response to the draft NPPF.

The mover of the substantive Motion, Councillor David Williams did not accept the amendment and following a debate, council voted and the amended Motion was adopted.

(10) Feed in Tariff – (Proposer – Councillor David Williams, seconded by Councillor Dick Wolff)

Councillor David Williams declared a personal interest as he had recently installed solar panels at his property.

Councillor Elise Benjamin declared a personal interest as she had solar panels installed at her property.

This Council is of the belief that the reduction in the solar tariff feed in rate from 43p per kilowatt hour to 21p and bringing forward the implementation date twice recently announced by the Coalition Government will have a profound effect on the solar power companies not only here in Oxford but also nationally and will dramatically undermine the potential of achieving even the very modest targets set by the previous Labour Government for reducing carbon emissions by 2020.

The Chief Executive therefore is directed to write to the Secretary State indicating the Council's concern on this issue and asking that reduction in the tariff rate be postponed.

Councillor David Williams moved an amendment to include the following words at the end of the substantive Motion:

Council:

- (1) Notes that at least 145 households in Oxford have installed solar power since the introduction of the Feed-in Tariffs scheme under the last Labour Government;*
- (2) Believes that solar power gives families greater control over their energy bills and will help Oxford meet our renewable energy targets and reduce our carbon emissions;*
- (3) Regrets the Government's planned cuts to Feed-in Tariffs which put scores of solar industry jobs in the Oxford area at risk and exclude nearly nine out of ten families in Oxford from installing solar power;*
- (4) Further regrets the cuts to multi-installation tariffs, which will hit this Council, local housing associations and Oxford's low carbon community groups and make solar power the preserve of a wealthy few;*
- (5) Calls on the Coalition Government to rethink their devastating cuts to Feed-in Tariffs.*

Councillor Jean Fooks moved an amendment to:

- (1) Delete all of the words after 'Coalition Government', in the first and second paragraphs and insert the words 'is causing problems for suppliers and local authorities alike.'*
- (2) Insert the following new paragraphs:*

Council notes that whereas previous Labour and Conservative Governments banned councils from exporting electricity to the national grid, the current government, following Liberal Democrat pressure, changed the law so councils could export electricity from PV and other renewable sources.

Council further notes the government consultation on changes to the 'Feed in Tariff' scheme, which is helping to fund these installations, and is concerned that this halving of the tariff at short notice will reduce the systems being installed and will mean fewer jobs will be created.

Council therefore asks the Chief Executive to write to the Prime Minister, the Secretary of State for Energy and Climate Change, and relevant Ministers of State asking that:

- 1. The Tariff is reduced progressively over a longer period to enable the industry and householders to adjust but not before April 2012.*
- 2. A Community Tariff is established, ensuring Councils and other Social Housing providers are excluded from the lower Tariff proposed for multi-installations, so that more households in fuel poverty can benefit from free electricity.*

The Mover of the substantive Motion, Councillor David Williams accepted the amendment by himself, but did not accept the amendment by Councillor Jean Fooks. Following a debate, council voted and the Motion as amended by himself was adopted as follows:

This Council is of the belief that the reduction in the solar tariff feed in rate from 43p per kilowatt hour to 21p and bringing forward the implementation date twice recently announced by the Coalition Government will have a profound effect on the solar power companies not only here in Oxford but also nationally and will dramatically undermine the potential of achieving even the very modest targets set by the previous Labour Government for reducing carbon emissions by 2020.

The Chief Executive therefore is directed to write to the Secretary of State indicating the Councils concern on this issue and asking that reduction in the tariff rate be postponed.

- (1) Notes that at least 145 households in Oxford have installed solar power since the introduction of the Feed-in Tariffs scheme under the last Labour Government;
- (2) Believes that solar power gives families greater control over their energy bills and will help Oxford meet our renewable energy targets and reduce our carbon emissions;
- (3) Regrets the Government's planned cuts to Feed-in Tariffs which put scores of solar industry jobs in the Oxford area at risk and exclude nearly nine out ten families in Oxford from installing solar power;
- (4) Further regrets the cuts to multi-installation tariffs, which will hit this Council, local housing associations and Oxford's low carbon community groups and make solar power the reserve of a wealthy few;

- (5) Calls on the Coalition Government to rethink their devastating cuts to Feed-in Tariffs.

(11) Cut to Feed-in Tariff – (Proposer – Councillor John Tanner, seconded by Councillor Van Coulter)

Councillor David Williams declared a personal interest as he had recently installed solar panels at his property.

Councillor Elise Benjamin declared a personal interest as she had solar panels installed at her property.

Council:

- (1) Notes that at least 145 households in Oxford have installed solar power since the introduction of the Feed-in Tariffs scheme under the last Labour Government;
- (2) Believes that solar power gives families greater control over their energy bills and will help Oxford meet our renewable energy targets and reduce our carbon emissions;
- (3) Regrets the Government's planned cuts to Feed-in Tariffs which put scores of solar industry jobs in the Oxford area at risk and exclude nearly nine out of ten families in Oxford from installing solar power;
- (4) Further regrets the cuts to multi-installation tariffs, which will hit this Council, local housing associations and Oxford's low carbon community groups and make solar power the preserve of a wealthy few;
- (5) Calls on the Coalition Government to rethink their devastating cuts to Feed-in Tariffs.

Following a debate, Council voted and the Motion was adopted.

(12) Strike Action – (Proposer Councillor John Tanner, Seconded by Councillor Mike Rowley)

- (1) This Council believes that all employees, both private and public, should have decent pensions. Elderly people who have worked hard all their lives should not be forced into poverty in their declining years.
- (2) We regret the disruption caused to public services on 30th November. But that day of action demonstrated just how valuable are the services provided by local government staff, teachers, National Health Service employees and other public sector workers. We recognise that for local government employees, whose wages have been frozen, a cut in pension benefits is the last straw.

- (3) We applaud those dedicated public servants, including our own employees, who were prepared to lose a day's pay in order to campaign for decent pensions and proper services for the public.
- (4) It is unreasonable to ask employees to pay more, work longer and get less when many public pension funds are already fully funded. The public sector has a responsibility to show others what it is to be good employers, to pay decent wages and provide proper pensions.
- (5) We call on the Coalition Government to
 - (a) Negotiate just pension settlements with the public sector unions;
 - (b) Support the local government employers in providing good pensions for local government workers;
 - (c) Encourage private employers to provide pensions at least as good as the public sector.

Councillor David Williams submitted an amendment to delete words in section (5) and replace with the following words:

We call on the Government to:

- (a) *To abandon the present round of negotiations designed to reduce public sector pensions initiated by the previous Labour Government.*
- (b) *To recognise that the recommendations to dramatically reduce public sector pensions by Lord Hutton previously the Labour Secretary of State for Work and Pensions were flawed and that the level of public sector pensions (which are not high by European standards) can easily be sustained by the existing economy.*
- (c) *To acknowledge that the cuts in pension provision proposed firstly by Labour's Alistair Darling and continued by the Liberal Democrat Danny Alexander will have a dramatic effect on local government services, secure pensions being an important motivational factor amongst the workforce.*
- (d) *To recognise that public sector pensions, low as they are, should in fact be a bench mark that the private sector should aspire to copy and that Government policy should be focused not at dramatically cutting public sector pensions as envisaged by the previous Labour Government but in increasing pension provision in the private sector.*

Councillor John Tanner's Motion on Notice was not considered, nor was Councillor David William's amendment as the time allowed by the Constitution for Motions on Notice had lapsed.

(13) Opposition to Right to Buy – (Proposer – Councillor David Rundle, seconded by Councillor Stuart McCready)

This Council notes the announcement at the Autumn's Conservative Party Conference of a renewal of the Thatcherite policy of Right to Buy (RTB) and its subsequent inclusion as a proposal in the Government's Housing Strategy.

This Council also notes the long-standing cross-party opposition to RTB with its impact of decreasing the social housing stock in our city which has a very real housing crisis.

This Council further notes the aspiration in the Government's Housing Strategy to offset the loss of social housing via RTB by provision of replacement dwellings, but not necessarily in the same part of the country. This Council does not accept that this provides sufficient safeguard against the damaging effects of RTB.

This Council therefore calls on the Chief Executive to ensure that there is a robust response to the consultation on this proposed policy, restating Oxford's reasoned opposition to RTB. That response should express opposition in principle to the policy and also underline the special situation of Oxford which would mean a return to RTB would make our city suffer more than most.

Councillor David Williams submitted an amendment as follows:

To delete the word "Government" where it appears and to replace with the words "Coalition Government"

To added an additional paragraph as follows:

Council Officers will investigate the option of establishing a Cooperative Trust to manage all out Council house stock as suggested by the Local Authority Cooperative Network and the Rochdale model if that will circumvent the RTB provisions to be announced by the Secretary of State and thereby retain a form of social housing in Oxford.

Councillor David Rundle's Motion on Notice was not considered, nor was Councillor David William's amendment as the time allowed by the Constitution for Motions on Notice had lapsed.

(14) Affordable Housing Provision – (Proposer – Councillor Van Coulter)

Council notes that Britain is gripped by a growing housing crisis.

Whereas sixty thousand new affordable homes were planned, financed and started in the last six months of the Labour Government, only 454 affordable homes were started under the Tory led coalition government for the six months ending September 2011.

This is the consequence of the introduction by the coalition government of a radically different model for funding the building of new affordable

homes. This model significantly reduced grants available – indeed, funding was slashed by sixty-three percent.

Our housing crisis is symptomatic of miserably inadequate policies from this out of touch government – policies that fail Britain and fail Oxford.

This Council condemns the coalition government for imposing policies that cause significant hardship for many and notes with concern that statutory homelessness increased by 10.3 percent in England, and by 17.1 percent in Oxford, within the year ending April 2011.

Councillor David Williams submitted an amendment as follows:

- (1) *To add the following words after the word “crisis” in the first paragraph: “that has been developing over the last 20 years caused by a lack of real investment by this Coalition Government and the previous Labour Government”*
- (2) *To include a new fourth paragraph as follows: “Clearly developers are responding to the weakness of the economy by reducing the number of housing starts and therefore the number of affordable homes over the last twelve months. Given this fact Government should come to terms with the objective reality that following the previous Labour Governments philosophy of reliance on the private sector to deliver social housing will not work.”*
- (3) *To include a new fourth paragraph as follows: “Government ministers should recognise that what is needed is a direct building programme financed via Local Government and Housing Associations as the real way to provide the desperately needed social housing.”*
- (4) *To amend the existing fifth paragraph by deleting the words “out of touch government” and replace with the words “and the previous government”*
- (5) *To amend the final paragraph to delete all the words after the word “policies” and replace with the following words “such as reduction in Housing Benefit and reintroduction of massive discounts to the Right to Buy which will significantly increase hardship for a great many already increasing homelessness in Oxford by over 17% in one year.*

Councillor Van Coulter’s Motion on Notice was not considered, nor was Councillor David William’s amendment as the time allowed by the Constitution for Motions on Notice had lapsed.

78. REPORTS AND QUESTIONS ABOUT ORGANISATIONS THE COUNCIL IS REPRESENTED ON

This item was deferred when Council adjourned and will be considered when Council reconvenes at a future date. (Minute 71 refers).

79. MATTERS EXEMPT FROM PUBLICATION

The meeting started at 5.00 pm and ended at 10.37 pm

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To: Council

Date: 20th February 2012

Item No: xx

Report of: Director of Finance & Efficiency

Title of Report: Report of the Council's Chief Finance Officer on the robustness of the budget

Summary and Recommendations

Purpose of report:

Under Section 25 of the Local Government Act 2003 I am required to report to the Council on:

- a) the robustness of the estimates made for the purposes of the calculations [of the budget], and
- b) the adequacy of the proposed financial reserves.

Recommendation: That the Council notes this report in setting its budget for 2012/13 and the indicative budgets for 2013/14 – 2015/16.

Robustness of the Budget.

1. The economic outlook remains depressed, certainly in the short to medium term. This, coupled with the lack of planning information in respect of the Government's welfare reforms and associated changes to Benefits including Council Tax Benefit, plus the changes to local government funding and the partial relocalisation of business rate income (all of which are due to be implemented over the next 12 -24 months) has posed some significant challenges in developing the Council's Medium Term Financial Plan.
2. However, the prudent and robust approach the Council took to developing its 2011/12+ Medium Term Financial Strategy and the delivery of significant levels of savings in the current financial year have provided a firm foundation on which to build.
3. The formulation of the 2012/13 budget has allowed for best estimates in relation to contractual inflation and commitments necessary to maintain priority services. It has also enabled the identification of 'spend to save' proposals to drive efficiency savings and new

investment in priority services and the City's infrastructure. Whilst the majority of services have seen reductions in their net revenue budgets, this is largely a consequence of both efficiency savings (£1.8m in 2012/13 and £3.6m over the life of the Plan) as well as new 'trading' and charging opportunities (£1.2m in 2012/13 and £2.7m over the life of the plan) having been identified.

4. Services have plans in place to make the required savings and these will be monitored closely throughout the year.
5. There are some areas of the Council's budget where expenditure is unpredictable and where a degree of judgement has to be applied to estimate the level of risk to the budget. This has been exacerbated in the area of Homelessness and Benefits as the implications of government policy are still unclear. To mitigate these risks contingency budgets have been created.

Due to the level of efficiency savings and fees and charges proposals underpinning the budget and the fact that these are front end loaded a contingency has also been created around these in recognition of potential capacity and delivery issues.

6. There has been scrutiny of the proposed budgets and savings for 2012/13 by:
 - The Finance Team
 - The Corporate Management Team
 - Executive Members
 - The Majority Group
 - The Value and Performance Scrutiny Committee – Budget Review Group

These examinations have provided a number of refinements and provide assurance about the robustness of the estimates.

7. Risks to the 2012/13 budget have been identified and contingency budgets of £2.4m have been put in place (£5.3m over the life of the Plan) which provides a safety net to mitigate unforeseen circumstances.

Housing Revenue Account (HRA)

8. As a consequence of the reform of the Housing Revenue Account and the implementation of the self financing regime from the 1st April 2012, the 2012/13 budget for the Housing Revenue Account flows from the 30 yr Housing Business Plan.
9. This is the first year the Council has had to produce a 30 year Business Plan and clearly projecting over such a long period is difficult. However, the Business Plan will effectively become a living document and be reviewed at least annually as part of the annual MTFS refresh.
10. The key risks faced by the HRA include: benefit reforms adversely affecting rent arrears, Right to Buy Sales (the outcome of the Government's recent consultation on discounts is awaited) being

higher than anticipated and resulting in a consequential reduction in rent and assumed efficiencies not being delivered, thereby increasing costs. Prudent assumptions have been built into the Business Plan to mitigate these issues and sensitivity testing has been carried out. The Business Plan has also been constructed in such a way that the Council does not need to utilise its borrowing headroom to deliver its investment aspirations, thereby providing additional flexibility.

11. The Scrutiny of the HRA budget and Business Plan has followed a similar process to that for the General Fund outlined above.

Adequacy of Reserves

12. Reserves are also held to mitigate risk. As part of the budget formulation the level of reserves has been reviewed. The proposed budget for 2012/13 provides for general or unearmarked reserves of £3.6m. Reserves are expected to remain between £3.5m and £3.6m over the residual three years of the planning period.
13. The Housing Revenue Account general reserve for 2012/13 is £7.6m. It fluctuates between £4.6m and £6.5m over the subsequent three years in order to meet cash and investment requirements in line with the Business Plan.
14. Included at Appendix A is a summary of the Council's earmarked reserves and the HRA and non HRA general reserves. Earmarked reserves are forecast to total £6.7m by 31st March 2012. Some of these reserves can only be used for specific purposes, but others could be called on if necessary and so provide additional flexibility.

Control Environment

15. Budget managers operate within a cash limit framework and the Council's overall track record for budget management is good. A recent audit report issued by Price Waterhouse Coopers on the Council's Financial Planning arrangements stated:

There is a robust process for budget monitoring which is considered at both a cost centre and fund level. Monthly service line meetings have been introduced since June '11 to ensure that budget holders take ownership for performance.
16. The Council is currently projecting an under spend of £351k and is expecting to deliver savings of £4.2m in year. The Council's transformation programme overseen on a 'day to day' basis by an Officer Board and underpinned by a robust programme and project management framework has been instrumental in delivering this.

Programme Boards are currently being reviewed to ensure they remain focused on delivering the Council's key objectives.
17. Improvements in the reporting capabilities to budget holders and of the Council's Corporate Programme Management Office have been developed during 2011/12 utilising Corvu, the Council's performance

reporting software. These improvements will be fully deployed from the start of the new financial year.

18. As part of the annual refresh of its Medium Term Financial Strategy the Council will review the indicative budgets for 2013/14 onwards in the autumn of 2012. This will enable contingency budgets, assumptions and underlying pressures to be reviewed in light of new information and adjusted accordingly.

Conclusion

19. The process for the formulation of budgets, together with the level of challenge, provides a reasonable assurance of their robustness.
20. The provision of contingency budgets enables those more uncertain elements of the budget to be managed as part of the Council's risk management arrangements.
21. The approach which has been taken to those funding streams which are currently uncertain is prudent and puts the Council in a positive position to manage underlying pressures going forward.
22. The level of the Council's total reserves is sufficient to provide:
 - A working balance to cushion the impact of unexpected events or uneven cash flows (general reserves) and
 - The setting aside of funds to meet known or anticipated liabilities (earmarked reserves).

Jacqueline Yates

Corporate Director - Finance & Efficiency

Tel: 01865 252339

The Council holds a number of reserves earmarked for specific purposes. These are reviewed annually to ensure they are still required and are at an appropriate level. An explanation of each of the reserves is set out below.

Ref	Reserve Description	Opening Balance @ 1 st April 2011	Projected balance @ 31 st March 2012
	<u>General Fund Reserves</u>		
1	Icelandic Banking Reserve	-258	-258
2	Cemetery Maintenance	-6	0
3	Taxis A/C Reserve	-196	-236
4	Town Hall Equipment Reserve	-30	-30
5	Work of Art Reserve	-5	-5
6	Shopmobility Reserve	-50	-48
7	Employee Cost Reserve	-712	-607
8	Customer Services Replacement Server Reserve	-40	0
9	Oxford Business Partnership Payments Reserve	-35	-35
10	SALIX Energy Projects	-220	-257
11	IT Infrastructure Reserve	-100	-100
12	Repairs and Maintenance Reserve	-179	-179
13	Reserve for Land Charges	-16	-16
14	Leisure Repairs and Maintenance	-280	-280
15	Business Transformation Projects	-1,196	-446
16	City Council Elections Reserve	-21	-66
17	Chief Executives Award Fund	-5	-5
18	Area Committee 09-10 Committed Project Reserve	-7	0
19	Finance and Efficiency Carry Forwards	-27	0
20	City Services Carry Forwards	-97	0
21	City Regeneration Carry Forwards	-88	0
22	CRM Rollout Reserve	-300	-100
23	Grants Reserve	-628	-259
24	Direct Revenue Funding of Capital	-813	-1641
25	Land at Barton	-168	0
26	Homelessness	0	-300
27	Ice Rink Parking	0	-45
28	Youth Premises	0	-10
29	Self Insurance Fund	-1372	-1372
	Total General Fund Reserves	-6849	-6295
	<u>Housing Revenue Account Reserves</u>		
1	Decent Homes Capital Reserve	-2017	0
2	HRA Carry Forwards	-181	0
3	Direct Services project work	-120	-120
4	IT Equipment Reserve	-309	-309
	Total HRA Reserves	-2627	-429

	Total Earmarked Reserves	-9476	-6724
	General Fund Working Balances	-4427	-5243
	Housing Revenue Account Working Balances	-2000	-2450

General Fund Reserves

- 1 The Icelandic Banking reserve has been established to fund the capitalisation of the Iceland Banking losses. It will be reviewed once we are clear about the extent and timing of the repayments.
- 2 The Cemetery Maintenance reserve was created to cover one off costs associated with cemetery maintenance. A project was started in 2010-11 to address cemetery maintenance. Part of the reserve will be used in 2010-11 the remainder in 2011-12.
- 3 The Taxis A/C reserve was created to manage the ring fenced taxi licensing cost centre. Surplus / deficits associated with this cost centre are collected and the balance is used to improve and / or address pressures within the Taxi Licensing area.
- 4 The Town Hall Equipment reserve is used to fund new / replacement or repair of Town Hall equipment. The balance represents the net surplus of this cost centre year on year.
- 5 The Work of Art Reserve was created to aid the purchase or restoration of Council works of art.
- 6 The Shopmobility reserve was created to fund replacement or repair of Shopmobility equipment. Any under or overspend associated with the Shopmobility service is collected in this reserve account.
- 7 The Employee Cost reserve was created to cover any unexpected pressures related to employee costs i.e. implementation of single status.
- 8 The Customer Services Server Replacement reserve was created to fund a replacement server in Customer Services; this activity will fully deliver in deliver 2011-12.
- 9 The Oxford Business Partnership reserve is used to fund contributions to Business Partnership Schemes within Oxford City.
- 10 The Salix Energy Projects reserve created from a grant made available via Salix. The fund is used to loan money to Service Areas within Oxford City Council. Services then utilise these funds to implement energy efficient schemes. Savings on energy costs are then used to repay the initial loan.

- 11 The IT Infrastructure reserve is used to fund IT Infrastructure replacement across the Council.
- 12 The Repairs and Maintenance reserve was created via a transfer of capital funding into revenue. This will be used to fund repairs & maintenance at Covered Market & other areas
- 13 The Reserve for Land Charges reserve collects the surplus / deficit associated with Land Charges. This is a ring fenced account; funds are used to improve the services/ address pressures associated with the Land Charges area.
- 14 The Leisure Repairs and Maintenance reserve was created via a transfer of capital funding into revenue at the end of 2009/10. The reserve will be used to cover substantive repairs in the Leisure Service area.
- 15 The Business Transformation reserve is a transitory account. At the year end budgets associated with transformation projects not yet completed are transferred to this reserve. At the start of the following year projects are approved to continue and the funds allocated back to the projects.
- 16 The City Council Elections reserve is created from the budget surplus / deficit on the City Council Elections cost centre. City elections are held every 2 years and this reserve is used to fund additional costs in election year.
- 17 The Chief Executives Award fund reserve was set up at request of Chief Executive to fund future award schemes. This reserve is no longer required.
- 18 The Area Committee 09-10 Committed Project Reserve was created to ensure completion of a number of small Area Committee projects that overran in FY 2009-2010.
- 19 Finance and Efficiency Carry forwards: Created as result of approved requests for carry forward of funding at the end of 2010-11
- 20 City Services Carry forwards: Created as result of approved requests for carry forward of funding at the end of 2010-11
- 21 City Regeneration Carry forwards: Created as result of approved requests for carry forward of funding at the end of 2010-11
- 22 Created to fund the rollout of the Council's Customer Relationship Management (CRM) programme
- 23 The Grants Reserve was create to hold monies granted to specific areas that are not anticipated to be spent in year
- 24 Direct Revenue Funding of Capital was created to fund the Council's Capital Programme

- 25 Land at Barton reserve was created to hold an HCA grant made available to fund expenses related to the project to build houses on land at Barton
- 26 Homelessness reserve was created to enable any shortfall in funding for homelessness to be met
- 27 Ice Rink Parking reserves was created to ensure maximum use of the Ice Rink facility by allowing a reduction in Car Parking charges at key times
- 28 Youth Premises contingency was created to allow funding of youth activity within the City
- 29 The Self Insurance Reserve is used to cover claim costs that are below the Council's insurance policy excess limit. The fund will be subject to actuary review in this FY and will be adjusted in line with any recommendations flowing from this review.

Housing Revenue Account Reserves

- 1 The Decent Homes Capital reserve is a Housing Revenue Account general reserve used to meet the cost of capital works to properties.
- 2 HRA Carry forwards, created as result of approved requests for carry forward of funding at the end of 2010-11
- 3 Direct Services project work was created to fund the roll out of hand held devices across the workforce
- 4 The IT Equipment reserve is used to fund replacement and / or upgrade of the Housing Revenue Account IT systems.

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

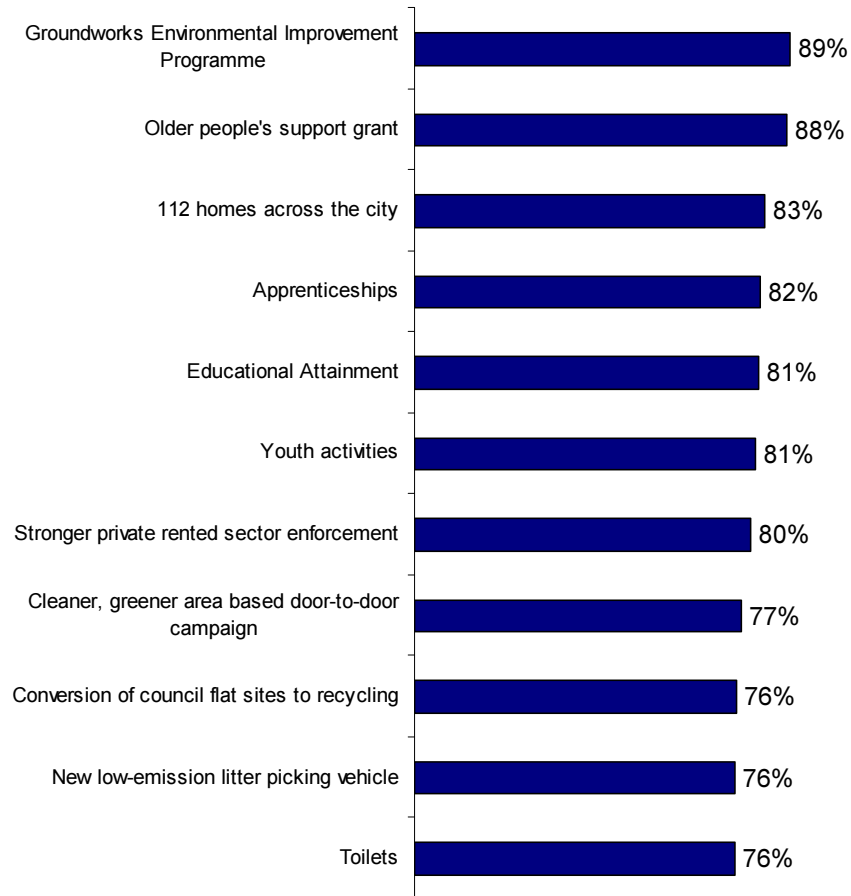
Cleaner greener area based door-to-door campaign: This will extend successful work to promote the “Cleaner Greener” Oxford agenda, improving recycling and street cleanliness throughout the city - £12k per annum

- 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.*

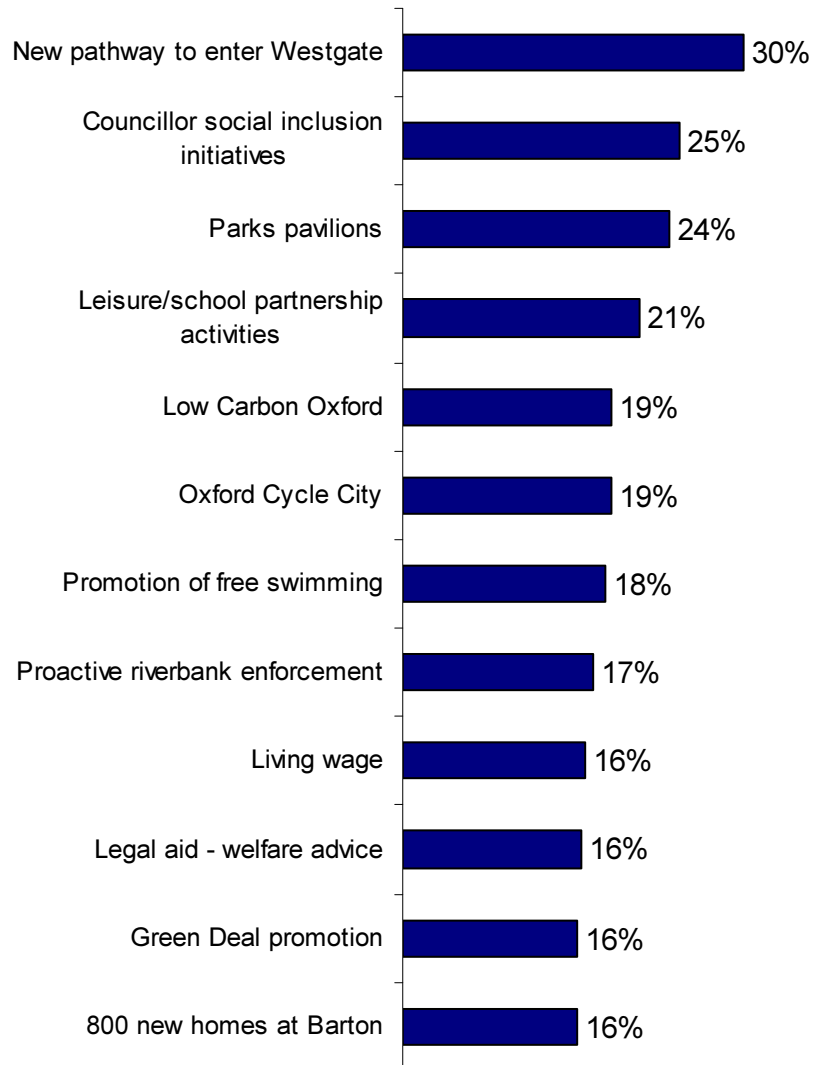
Most Supported Investment Proposals



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

Name and contact details of author:

Nigel Kennedy
Head of Finance
Telephone: (01865) 252708
nkennedy@oxford.gov.uk

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	
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 Maintenance	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%

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 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	FTE Impact							
								2012-13	2013-14	2014-15	2015-16				
Base Budget Fees and Charges			1,113	986	865	827									
1	Development	Increase in planning pre-application charging income by raising charges by up to 10% pa	M	(10)	(10)										
2	Development	Increase in number of Lawful Use applications determined (fee set nationally). Anticipated increase in applications	L		(5)										
3	Development	Increase in number of Discharge of Conditions applications (fee set nationally). Anticipated increase in applications	L		(5)										
4	Development	Increase in Building Control Income, only modest and in later years as reflection of assessment of low economic growth.	L				(3)								
5	Development	Increase in DC fee income, only modest and in later years as reflection of assessment of low economic growth. , At this stage no account taken of proposed Government initiative to permit Council to secure full cost recovery through setting own fees, except for small allowance in 12/13 (See reversal of decision last year and retention of Enforcement Officer post below)	L	(36)			(3)								
6	Information Services	Increase income from Land Charges. Repeal of Home Buyer Packs and still steady flow of house sales shown resilience in this area despite poor economic recovery. Note: Land charges is ring fenced so to achieve saving need to adjust recharges to cost centre	L	(15)	(15)										
7	Spatial Dev	Potential for income from Oxon districts and outside Oxon, charging for expertise - Spatial Development especially Planning Policy	M	(5)	(5)	(5)									
8	Spatial Dev	Income towards staffing cost in Planning Policy to prepare the Northern Gateway Area Action Plan from a consortium of developers. (see below)	M	(50)	(50)	100									
9	Spatial Dev	Income towards City Centre Management from County Council . High risk at this stage because proposed 12/13 Action Plan not yet shared with County Council and Business community. (Linked to line 17 where income has been removed from the budget)	H	(25)			25								
10	Spatial Dev	Income towards City Centre Management from City Council possibly through sharing increase in market service income.	H	(25)			25								
11	Spatial Dev	Income towards City Centre Management from Business Community	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	L	(16)	(14)	(13)	(11)					
13	Spatial Dev	L				(75)	1.0				1.0
14	Spatial Dev	M		(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	L	(5)		(5)						
16	Spatial Development	L		(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

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)					

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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					
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

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		

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Community Housing and 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
15: Housing Needs	M			(36)		1.0			1.0	
16: Housing Needs	M	(10)	(10)	(10)						
17: Housing Needs	M									
Total Efficiencies		(192)	(133)	(66)		6.0	2.0	3.0	1.0	
Pressures										
18: Safer Strat and Ops		15								
Total Pressures		15								
New Investment										
19: Housing Needs		10								
20: Grants		50		(50)						
21: Housing Needs		29		(29)						
22: Grants		20		(20)						
23: Communities And Neighbourhoods		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

FTE Impact

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Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £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	(5)	(20)							
2	Internal Audit Oxfordshire County Council to pick up the provision from Dial-a-ride services	(66)								
Total Service Reductions		(71)	(20)							
Efficiencies										
3	Accountancy Reduction in Supplies and services budget across the Service	(7)								
4	Corporate Finance Audit of grant claims by External Audit. Assumes reduced error rate. Dependant in part on future changes to DwP inspection requirements	(7)								
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		(61)							
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	(11)	(10)	(4)						
7	Corporate Finance Reduction in bad debt provision budget as a consequence of improved collection through increased use of direct debits		(15)							
8	Investigations Reduce management overheads as part of restructure 0.5 fte	(20)				0.5	0.5			
9	Investigations Tenancy fraud grant	(80)								
10	Accountancy Reduction in posts resulting from self service	(40)			(40)	2.0	1.0			1.0
11	Accountancy Implement Purchase to Pay to automate commitment accounting and payment processing. Saving in temporary posts		(25)	(30)		2.0		1.0	1.0	
12	Accountancy Project Accountant deletion of vacant post following restructure	(60)				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	(100)								
14	Revenues Implement Purchase to Pay to automate commitment accounting and payment processing - one off growth	(70)								

Finance

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 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

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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

119

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

121

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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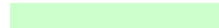
Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	FTE Impact			
								2012-13	2013-14	2014-15	2015-16
Base Budget			734	492	239	(465)					
Contractual Inflation											
1	Building Services		85	36	36	37					
2	Motor Transport		65	27	28	28					
Total Contractual Inflation			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

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

City Leisure

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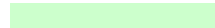
Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
Base Budget		3,623	3,006	2,841	2,701	Total	2012-13	2013-14	2014-15	2015-16
Fees and Charges										
1	Parks	Deliver tennis coaching / tennis contracts for coaches to hire our courts	(5)							
2	Sports Dev	Commission Sports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

City Leisure

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)		(4)	(3)					
23	Parks	Oxford in Bloom Remove budget for OiB however continue to operate OiB using sponsorship and donations		(3)	(3)					
24	Parks	Review the management of Horspath Sports Park			(10)					
Total Efficiencies			(57)	(78)	(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							

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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

131

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											

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People and Equalities

133

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	M	(20)	(20)	(18)				
Total Fees and Charges			(20)	(20)	(18)					
Efficiencies										
2	Employee Services	Withdraw South East Employers subscription	L	(6)						
3	Payroll	Revise mileage rates down to HMRC rates (will need to be a saving allocated across all services)	M	(40)						
4	L & D	Rebase training budget on the per capita spend	L	(21)						
Total Efficiencies			(61)	(6)						
Service Reduction										
5	Employee Services	Implementation of e-recruitment module	L	(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		2,582	2,505	2,456	2,451					
Fees and Charges										
1 Legal Services	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).	(5)	(5)	(5)	(5)					
Total Fees and Charges		(5)	(5)	(5)	(5)					
Service Reductions										
2 Democratic Services	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.	10								
3 Support team	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.				(28)	1.0			1.0	
4 Democratic Services	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.	(21)				1.0	1.0			

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Law and Governance

135

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									

General Fund Budget Proposals 2012-13 to 2015-16

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City Regeneration

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City Development

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Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	FTE Impact			
			1,113	986	865	827		2012-13	2013-14	2014-15	2015-16
Base Budget Fees and Charges											
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

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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					
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

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	L		(24)			1.0		1.0		
2 Safer Strat and Ops	L			(43)	(19)	1.0			1.0	
3 Safer Strat and Ops	L	(16)	(16)							
Total Service Reductions		(16)	(40)	(43)	(19)	2.0	1.0	1.0		
Efficiencies										
4 Communities and Neighbourhoods	L	(10)	(10)	(10)						
5 Communities and Neighbourhoods	M	(10)	(10)	(10)						
6 Housing Strategy	L	(43)				1.0	1.0			
7 Housing Strategy	L	(8)								
8 Safer Strat and Ops	M	(30)								
9 Safer Strat and Ops	M	(30)								
10 Safer Strat and Ops	M	(10)								
11 Safer Strat and Ops	M	(10)								
12 Housing Needs	M		(36)			1.0		1.0		
13 Housing Needs	M	(31)				1.0	1.0			
14 Housing Needs	M		(67)			2.0		2.0		

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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.			(36)		1.0			1.0	
16	Housing Needs	Reduction of Supplies & Services budgets	(10)	(10)	(10)						
17	Housing Needs	Deletion of half officer post - Allocations as online forms deliver further efficiencies									
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					

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 New Savings Proposed

Finance and Efficiency

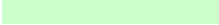
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Finance

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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														M	(5)	(20)																
2	Internal Audit	Oxfordshire County Council to pick up the provision from Dial-a-ride services														L	(66)																	
Total Service Reductions		(71)				(20)																												
Efficiencies																																		
3	Accountancy	Reduction in Supplies and services budget across the Service														L	(7)																	
4	Corporate Finance	Audit of grant claims by External Audit. Assumes reduced error rate. Dependant in part on future changes to DwP inspection requirements														L	(7)																	
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														M		(61)																
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														M	(11)	(10)	(4)															
7	Corporate Finance	Reduction in bad debt provision budget as a consequence of improved collection through increased use of direct debits														M		(15)																
8	Investigations	Reduce management overheads as part of restructure 0.5 fte														M	(20)						0.5	0.5										
9	Investigations	Tenancy fraud grant														L	(80)																	
10	Accountancy	Reduction in posts resulting from self service														H	(40)						(40)											
11	Accountancy	Implement Purchase to Pay to automate commitment accounting and payment processing. Saving in temporary posts														H		(25)	(30)															
12	Accountancy	Project Accountant deletion of vacant post following restructure														M	(60)																	
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														L	(100)																	
14	Revenues	Implement Purchase to Pay to automate commitment accounting and payment processing - one off growth														L	(70)																	

Finance

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 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

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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

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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											

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City Services

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Environmental Development

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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			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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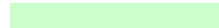
Proposal		H/M/L	2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	Total	FTE Impact			
								2012-13	2013-14	2014-15	2015-16
Base Budget			734	492	239	(465)					
Contractual Inflation											
1	Building Services	Materials 5% in 2012/13 and 2% per annum thereafter	85	36	36	37					
2	Motor Transport	Materials 5% in 2012/13 and 2% per annum thereafter	65	27	28	28					
Total Contractual Inflation			150	63	64	66					
Fees and Charges											
3	Off Street Parking	2012-13 represents income generated from charging at the Council's Park and Ride sites make a full contribution towards overheads, 2014-16 represents an inflationary uplift in overall car parking charges	M	(250)	(65)	(66)					
4	Off Street Parking	Harcourt House - Alternative to St Clements Street Parking	M		(60)	60					
5	Waste and Recycling Domestic	2012/13 shows 30k surplus brought forward from 2011/12 together with 5% on going increase in charges	M	(45)	(16)	(16)	(16)				
6	Waste and Recycling Domestic	A charge of £25 for third and subsequent visits to prevent abuse of the system	L	(5)							
7	Waste and Recycling Trade	Trade waste price increased to show an 8% uplift in fees in 2012-12, this uplift relates to changes in the VAT rules. For the following two years 5% increase as maximum capacity will be reached at this point.	M	(180)	(90)	(90)					
8	Building Services	Increased net contribution from further work being obtained from Corporate Assets and supplemented in later years from external contracts	M	(181)	(77)	(77)	(81)	(18.0)	(9.0)	(3.0)	(3.0)
9	Engineering	Increased contribution due to additional work load from both the City & County Council anticipated from 2012/13 and followed by an assumed growth rate of 2% per annum	M	(180)	(20)	(20)	(20)				
10	Local Overheads	Various income generating schemes e.g. Gas servicing and maintenance, MOT Cat 1 Large Vehicle, servicing and MOTS	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	Route Optimisation (Fuel)	L	(30)							
12	Waste and Recycling Trade	Trade waste food tipping charges	L	(40)	(40)	(40)					
13	Street Scene	Savings arising from move to single Street scene function and introduction of two hand operated automated street sweepers	L	(50)				2.0	2.0		

Direct Services

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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		
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													
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										

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

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City Leisure

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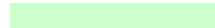
Proposal		2012-13 £000s	2013-14 £000s	2014-15 £000s	2015-16 £000s	FTE Impact				
Base Budget		3,623	3,006	2,841	2,701	Total	2012-13	2013-14	2014-15	2015-16
Fees and Charges										
1	Parks	Deliver tennis coaching / tennis contracts for coaches to hire our courts	(5)							
2	Sports Dev	Commission Sports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

City Leisure

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					(310)	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					
Total Contractual Inflation					(2)					
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		(2)	4					
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					

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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									

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Chief Executive

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Policy Culture and Communications

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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			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	(1)	(4)	(9)	(12)					
2	Culture	Carfax Tower Annual fee increase	(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	(30)	(60)	(16)	(20)					
4	Culture	Extra revenue generated by increased marketing activity - Culture	(5)	(3)	(2)	(2)					
5	Culture	Poster Boards - this is driven by an invest to save bid (proposal 10)	(8)	(15)	(12)	(5)					
6	Communications	Seek partnership funding for cross boundary partnership working		(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				(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	(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	2013-14	2014-15	2015-16	FTE Impact				
		£000s	£000s	£000s	£000s	Total	2012-13	2013-14	2014-15	2015-16
12 Town Hall and Museum		(50)								
13 Culture		100	(100)							
14 Culture		2	(2)							
Total Pressures		52	(78)							
New Investment										
15 Culture		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										

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People and Equalities

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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
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										

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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

Base Budget Fees and Charges

H/M/L 2,582 2,505 2,456 2,451

1 Legal Services	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).
------------------	--

L	(5)	(5)	(5)	(5)				
---	-----	-----	-----	-----	--	--	--	--

Total Fees and Charges Service Reductions

(5) (5) (5) (5)

2 Democratic Services	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.
3 Support team	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.
4 Democratic Services	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.

L	10							
L				(28)	1.0			1.0
L	(21)				1.0	1.0		

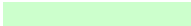
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Law and Governance

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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 Reduction of direct support for emergency planning function. Discussions to be held with County Council on how emergency planning could be done more efficiently. Listed as a service reduction because outcome is likely to be that less emergency planning work is done by the City Council.	(24)				0.5	0.5			
6	Corporate Secretariat This saving relates to a proposed reduction in P.A. support by 0.5 FTE within the corporate secretariat.	(18)				0.5	0.5			
Total Service Reductions		(53)	0	0	(28)	3.0	2.0	1.0		
Efficiencies										
7	Democratic Services This saving relates to potential future efficiencies arising from the roll-out of modern.gov which is the electronic committee management system purchased and installed in 11/12.				(4)					
8	Democratic Services This saving relates to an increased use of on-line electoral registration. On line registration is only permitted in law if the household details are unchanged. There is an estimated saving of £200 for every additional 1,000 households registering online.				(1)					
9	Legal Services Reduction of 0.6 FTE lawyer. Planned retirement. Bringing forward to an earlier year will incur redundancy costs that would otherwise not be payable and will significantly hamper completion of the voluntary registration of the Council's title to land. Conditional on employee electing to retire..		(30)			0.6		0.6		
10	Support team This saving relates to the deletion of a supervisor post with the Law and Governance support team. The saving was scheduled for 13/14 but has been brought forward to 12/13 as the post is presently vacant. This only represents a recurring efficiency if one off transformation funding for the scanning and indexing of the Council's title deeds is secured.	(32)				1.0	1.0			
11	Member Services Reduction in mileage allowance for members	(1)								
Total Efficiencies		(33)	(30)	0	(5)	1.6	1.0	0.6		
Invest to Save										
12	Legal Services Time Recording system: Replacement of existing system	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	Total	FTE Impact			
						2012-13	2013-14	2014-15	2015-16
 New Savings Proposed									

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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

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	65.00	65.00	0.00	0
In addition to the fixed fee, transport, kenneling and vets fees (if applic) recharged at cost.				
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)
<u>Refuse, Recycle & Motor Transport</u>	£	£	£	%
<u>Outside Scope for VAT</u>				
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	
215	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				
	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

Oxford City Council Budget Refresh 2012/ 2013: Equality Impact Assessment screening

APPENDIX 9

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: 8 February 2012

Report of: Finance and Performance Panel

Title of Report: Consultation Budget and Medium Term Financial Strategy 2012 - 2016

Summary and Recommendations

Purpose of report: To present the conclusions and recommendations of the Scrutiny Budget Review Group (RG) on the Consultation Budget and Medium Term Financial Strategy 2012-2016

Key decision? No

Scrutiny Lead Member: Councillor Seamons

Executive lead member: Councillor Turner

Policy Framework: The Councils Corporate Plan

Recommendations

Recommendation 1

Based on organisational performance to reduce the contingency set against the non delivery of all budget reductions and increases in income to 50% for those categorised as high risk.

Recommendation 2

To publish to the RG the model used to produce the homelessness contingency along with what it is likely to be spent on if needed.

Recommendation 3

To reclassify to low risk the new income in Direct Services in 15/16 and Environmental Development from 13/14 onwards.

Recommendation 4

To welcome the new levels of general balances proposed as a better balance between prudence and spending.

Recommendation 5

To see as soon as possible the detail of the models that have been used to produce the budget adjustments for the withdrawal of; the housing benefit administration grant and the service requirement to be assured that they complement each other

Recommendation 6

To consider in the coming year the effects on the customer services outlet and the call centre of the transfer of benefits to the DWP. To reflect this in future budgets.

Recommendation 7

To maintain an open mind on the administration of the Council Tax benefit scheme to ensure that nothing is ruled out and the best possible value for money is achieved.

Recommendation 8

To express disappointment that partners are not contributing to the upfront costs of the delivery of the Olympic Torch Celebration and ask the Board Member to raise this at least with the 2 Universities and the County Council.

Recommendation 9

To request that the Board Member considers with the RG information being prepared by officers on apprenticeships and to decide if the scheme as currently outlined presents the best opportunities for employment and training for young people in the City.

Recommendation 10

For the RG to review the broad scoping of the Educational Attainment Improvement Project as soon as possible (April/May?) and in particular the mechanisms for focus and project selection as soon as they are available.

Recommendation 11

To review at the end of the first year the investments made by the City Council and those made by the County Council in City Schools alongside progress against expected outcomes/milestones.

Recommendation 12

For the RG to review the broad scoping of the Youth Services Provision as soon as possible (April/May?) and the detailed mechanisms for focus and project delivery as soon as this is available.

Recommendation 13

That a more simplistic approach is taken to the spending of money for free swimming rather than the complex measures and considerations of health and wellbeing discussed. The RG suggestion is that the money is used to teach "x" number of children from areas of deprivation to swim confidently who would otherwise not learn.

Recommendation 14

For the organisation to consider all new investments as they relate to regeneration and young people together to provide for a coordinated steer, efficient use of resources and sound governance arrangements.

Recommendation 15

For scrutiny to be part of arrangements to monitor delivery and outcomes.

Introduction and Background

1. The Budget Review Group (RG) this year consisted of Councillors Seamons, Brown, Rowley and Williams with Councillor Seamons taking the lead. The RG would like to thank officers and members for their help and co-operation and hope that members find their comments and recommendations helpful.
2. The RG lines of inquiry were as follows:

Setting the budget

- Are service budgets contained within the planned spending limits agreed within the MTFs agreed in February 2011-2016
- Are contingencies, earmarked reserves and general balances set within reasonable assessments of risk and potential
- The effect and level of risk of new budget reductions and adjustments

New Investment

- The plans for new investment in particular the outcomes set. Do these represent good value for money
3. The RG considered the consultation budget and associated issues in detail and asked a series of questions for written response and discussion at meetings. The full detail of questions and answers is available from the report author

Pat Jones – Principal Scrutiny Officer
Email: phjones@oxford.gov.uk
Tele: 01865 252191

Conclusions and recommendations**4. Contingencies and General Reserves**

Allowances in contingencies have risen compared to those projected last year. The RG welcomes the application of risk judgements to new income and service reductions to provide for a more universal consideration of budget reduction risk in contingencies for the future.

5. In considering whether the contingencies overall had been set in a robust way the RG makes the following observations:

- All saving (with only small exceptions) in 2011/2012 are being delivered without any adverse tensions reported through financial monitoring and performance management reporting. This robust performance seems set to continue as the majority of reductions were set last year and have been reviewed for deliverability. This brings the 80% allowance for high risk savings into question.
- The homelessness provision has been reduced on that predicted last year but still remains at £650k. In the current year only a very small proportion of the contingency has been earmarked for spending on housing benefit top up payments with the service operating within budget despite highlighting considerable difficulties.

The RG recognises that welfare benefit changes yet to come have the potential to further exacerbate difficulties but the modelling done to produce this contingency is not clear to the RG. This is a large contingency and the RG understands the issues around housing and why an amount in reserve is needed. What isn't clear is what this money may be spent on and how judgements around risk and potential have been modelled. For such a large amount the RG wants to be clear that the level is "right".

- The RG did not review all budget reductions but of those considered a couple seemed set too high based on the written and verbal responses given:
 - The new income, brought forward to 13/14, linked to changes in licensing powers under consideration is marked as high risk. The Head of Service was confident of enactment and said he had set the potential amount that could be raised at a very cautious level. High risk seemed too high a judgement based on the response
 - The new income in Direct Services of £150k in 15/16 is marked as medium risk because it can only be delivered if facilities exist to do the vehicle work proposed. The Head of Service was very confident of the market gap and his service ability to fill that gap. This along with the new depot being a planning reality rather than a wishful thought seemed to pose no risk for this additional income.

6. The level of general reserves project to 15/16 is significantly lower than proposals last year. The RG welcomes this reduced amount as it provides for a better balance between prudence and spending. The movement of money for use within the capital pot is prudent.

Recommendation 1

Based on organisational performance to reduce the contingency set against the non delivery of all budget reductions and increases in income to 50% for those categorised as high risk.

Recommendation 2

To publish to the RG the model used to produce the homelessness contingency along with what it is likely to be spent on if needed.

Recommendation 3

To reclassify to low risk the new income in Direct Services in 15/16 and Environmental Development from 13/14 onwards.

Recommendation 4

To welcome the new levels of general balances proposed as a better balance between prudence and spending.

7. Service effects of changes in housing benefits

The potential effects of welfare benefits changes within communities have been considered and allowances made within the budget. The effects on the benefits service of the phased merger of housing benefit into universal credit are not obvious from the consultation budget. On questioning the model used to quantify these changes was outlined and subsequently a breakdown of an aggregate line quantifying this model over the life of the change was provided.

8. The model outlined was well considered by professional officers. The budget adjustments provided for were outlined within 2 lines:

- Housing Benefit and Council Tax Administration Grant
- Housing Benefit and Council Tax Administration Staff Savings

The RG expected to see some correlation between the withdrawal of administration grant and the reduction in service requirements as both models are based on case load. This was not obvious.

9. A considerable number of callers both to the call centre and the customer service centre have housing benefits inquiries (15% and 40% respectively). The budget assumes no change in demand at either. Whilst it seems reasonable to assume that inquiries will not decrease at the same rate of transfer of service it seems unreasonable to assume no change in demand given the scale of customer inquiries.
10. The RG noted from responses that planning for the Council Tax scheme and the administration of this is underway. The obvious economy of scale difficulties of delivering a scheme are noted in the budget report. The RG was disappointed that partnership working has been ruled out because it is unlikely that surrounding authorities

will agree similar schemes. The RG would have wanted to see all possibilities to reduce administration costs seriously considered even if this meant the administration of more than one scheme within a group. Given the complex nature of the delivery of the current benefit scheme it seems reasonable to assume that systems and staff experienced in this area are up to this job.

Recommendation 5

To see as soon as possible the detail of the models that have been used to produce the budget adjustments for the withdrawal of; the housing benefit administration grant and the service requirement to be assured that they complement each other

Recommendation 6

To consider in the coming year the effects on the customer service outlet and the call centre of the transfer of benefits to the DWP. To reflect this in future budgets.

Recommendation 7

To maintain an open mind on the administration of the Council Tax benefit scheme to ensure that nothing is ruled out and the best possible value for money is achieved.

11. Celebrating the Olympic Torch relay in Oxford

The RG saw a detailed breakdown of the costs associated with the delivery of the event to accompany the Olympic torch when it comes to Oxford. Officers are making good efforts to balance the production of an event that matches the historic nature of the occasion and contain costs. It is still however a large amount of money even with some of our partners providing contributions in kind. This is an event for Oxford not just for the City Council and it was disappointing to note that our partners are not contributing upfront to the overall cost.

Recommendation 8

To express disappointment that partners are not contributing to the upfront costs of the delivery of the Olympic Torch Celebration and ask the Board Member to raise this at least with the 2 Universities and the County Council.

12. New Investment in Apprenticeships

This is an initiative set at providing work, experience and training through apprenticeships for about 5 local young people. The Council already has a scheme to provide apprenticeships through direct employment and via procurement contracts. In considering our area of direct influence it was noted that only 1 out of 11 of the current apprentices is a local young person. The RG has asked for further information on why this is, what the issues are, what we can do to better target this to City youngsters. This is currently being prepared

by officers for consideration by the RG but based on current actions and outcomes it seems unlikely that this initiative will significantly benefit the target group outlined.

Recommendation 9

To request that the Board Member considers with the RG information being prepared by officers on apprenticeships and to decide if the scheme as currently outlined presents the best opportunities for employment and training for young people in the City.

13. New Investment in Educational Attainment

The reasons and evidence for wanting to support an improvement in the educational attainment of children and young people in the City is obvious and beyond question. The “project”, at the time of writing, is not developed and so judgements about the value to those in education from our actions are difficult to judge. The Lead Member talked with enthusiasm about what might be done and some of the key drivers for achieving this. He did however recognise the City Councils inexperience in this field and the importance of sound advice and support in development.

14. What seemed self evident based on discussions is:

- The money is limited so focus and mechanisms to provide for this are crucial
- Our ambition and the interpretation of this into outcomes should be clearly articulated upfront and linked to pupils rather than processes and projects. All actions we take should be clearly linked back to this
- To further emphasis the point above as much of the money as possible should be spent on children and young people and not on supporting partnership arrangements and bureaucratic systems
- The choice and role of an advisor is crucial. We need a good understanding of issues, potential and what works so we are able to advise on and recognise bids that will make the most difference to individual pupils.
- To get the best and most timely outcomes we need good partnership working with the County Council and more importantly schools. This partnership building needs to begin now.

15. The money will compliment a strand within the County Councils newly publish Strategic Plan for Education. We need to be clear that this money will not displace funds that the County Council would have spent in City schools through this strand but instead adds to it. It was the Board Member’s view that this was not likely but the RG wished to see the mechanisms for the allocation of funds in both authorities and the awards of grant in the first year to be convinced of this.

Recommendation 10

For the RG to review the broad scoping of the Educational Attainment Improvement Project as soon as possible (April/May?) and in particular the mechanisms for focus and project selection as soon as they are available.

Recommendation 11

To review at the end of the first year the investments made by the City Council and those made by the County Council in City Schools alongside progress against expected milestones/outcomes.

16. New Investment in Youth Services

This is a significant investment over the life of the budget to provide for an open access programme of youth activities across the City. The programme isn't scoped yet so the RG was not able to see the match of need to service provision so isn't able to offer an opinion on the value of outcomes to target groups. The Board Member and officers showed a good understanding of the need to not simply "plug gaps" but to understand needs, know what works, compliment current successful programmes and provide for good outcome measurements so that the value of our provision to the young people served can be judged and adjusted.

17. Sustainability of programmes is important to ensure that successful projects have a life within communities beyond the funding of the City Council and the RG hoped that in planning this would be a key feature. Similarly the levering of money and support from and through other agencies, the voluntary sector and communities will contribute to this and it is hoped that this will be significant within the scoping.

Recommendation 12

For the RG to review the broad scoping of the Youth Services Provision as soon as possible (April/May?) and the detailed mechanisms for focus and project delivery as soon as this is available.

18. New Investment in Free Swimming

The initiative as outlined by the Board Member is to get more young people active. As with the other new initiatives for young people scoping hasn't been done so the detail of focus, delivery and the measures of success were not clear to the RG. Officers talked about targeting schools in need of support, measuring footfall, considering indices of deprivation, health and well being and complimenting successful programmes underway. Additional funds are expected to be levered in by partnership working. It was outlined that successful outcomes in this area are hard to formulate and measure.

19. The observations made by the RG in considering responses are:

- Working in partnership with others to potentially lever in additional funds is sensible.
- Given the thrust of the investment why is it limited to swimming? It is accepted work is underway in other sports but the “free banner” gives a significant lever to participation and swimming may not be the sport of choice for all young people.
- To reach the young people we are aiming to engage we need to improve our outreach and engagement work. Increased participation from specific communities and groups is part of the leisure contract and we need to be clear not to use this investment to deliver on issues that are part of our current contract with Fusion.
- It was identified that possibly only 1 primary school does not have swimming as part of their curriculum. The issue is more likely to be the additional family support needed to complement this limited school activity and turn children into confident swimmers. The possible focus on schools needs to be changed to a focus on families (possibly identified through schools)
- This is a relatively small amount of money but we need to be sure it is getting to the right people. Outcome measures must be developed to identify this.

20. The RG at the very least wants to be sure that the investment is reaching the young people we are targeting and would prefer a more simplistic approach to measures than the complex considerations of health and wellbeing discussed. The suggestion is that the money is used to teach “x” number of children from areas of deprivation to swim confidently who would otherwise not learn.

Recommendation 13

That a more simplistic approach is taken to the spending of money for free swimming rather than the complex measures and considerations of health and wellbeing discussed. The RG suggestion is that the money is used to teach “x” number of children from areas of deprivation to swim confidently who would otherwise not learn.

21. Investment in Young People Overall

In considering presentations from Board Members and officers on their outlines and hopes for projects within which new investment will be spent, it was obvious that projects share some similar:

- Regeneration Issues
- Target groups
- Interventions

- Expected outcomes.

It is suggested that some oversight of projects at the planning, delivery and outcome stage happens to be sure that we are not duplicating effort, have complimenting programmes and outcomes and are getting the most across all the investments rather than just the individual tranche.

Recommendation 14

For the organisation to consider all new investments as they relate to regeneration and young people together to provide for a coordinated steer, efficient use of resources and sound governance arrangements.

Recommendation 15

For scrutiny to be part of arrangements to monitor delivery and outcomes.

Director and Board Member Comments

22. Comments at the meeting.

Name and contact details of author:

Pat Jones on behalf of the Value and Performance Scrutiny Committee
(Finance and Performance Panel)
Principal Scrutiny Officer
Law and Governance
Tel: 01865 252191 e-mail: phjones@oxford.gov.uk

List of background papers:

Version number: 2

Full Council Meeting

20th February 2012

**Volume 2
Items 13-28**



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To: City Executive Board / Council

Date: 8th February 2012/20th February 2012

Report of: Head of Policy, Culture & Communications

Title of Report: CORPORATE PLAN 2012-17

Summary and Recommendations

Purpose of report: To introduce the Corporate Plan 2012-2017 which has been amended in the light of community consultation and to summarise the outcomes of consultation on the plan

Key decision: Yes

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2012-17

Recommendation(s):

That the City Executive Board recommend to Council the adoption of the Corporate Plan 2012-2017.

Background

1. The Corporate Plan is the City Council's key strategic document. This Corporate Plan updates and takes forward the key themes of the plan that was agreed by Council last year. It sets out the strategic direction of the Council over the next five years.
2. The City Council's corporate plans over the last three years have affirmed the Council's ambition – developed with our partners, including business, community organisations, the health and education sectors and the County Council – to make Oxford a world-class city for everyone. They have also affirmed our plans for transforming the way that the Council performs.

This year's plan

3. This Corporate Plan retains the structure of the plan that was agreed by Council last year. The information within it has been updated and rolled forward. The plan sets out the progress that the Council has made in delivering against its priorities over the last twelve months and set out its areas of focus for the coming year.

4. The City Council has moved to a five-year budgeting and planning cycle and this is reflected in this Corporate Plan.
5. We remain committed to our core ambitions of building a world class city for everyone and continuing to transform our own performance. The City Council's priorities for the next four years are:
 - A vibrant and sustainable economy
 - Meeting housing needs
 - Strong and active communities
 - Cleaner greener Oxford
 - An efficient and effective council.
6. Within the context of these overarching priorities, the key themes in the Corporate Plan are as in last year's plan:
 - Investing in Oxford's future
 - protecting vulnerable communities
 - Strengthening community engagement
 - Embedding the principles of sustainability and carbon reduction
 - Providing leadership to the city
7. The plan retains the significantly reduced number of measures that were agreed last year on the grounds that these accurately reflect our high-level strategic ambitions.
8. This plan stresses that many of the key issues that are important to the well-being of our city and its people are beyond the direct control of the City Council. A vigorous and committed partnership approach is required if these issues are to be successfully addressed.

Risk implications

9. The delivery of the Corporate Plan depends on the delivery of the budget, which carries its own risk assessment. The Corporate Plan is an overarching strategic document, which is underpinned by a series of policy and strategy documents. Details of projects and actions which contribute to the delivery of corporate priorities will be found in the Council's service plans and other delivery plans. Risk assessments against these projects and actions will be found in those documents.

Equalities implications

10. An equalities impact assessment is attached. The City Council's overriding concern in formulating its budget and Corporate Plan has been to protect vulnerable communities.

Consultation

11. Annex 1 sets out a summary of the consultation results. The consultation shows a high level of support for the City Council's policy objectives. The budget consultation, published separately with the budget

report, shows widespread agreement with the individual elements of the budget. Elected members, City Council staff, and stakeholders in the city offered some helpful and supportive comments which have been incorporated into the plan and which have improved it. These are indicated through track changes in the plan.

Publication and Distribution

12. The plan, when finally published, will be designed in the same accessible style as in previous years.

13. The Corporate Plan will be distributed in the following ways:

- The full-length document will be published in PDF format on our website. A link to this PDF will be forwarded to all Councillors, key stakeholders, staff and libraries.
- A summary leaflet version of the plan will be produced and distributed to all Councillors and all members of staff. Copies will be available for further distribution at Council outlets and elsewhere. A PDF of the summary version will also be posted on the website.
- A highlight summary will be included in *Your Oxford*.

Name and contact details of author:

Peter McQuitty,
Head of Policy, Culture & Communications,
01865 252780, pmcquitty@oxford.gov.uk
Version number: 1

Annex 1

Consultation response to the draft Corporate plan 2012 to 2017

Final report: 23rd January 2012

Introduction

The consultation on Oxford City Council's draft corporate plan was carried out with the consultation on the draft budget and ran from 16th December 2011 to 20th January 2012.

The consultation timing was dictated by the date of the release of the draft budget for consultation (8th December 2011) and the need for results to be available by 25th January 2012 to inform the Council discussion on 8th February 2012.

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.

Overall we have received 327 responses to the budget consultation including:

- 290 responses from the Talkback panel.
- 10 responses to the newspaper advertisement.
- 3 responses via the printed leaflet.
- 24 responses via the online questionnaire

This report includes the responses to the questions relating to the draft Corporate plan. The responses to the draft budget are included in a separate report.

Overall results

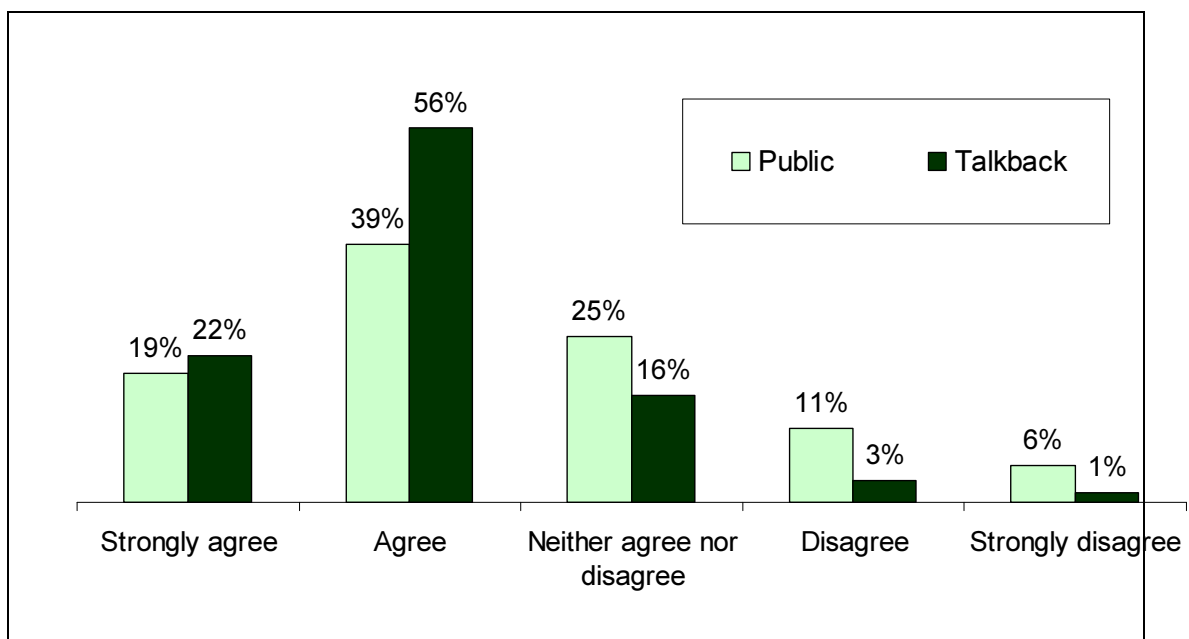
The majority of respondents (76%) agreed or strongly agreed with the priorities as set out in the draft corporate plan.

Question:1 How far do you agree or disagree with the priorities as set out in our draft Corporate Plan

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total	Don't know / no response
Public*	7 19%	14 39%	9 25%	4 11%	2 6%	36 100%	1
Talkback	60 22%	153 56%	44 16%	9 3%	4 1%	271 100%	19

	Agree and strongly agree	Disagree and strongly disagree	Net agree
Public*	58%	17%	42%
Talkback	79%	5%	74%
Total	76%	6%	70%

*newspaper, online survey and paper leaflet



Annex 2

Equalities Impact Assessment

Corporate Plan 2012-2017

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

The Corporate Plan is the City Council's key strategic document. This Corporate Plan updates and takes forward the themes in the plan that was agreed by Council last year. It sets out the strategic direction of the Council over the next five years.

It is subject to an annual review and is directly relevant to the Section 149 general Equality Duty for the public sector under the Equality Act 2010 where public bodies must specifically show due regard to the need to:

- Eliminate unlawful discrimination, harassment or victimisation and any other conduct prohibited by the Act:
- Advance equality of opportunity between people who share a protected characteristic and people who do not; and
- Foster good relations between people who share a protected characteristic and those who do not

The protected characteristics covered by the Equality Duty are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership (Note: only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race (including ethnic or national origins, colour or nationality)
- Religion or belief (including the lack of belief)
- Sex
- Sexual orientation

The Corporate Plan sets out the significant challenges and opportunities that Oxford presents as a city:

- Ethnically and culturally diverse with the third highest minority non white ethnic population in the south east at approximately 19.6% and an estimated 8% of white non-British residents
- 19.3% residents were born outside the UK
- Experienced population growth of 13.4% over the last decade
- House prices are nearly 10 times average earnings
- A social housing waiting list of approaching 6000

- 12 of its 85 “super output areas” are among the 20% most deprived areas in England
- Nearly one-quarter of Oxford’s children (5,000) live in poverty, 3,000 people of pensionable age and 9,000 people of working age
- Has the highest proportion of students at 26% (32,000 full time students) of the working age population
- Although only 1:10 16-24 year olds are not in education, education or training (amongst the lowest in the country) 1:5 are unemployed (close to the national average)

The Corporate Plan 2012-17 sets out the ways in which the Council will continue with, and expand upon, its on existing work programmes in order to address these challenges. It reinforces and will be supported by the Council’s refreshed 2012-2015 Corporate Equality Scheme.

The last external Audit Commission report on the Council’s equalities work in 2009 stated that:

“The Council has achieved real improvements for vulnerable communities over the last five years, with a range of physical, economic and social projects. Leadership is effective in promoting equalities and diversity externally. It provides long term financial support to voluntary groups to build capacity and there are positive examples of engagement with the local community which work well. The Council promotes community cohesion and gives commitment and support to events in the City which help the understanding and engagement of differing sectors of the community.”

The Corporate Plan sets out the ongoing ambition of the Council to reduce the extent of inequality and to improve the lives of the most vulnerable members of our community. It sets out a firm commitment to:

- improve equality and diversity
- ensure that services are fully accessible to all community groups
- ensure that work programmes are scoped to continue to target and protect the most vulnerable people in our communities.

The City Council’s overriding concern in formulating its Corporate Plan and budget has been to protect vulnerable communities.

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 Corporate Plan 2012-2017 sets out the Council's priorities for action over the next five years which will combine to invest in Oxford's future to create a world class city for everyone. This ambition is undiminished.

The Plan has five key priorities:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner, greener Oxford
- An efficient and effective Council

Our guiding principles in constructing the budget were to:

- Invest in Oxford's future, e.g. by delivering physical regeneration projects – Barton, Cowley and Northway, Blackbird Leys Pool – in order to deliver new housing and create jobs
- Protect vulnerable communities, e.g. by improving the quality of Council housing and houses in multiple occupation in the private rented sector, and reducing the numbers of people in temporary accommodation;
- Embed the principles of sustainability and carbon reduction. These principles are at the heart of everything that the Council does and cut across all our corporate priorities.

These resource commitments are supported by 10 corporate Equality Objectives and 20 headline measures (four within each priority, with the 13 key measures with equalities implications in bold):

A vibrant sustainable economy:

- **Increase the number of apprenticeships, training places and jobs created through Council investment projects and other activities from 47 in 2011/12 to over 900 by 2014/15;**
- Increase the percentage of top 20 employers in the city who agree that the City Council is business friendly;
- **Increase City Council spend with local businesses from 40% in 2011/12 to 42% by 2014/15;** and
- Attract 500,000 visitors annually to the Oxford Tourist Information Centre and use variations on this figure to track peaks and troughs and their causes.

Meeting housing need:

- **Improve the percentage of Council tenants satisfied with our landlord services from 80% in 2011/12 to 87% in 2014/15;**
- **Increase the number of individual HMOs subject to agreed licence provisions from 1400 in 2011/12 to 4000 in 2014/15;**

- **Deliver a programme of new homes at Barton; and**
- **Reduce the number of households in Oxford in temporary accommodation from 130 in 2011/12 to 50 in 2014/15.**

Strong and active communities:

- **Improve satisfaction with our neighbourhoods from 90% in 2011/12 to 92% in 2014/15;**
- Increase the percentage of Oxford's population volunteering from 27% in 2011/12 to 30% in 2014/15;
- **Increase the percentage of adults taking part in sport as measured by Sport England's Active People Survey from 28.6% in 2011/12 to 32.6% in 2014/15; and**
- **Increase the number of young people attending our Holiday Activity programme from 1,000 in 2011/12 to more than 1,000 in 2014/15**

Cleaner, greener Oxford:

- Reduce the city's carbon footprint, measured against the milestones agreed by the Low Carbon Oxford partnership;
- Reduce the amount of residual household waste collected per household per annum and sent to landfill from 464kg in 2011/12 to 450kg in 2014/15;
- Increase satisfaction with our street cleaning from 70% in 2011/12 to 75% in 2014/15; and
- **Increase the number of enforcements carried out as a result of environmental offences from 660 in 2011/12 to 730 in 2014/15**

An efficient and effective council:

- **Increase satisfaction with customer contact by those who have used Council services over the last 12 months from 65% in 2011/12 to 77% in 2014/15;**
- **Reduce the cost of delivering Council services per resident from £172 in 2011/12 to £162 in 2014/15;**
- **Deliver efficiency savings of £6m in 2011/12 and over £9m by 2014/15; and**
- Achieve basic IIP in 2011/12 and achieve silver level IIP in 2014/15

All stakeholders within the City (including residents, visitors, customers, businesses, strategic partnerships, and elected representatives) benefit directly from the implementation of the plan and detailed outcomes are set out in the plan itself against all the key objectives.

The respective actions noted are embedded within annual service planning and performance is monitored through directorate meetings, wider leadership team, performance boards, two scrutiny committees and City Executive Board.

The Corporate Plan has specific actions around providing opportunities for young people. The differential impact resulting from providing new

opportunities reflects the need to engage more effectively, tackle social inclusion and address (as far as possible) employment through apprenticeships and other initiatives. The Council will also address issues around social marginalisation and anti social behaviour in order to have a positive impact on the fabric of neighbourhoods.

A notable differential impact surrounds the issue of socio economics and poverty (removed from the Equality Act 2010) as the Corporate Plan has comprehensive actions around increasing the number of affordable homes within the city (either through rental, low cost or social housing provision). This will directly enable those who are unable to secure decent housing at an affordable cost and as such is a defendable differential but positive impact.

It should be noted that the Council previously set a corporate programme containing 5 core objectives that were supported by equality impact assessments at service level and service level equality indicators that were reported on and tracked via the CorVu performance management system. A programme of 185 service level and corporate strategic assessments were carried out between 2008-2011 and all key strategies underpinning the 2011-2015 Corporate Plan have undergone EqlAs and wider public consultation in 2011 where all groups had the opportunity to comment on the plan. A forward plan of all policies which require an EqlA is posted on the Council website.

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 consultation period will begin on 8th December, following City Executive Board approval on the 7th December. The consultation will last for four weeks. A draft amended in the light of consultation will come back to City Executive Board on 8 February and proceed to full Council on 20 February. Consultation will consist of:
 - A Talkback survey, using the Council's representative citizens' panel.
 - A website survey
 - Website link sent to key stakeholders and community groups, including groups representing disabled people
 - An item in the Oxford Mail directing people to the web link.
 - Scrutiny Committees (should they wish to do so).

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

The changes made to the Corporate Plan as part of the review process strengthen and enhance the Council's commitment to maintain the quality and access to its services.

- Investing in Oxford's future
 - delivering physical regeneration projects – Barton, Cowley and Northway, Blackbird Leys Pool – in order to deliver new housing and create jobs
 - maintaining and improving on the Decent Homes Standard in Council homes
 - completing the play area improvement programme
 - Investing in our sports pavilions so that sporting clubs are encouraged to expand
 - investing in the Town Hall and Museum of Oxford in order to enhance its role as a primary community facility for the city and to provide facilities for the conference and concert markets

Protecting vulnerable communities

- improving the quality of houses in multiple occupation in the private rented sector; and striving to reduce the numbers of people in temporary accommodation
- challenging the cycle of deprivation by strengthening early intervention and other social programmes aimed at children and families as part of a broader campaign to enhance educational attainment
- maintaining and increasing our funding for the voluntary and charitable bodies who provide money and other advice, particularly in areas of the city where need is greatest
- developing an integrated programme of assistance for neighbourhoods whose character is being adversely affected by high levels of private sector renting and entertainment venues
- Maintaining a coherent offer - including culture, sport and community activities - for young people who are at risk of becoming socially alienated

Strengthening community engagement

- embedding Area Forums, Neighbourhood Boards, and Councillor budgets for local projects
- building community capacity for self-help and participation as a way of continuing to improve our neighbourhoods
- building community cohesion by using cultural and other binding events and activities to encourage different community groups to celebrate each other

- continuing to improve our website as a means of encouraging customers to engage with the Council in convenient and cost effective ways
- being open and transparent in all our activities.

Providing leadership to the city

- supporting proactive partnership initiatives such as the Oxford Strategic Partnership, Low Carbon Oxford, and the Local Enterprise Partnership (LEP)
- creating the right environment for economic growth in our area; and the transition to a low carbon economy.

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

The Corporate Plan is reviewed and updated on an annual basis. Progress on implementing the projects and work-streams will be monitored on a monthly basis through team meetings, directorate meetings, Wider Leadership team meetings, and Directors' meetings. Progress is reported to the City Executive Board on a quarterly basis.

Lead officer responsible for signing off the EqIA: Peter McQuitty

Role: Head of Policy, Culture and Communications

Date: 28th November 2011.

CONSULTATION DRAFT

Oxford City Council Corporate Plan 2012–2017

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1. Foreword from the Leader of the Council and the Chief Executive
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4. Your Council: political structure (to be inserted)
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6. Corporate Priorities
 - A vibrant and sustainable economy
 - Meeting housing need
 - Strong and active communities
 - Cleaner greener Oxford
 - An efficient and effective council.
7. Working with others
8. Spending plans 2012-17 (to be inserted after agreement of the budget in February 2012)
9. Conclusion.

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Foreword from the Leader of the Council and the Chief Executive

Welcome to Oxford City Council's Corporate Plan for 2012–2017

The Corporate Plan is the City Council's key strategic document. This plan updates and takes forward the main themes of the plan that was agreed by the Council last year.. It sets out the Council's strategic direction over the next five years. It also highlights key areas of new investment.

The Corporate Plan 2012-17 reaffirms the Council's ambition – developed with our partners, including local business, community organisations, the health and education sectors and the County Council – to make Oxford a world-class city for all its citizens. Our plans to work with those partners to improve educational attainment and youth provision in the city – key factors in enabling our young people to access the labour market and economic and social life chances - represent significant new areas of investment for the City Council.

The Corporate Plan also affirms the next stage of our plans for transforming the Council's operational efficiency. We are increasing our effectiveness in service delivery year on year, and are committed to continuous improvement in high quality services which provide excellent value for money.

Over the last three years we have made significant steps toward realising these objectives. We have made efficiency savings of around £4m a year. Further reductions of £9.5m are planned over the period 2011/12 – 2014/15. £5.9m of the total savings relate to the delivery of further efficiencies across the organisation. A further 2% reduction will be made thereafter up until 2016/17. At the same time as improving efficiency we have also improved performance across 84% of our indicators.

Over the last twelve months, we have made good progress in delivering our broader aspirations for the city generally and, in particular, for its more deprived communities. We are investing in Oxford's future through a range of capital projects which will create housing, jobs, and an improved quality of life for our citizens.

In the last year we have:

- entered into a joint venture with Grosvenor Estates to build up to 1000 new homes in Barton, and contracted with Green Square to build 100 new homes and two new community centres in Northway and Cowley
- completed the refurbishment of over 50 play areas as part of a £2.5m investment in improving all the city's play facilities
- progressed our plans to build a new, competition standard pool in Blackbird Leys
- opened the Old Fire Station as a combined Crisis Skylight and Arts Centre in November 2011. The facility combines a range of modern and flexible spaces for cultural and arts activities alongside training and support for employment in the creative and hospitality industries
- reduced our city centre office and carbon footprint by transforming St Aldate's Chambers into a modern, flexible working space which can accommodate most of our staff and selling our Blue Boar Street offices; the Ramsay House office space is also on the market
- improved the quality of our website to offer most of our services – including payments - on-line
- created a corporate call centre service with one number for all Council services

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- opened a new, state-of-the art customer services centre in St. Aldate's Chambers where customers can receive answers to queries about all Council services
- invested further in information technology through our customer relationship management and performance management systems. Investment is critical in developing more efficient and timely service delivery.

We have also:

- achieved Investors in People accreditation for the whole Council in May 2011. This reflects the level of staff engagement with our transformation programme
- achieved accreditation in the Equalities Framework for Local Government
- improved employee attendance and reduced sickness absence by 25%.

The Audit Commission's annual assessment of the City Council's performance says: "This is good performance given the economic backdrop and financial pressures". It also confirms that the Council's use of public funds achieves economy, efficiency and effectiveness.

This Corporate Plan sets out details of the progress that we have made across all areas of the Council's work, and sets out our plans for the next four years.

We have delivered these improvements against a backdrop of severe spending cuts by central government. The Comprehensive Spending Review for the period 2011-15 set out a major programme of public spending cuts. Local government has been hit hardest of all areas by these cuts. Oxford City Council's net budget for 2010-11 was £29.1m. As a result of the cuts required by government, the budget agreed by Council in February 2011 will reduce the Council's net annual expenditure for 2011-15 to £24.1m. During this time there will be increases that we cannot avoid in salaries, pension costs, and general inflation. As a result of these cost increases, our reduction in costs will amount to more than £9m by 2014-15.

It is a tribute to the strong partnership between councillors, council managers and staff, and the trade unions that - against this background - Oxford City Council has been able to agree financial measures which will allow us to continue investing in the city, protecting our core services - particularly those that serve the most vulnerable in our community - and minimising redundancies.

Looking to the future

There are more challenges to come. The government's economic austerity measures have failed to meet the deficit reduction targets. Changes to the way that council housing is funded will mean that local authorities will be responsible for financing their own housing stock while losing homes under a new discounted right-to-buy scheme. The proposed re-localisation of business rates may mean that the Council would receive no General Fund grant at all after 2013. And the introduction of a new Universal Credit scheme in 2013 has the potential to cause disruption to the incomes of many of the most vulnerable people in our community. The Council also faces increased demand for services as a consequence of the recession and deficit reduction initiatives by other organisations.

The hallmark of the Council's approach to delivering its ambitions has been: strong financial management; partnership between councillors, council managers and staff, and trade unions; focus; consistency; and a commitment not to be knocked off course by external events. We intend to maintain this approach.

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We are strongly committed to our core ambition of building a world class city for everyone. The priorities that have underpinned that ambition from the outset four years ago are unchanged:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner greener Oxford
- An efficient and effective council.

The Council's key commitments in the immediate future include managing the external challenges that we face and addressing the following themes and projects:

- Investing in Oxford's future
 - delivering physical regeneration projects – e.g. Barton, Cowley and Northway, a new competition standard pool in Blackbird Leys' – in order to deliver new housing, create jobs, and improve the quality of life in communities
 - maintaining and improving on the Decent Homes Standard in Council homes
 - completing the play area improvement programme
 - investing in our sports pavilions so that sporting clubs are encouraged to expand
 - investing in the Town Hall and Museum of Oxford in order to enhance its role as a primary community facility for the city and to provide facilities for the conference and concert markets
- protecting vulnerable communities
 - improving the quality of houses in multiple occupation in the private rented sector; and working hard to reduce the numbers of people in temporary accommodation
 - challenging the 'cycle of deprivation' by strengthening early intervention and other social programmes aimed at children and families, and linking with a broader campaign to enhance educational attainment
 - maintaining and increasing our funding for the voluntary and charitable bodies who provide money and advice, particularly in areas of the city where need is greatest
 - developing an integrated programme of assistance for neighbourhoods whose character is being adversely affected by high levels of private sector renting and entertainment venues
 - Maintaining an attractive offer of sport, and cultural and community activities for young people with limited means and those that are at risk of becoming socially alienated
- Strengthening community engagement
 - embedding Area Forums, Neighbourhood Boards, and Councillor budgets for local projects
 - building community capacity for self-help and participation in order to continue to improve our neighbourhoods across the city
 - building community cohesion by using cultural and other communal activities that will encourage different community groups to work together
 - continuing to improve our website as a means of giving residents the chance to access information and services in convenient and cost-effective ways.
 - being open and transparent in all our activities.
- Embedding the principles of sustainability and carbon reduction

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- reducing our own CO2 emissions, including in our housing stock
 - working with our partners in the Low Carbon Oxford partnership to reduce carbon emissions throughout the city
 - expanding our cleaner, greener campaign and seeking to engage community and voluntary groups in working to improve street cleanliness and recycling rates.
 - continuing to encourage healthy living by improving the quality of the outdoor sports offer in the city and implementing improved arrangements for cyclists
 - ensuring that sustainability principles are at the heart of everything that the Council does.
- Providing leadership to the city
 - Working positively within the key local partnership organisations such as the Oxford Strategic Partnership, Low Carbon Oxford, the Local Enterprise Partnership (LEP) and the Spatial Planning and Infrastructure Partnership (SPIP).
 - developing a new economic strategy and action plan to create the right environment for economic growth in our area; and the transition to a low carbon economy.

Conclusion

This Corporate Plan sets out some of the opportunities and challenges that will face our city over the next five years and our plans to ensure that Oxford continues on its path to becoming a world class city for us all.

We welcome your views on our plans for the City Council and the city.

Councillor Bob Price
Leader
Oxford City Council

Peter Sloman
Chief Executive
Oxford City Council

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Our City

Oxford is one of the most photographed, filmed, and written about cities in the world. The dominant images are those of historic Oxford, where much of the city's heritage environment and many of its cultural attractions directly reflect the influence that the University of Oxford's teaching and research endeavours have had on the development of the city. These images are vital to the flourishing tourist industry because it is historic Oxford that attracts millions of visitors. It is, however, only one part of our city's story. Oxford at the beginning of the 21st century, while cherishing its beautiful historic core and remarkable green spaces, is far more diverse than the media stereotype would imply.

In addition to being a major tourist destination, Oxford is a centre of excellence for education, with – at any one time - over 30,000 students studying full-time at the University of Oxford and Oxford Brookes University. It is also a centre for some of outstanding hospitals and for world-leading medical research, a major retail centre and the cultural capital of the region. Contemporary Oxford is also an economic hub in the world-class knowledge economy that exists in central Oxfordshire. Our sub-region leads in the publishing and creative industries, high-performance engineering, space research, medical instruments and other high-tech spin-offs from university activities. This underpins the prosperity of Oxfordshire, and makes a major contribution to the wider the south east region...

Oxford contrasts with the rest of the county in its ethnic and cultural diversity, with the third highest minority ethnic population in the south east. And with the highest proportion of students in England and Wales, it is also a youthful and mobile city.

Dynamic urban environments provide great opportunities but also difficult challenges. Oxford is no exception. The city is a densely packed urban space—covering only 17.6 square miles—with very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups. The recession has increased the number of families seeking to obtain social housing from 4,500 to over 6,000. The ratio of average wages to house prices remains very near the top of the national ranking, and these challenges appear set to intensify as government support for social housing has been cut and housing benefits are being reduced. As a result more people are likely to become homeless or become at risk of homelessness.

Some areas of the city suffer multiple levels of deprivation—low skills, low incomes, and poor housing. It is also these areas which have been hit hardest by the rise in unemployment during the recession and where the cuts in public services will be felt most. Other challenges remain - central Oxford in particular suffers from traffic congestion and pollution. This dynamic mix of opportunities and challenges is at the heart of contemporary Oxford.

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Your Council: who we are and what we do

Oxford City Council is the democratically elected body for Oxford. In partnership with others, we provide a wide range of services for approximately 150,000 residents, 86,000 people who work in Oxford and over nine million people who visit the city each year.

Oxford City Council is a District Council, with responsibility for running local planning, housing, Council Tax collection, housing benefits, business rates, environmental health, licensing, electoral registration, refuse and recycling collection, leisure services and parks, economic development, social inclusion, community cohesion, street wardens and park rangers, markets and fairs, tourism and cemeteries.

The Council is composed of 48 Councillors, representing 24 wards (two Councillors for each ward), with half elected every two years. Councillors are democratically accountable to residents of their ward. The overriding duty of Councillors is to the whole community, but they have a special duty to their Ward constituents.

Oxford City Council has a constitution that sets out how the Council operates, how decisions are made, and the procedures that are followed to ensure that the Council is efficient, transparent and accountable to local people.

Oxford City Council's current political make-up is as follows:

Party	Number of Seats
Labour	26 seats
Liberal Democrat	16 seats
Green	5 seats
Independent Working Class Association	1 seat

The Labour Group form the political administration on the City Executive Board.

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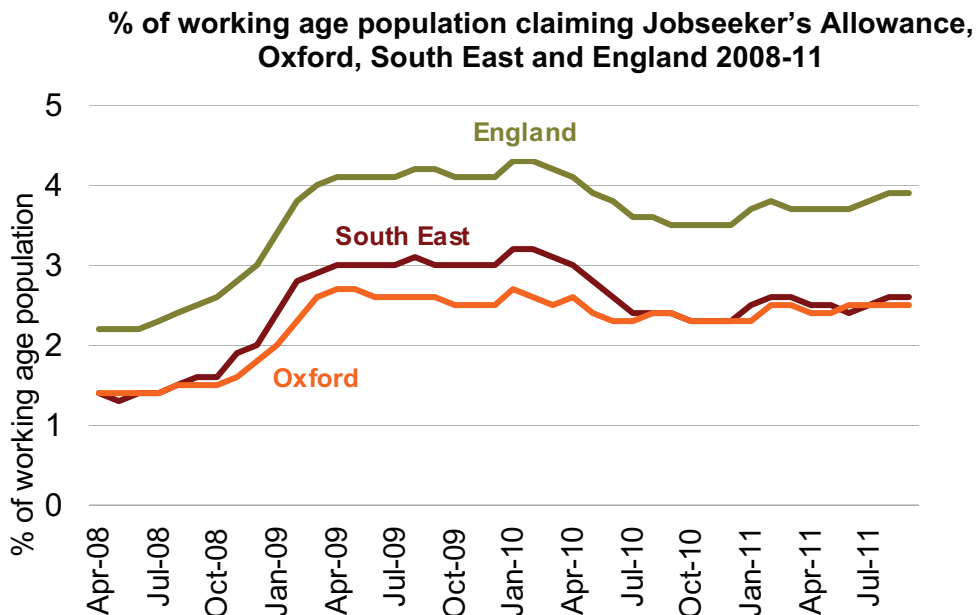
A vibrant, sustainable economy

A strong local economy, supported by effective education and training, and accessible by all is at the heart of vibrant and sustainable communities.

Oxford is a global brand for education, health, bioscience, information technology, publishing, the motor industry - MINI Plant Oxford is the *only place in world where the popular MINI is built* - and tourism. The University of Oxford and its colleges are the largest employers in Oxford, supporting 18,000 jobs. Around 4,500 businesses provide 107,000 jobs, and seven of the ten largest employers in the Oxfordshire sub-region are within Oxford. The University of Oxford and Oxford Brookes University between them inject an estimated £800 million annually into the regional economy.

Local employment

For all its strengths, Oxford did not escape the impact of the 2008/09 recession, as is illustrated by the number of people claiming unemployment benefit or Jobseeker's Allowance (JSA). The city – in common with all other English cities – is now facing the effects of the government's major cuts in public spending for the four years 2010-14.



Source: Department for Work and Pensions

Oxford has seen a reduction in business survivals between 2009 and 2010. There were more business closures than start-ups during that period whereas the year before it was one of only two cities in the UK that had a higher number of start-ups than closures.

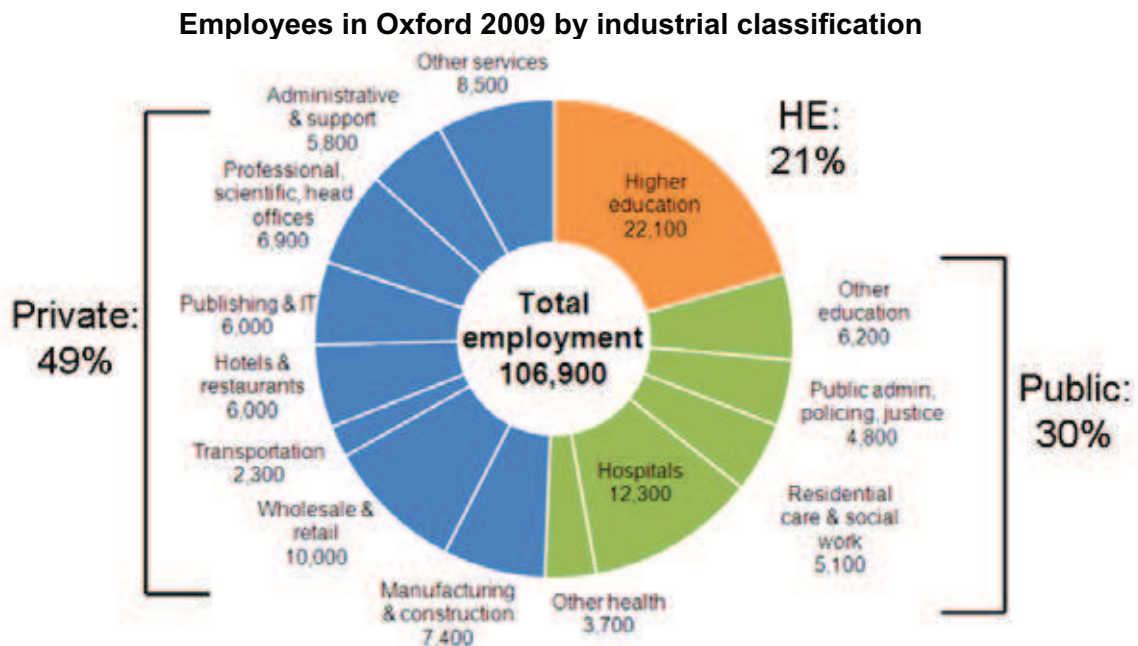
The number of JSA claimants in the city is rising. At this time last year, 2,600 people were claiming JSA in Oxford. This number has risen to 2,800, with recent increases

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in JSA claimants falling disproportionately on female workers. The national picture is showing a large number of part-time job losses as well as full time. This is significant because over recent years we have seen growth in part time jobs at the expense of full time jobs.

Overall, there has been little change in the total number of jobs in Oxford over the last 30 years. As the manufacturing sector has declined, its jobs have been replaced by employment in the health, education and service sectors. 89% of employees now work in services, including 46% in public administration, education and health. Oxford is the only city in the UK that has more public sector jobs than private sector jobs (where education is included in the public sector).

The distribution of employment in Oxford is a cause for concern in the light of the government's austerity measure. These mean that a large number of jobs in Oxford that are directly or indirectly linked to public spending will be under threat over the next five years. The Labour Market Outlook shows that at the national level, large-scale public sector job losses are currently overwhelming a small increase in private sector jobs.



Source: Business Register and Employment Survey, Office for National Statistics

Rebalancing the local economy

The challenge for Oxford in returning to the number of pre-recession jobs, let alone generating new employment, cannot be underestimated. To achieve this there is need for significant business development and growth within our constrained boundaries and in the immediately adjacent areas. Oxfordshire local authorities are working with the Local Enterprise Partnership (LEP) and with the local business community to promote the growth of private sector jobs.

LEPs are the government's chosen business-led vehicles for delivering private sector growth. The LEP for the Oxfordshire city region was formally launched in March 2011 and is built around the unique concentration of high-tech businesses and academic

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input from the universities. The City Council has been an active participant on behalf of local businesses and residents.

The LEP is developing a strategy that aims to attract more investment into the county and a skills development initiative that will coordinate the activities of the various skills providers in Oxfordshire. It has been successful in its bid for Science Vale UK to become an Enterprise Zone. The LEP is well placed to support business and other special interest groups who wish to lobby government - nationally and locally - regarding projects that will add to the city and county's economic health.

In the last year the City Council has welcomed the arrival in Oxford of large world class businesses - including Centrica and SAE. BMW have also committed substantial new investment into the MINI plant in Cowley in readiness for a new generation of the iconic vehicle. The University of Oxford and the Oxford Radcliffe have created a new University Hospitals NHS Trust that will provide a formal structure and governance for the close relationship between the two organisations, enhancing their ability to pursue excellence in patient care, research and education as a joint venture..

The delivery of physical regeneration projects to generate new housing and jobs is a priority for the City Council and, over the next four years, we plan to invest around £68million into the local economy through building new houses and improving the City's leisure facilities. This investment will create up to 900 jobs.

We have entered into a joint venture with Grosvenor to build up to 1000 new homes in Barton and have contracted with Greensquare to build 100 new homes and two new community centres in Northway and Cowley.

We will continue to promote the regeneration of the West End, in partnership with the County Council and other key stakeholders. Negotiations between the City Council,, the Land Securities Group and the Crown Estate to redevelop the Westgate Centre are well advanced, and options for the regeneration of the former railway sidings at Oxpens are beginning. We will work with the County Council and railway bodies to bring forward improvements to Frideswide Square and the rail station.

We are starting work – with developers, local residents and other stakeholders - on an area action plan for the Northern Gateway as a site for mixed use employment-led development. The Northern Gateway site is one of the last major opportunities within Oxford's administrative boundary to provide significant new employment floor-space that will enhance the local economy and local employment opportunities.

The City Council supports the Chiltern Railways Evergreen 3 proposals for the fast link north through Bicester to Marylebone, including a new station at the Water Eaton Park and Ride site. We believe that this will bring positive benefits to Oxford and the wider city region.

The government's Localism Act, as well as the White Paper on Local Growth, may provide new opportunities for councils to support their local economies. The government proposes new borrowing powers against predicted growth in locally raised business rates that could enable investment in major infrastructure and regeneration projects. It also proposes changes to business rate rules that could be used to support local businesses. We will be exploring these issues over the coming months.

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Oxford City Council is commissioning a new economic and regeneration strategy for the city and this will be the main vehicle for exploring the range of issues relevant to the development of the city's economy.. Working within the Council's objective - to build a world class city for everyone – we will develop a strategy and policy framework for the next 15 years. A partnership board under the Oxford Strategic partnership will oversee this work which will involve the full range of our partners.

Supporting local businesses

Oxford City Council has a long-standing commitment to support small and medium-sized businesses (SMEs) and set a target to spend 40% of its 2011-12 budget with SMEs. This target was exceeded by July 2011 and we continue proactively to encourage local suppliers to apply for Council opportunities. We also fast-track payment of invoices to these firms and we have set a target of 10 days.

We are working with Business Link, the Federation of Small Businesses (FSB), Thames Valley Chamber of Commerce, and the voluntary and community sector to improve understanding of public sector tendering requirements and to encourage better engagement with the public sector. Our Meet the Buyer events have been consistently well attended.

Embedding the green economy

During 2011, the City Council and its partners continued to develop the Low Carbon Oxford Project on behalf of the Oxford Strategic Partnership. Twenty-five organisations including private and public sectors bodies, the universities, and community groups have now agreed to work collaboratively to create a sustainable, low carbon economy in Oxford. These organisations account for over half of the city's emissions The City Council has allocated an additional £50,000 per year for two years to ensure that Low Carbon Oxford is able to continue its successful work.

Key priorities for the coming year will be:

- Implementing the 'Green Deal', the government's primary energy efficiency programme. Private firms will be enabled to offer consumers energy efficiency improvements to their homes, community spaces and businesses at no upfront cost. Customers will then be able to repay the cost of improvements through savings on their energy bills. The City Council will be investing £54,000 over two years to ensure early and full take-up of the opportunities for insulation.
- producing our first annual report on CO2 reduction across the city
- Attracting funding to ensure Low Carbon Oxford is self sustaining and able to support total community retro-fit.

Oxford City Council will continue to reduce its own carbon footprint and seek to realise opportunities for local skills and businesses through renewables projects. For example, in the last year we have supported the setting up of Low Carbon Barton, which led to the installation of a solar photovoltaic roof on the Community Centre. The government's decision to halve the incentives promised to home owners who install photovoltaic roof panels through the Feed-in Tariff is unfortunately likely to reduce the scale of the potential for take-up.

Supporting an ethical economy

Since April 2009, Oxford City Council has been paying its own employees a minimum 'living' wage calculated according to local cost of living data for housing, transport and services costs which sets it at a level above the national minimum wage.. We

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have required Council contractors to do the same. The living wage is designed to reflect the real cost of living in this city. The City Council is committed to working with living wage campaigners, low paid workers, trade unions and employers to make Oxford a 'Living Wage City' in which every worker will earn at least the minimum living wage. In January 2012, the City Council reviewed the statistical information on local living costs and set the Living Wage at a new level of £8 per hour.

The City Council also seeks to encourage ethical behaviour in the wider economy.

Oxford became a Fairtrade City in March 2004 and has recently been recredited. This means that the City Council and its partners are contributing to the Fairtrade Foundation's aim of tackling poverty by enabling disadvantaged producers from poor countries to receive a better deal. We do this by working with partners so that Fairtrade products are widely available in the city's shops and catering establishments and are used by local businesses and community organisations. The Fairtrade convention held in Oxford's Town Hall in November 2011 attracted positive media coverage and encouraged support for the campaign.

Tourism

The city's remarkable architectural heritage, and the outstanding appeal of the Ashmolean and other museums mean that tourism plays a key part in the local economy, It is estimated that over nine million tourists visit the city, spending £602million annually and supporting around 13,000 jobs. We are aiming to improve the value and sustainability rather than the quantity of tourism. We would like visitors to stay longer in the city and to explore areas beyond the city as well. In order to facilitate this we have set up a joint venture partnership with private sector partners called *Visit Oxfordshire* that will be responsible for managing and marketing the Oxford and county-wide tourism offer. The new company was officially launched in August 2011.

The UK's cultural and creative industries are the most successful in Europe. They now make up 7.3% of the UK economy and are growing at 5% per year– almost twice the rate of the rest of the economy. Oxford – with its rich heritage and thriving contemporary arts and music scene – is known throughout the world as a city of culture. One of the key aims of *Visit Oxfordshire* is to support culture and the arts by maximising the role that culture can play in Oxford's tourism offer. *Experience Oxfordshire* brings together under one leadership *Visit Oxfordshire*, which focuses on tourism and Oxford Inspires which focuses on cultural development and events.

City centre

The city centre is the focus for Oxford's vibrant day and night-time economies and the City Council has been working closely with the County Council and others to manage the centre of the city in ways that are attractive to residents and visitors alike. In November 2010, the Association of Town Centre Management awarded the prestigious Purple Flag to Oxford. This award - for the attractiveness of the night time economy to all people of all ages - is based on an assessment of crime rates, cleanliness standards and the quality and range of public spaces and visitor attractions. It also requires evidence of a successful multi-sector partnership. Oxford is one of only 15 towns and cities to win the award. In December 2011, we successfully renewed our Purple Flag status. Oxford City Council is investing capital funding of £420,000 over three years to improve the quality of toilets in and beyond the city centre.

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The City Council has recently consulted on its plans to install a new pedestrian wayfinding system in the city centre, and the responses of residents and tourists have been very positive. The new wayfinding system will support the development of the city centre economy by making the attractions in the city centre more obvious to visitors and increasing footfall on less well used routes. Destinations to be signposted will include business locations, tourist attractions and other places of interest. The new signage will be implemented during Spring 2012 and will help the large number of tourists that are expected to visit Oxford during the Olympics to make the most of the city and its attractions.

Measure	Targets				
	2012/13	2013/14	2014/15	2015/16	2016/17
Increase the number of apprenticeships, training places and jobs created through Council investment projects and other activities from 47 in 2011/12 to over 900 by 2014/15	261	321	900 +	900 +	900 +
Increase the percentage of top 20 employers in the city who agree that the City Council is business-friendly.	78%	82%	85%	tbc	tbc
Increase City Council spend with local businesses from 40% in 2011/12 to 42% by 2014/15.	42%	42%	42%	43%	43%
Attract 500,000 visitors annually to the Oxford Tourist Information Centre and use variations on this figure to track peaks and troughs and their causes.	500,000	500,000	500,000	500,000	500,000

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Meeting housing needs

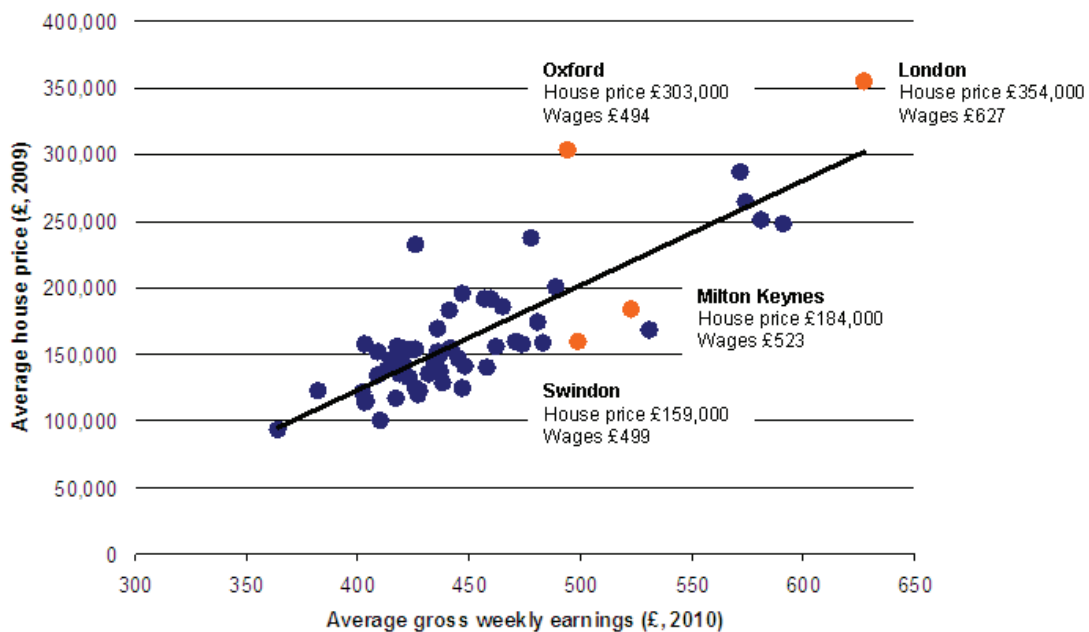
There has been a long term housing shortage in Oxford, and working to increase the provision of high quality affordable housing remains a key priority for the City Council and its partners.

In housing terms, Oxford is the least affordable area in the country apart from some areas of London. The population of the city has been growing as has the number of households requiring housing. Oxford's population is projected to reach 154,500 by 2020. The Housing Market Assessment in 2007 showed that 1,700 new homes per year would have to be built in the city if demand is to be met.

Demand is high and availability is scarce, as a result of the city's constrained boundaries, the risk of flooding and other issues. This results in very high house prices. Average house prices have more than doubled in the last ten years and owner-occupied housing is increasingly out of the reach of people on lower incomes. Average house prices are much higher in Oxford (£260,000 in 2010) than nationally (£185,000 in 2010). Average Oxford house prices are now more than nine times higher than annual incomes. Wages in Oxford are comparable with those in Glasgow, but our average house prices are over double those of Glasgow. The high price of housing leads also to very high private sector rents.

This low level of affordability puts severe strain on social housing provision, with over 6,000 households in need on the housing register, and homelessness - though much improved - is over twice the national average.

Average earnings and house prices for urban areas in England, 2009/10



Source: Department for Communities and Local Government; Office for National Statistics; Centre for Cities

Building new houses

Over recent years, we have significantly increased the quantity of affordable housing. 1300 new affordable homes were built in the city from 2004 to the end of 2010.

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Oxford City Council is committed to using its own resources to provide new affordable housing wherever possible. Work has recently been completed on the first new council-owned social housing in the city for over twenty years, at Lambourn Road in Rose Hill, and Cardinal House in Littlemore, assisted by grants from the Homes and Communities Agency.

Developments on council land at Cowley and Northway, in partnership with GreenSquare Housing Association will deliver new affordable and market rate homes, two new community centres, and a new home for the Emmaus Furniture Store, which recycles good quality used furniture while giving skills training and accommodation to formerly homeless people. A new joint venture company formed with our partners, Grosvenor Estates, has begun preparatory work aimed at delivering up to 1000 new homes, a new school and community facilities, and commercial development on land to the west of Barton.

Following a successful bid to the HCA, 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 £16 million.

Future funding from the HCA to support genuinely affordable housing is likely to disappear. Future housing grant is to be targeted through Housing Associations, and will be useable almost exclusively on properties let under the government's proposed new 'affordable rent' model where rents are set at up to 80% of the local market rent and tenancies are for a set period rather than the traditional social rent/lifetime tenancies model. This is not an economic model that will meet the needs of families on the Council's waiting list, and we will be working with partners to overcome the obstacles created by this aspect of government policy.

The Council has worked hard to increase the level of new affordable housing being built in the city. However, economic conditions and reductions in the provision of grant for building these homes means that it is increasingly hard to attract developers willing to provide the level of affordable housing that our planning policies demand.

Improving housing standards

We are aiming to improve the quality of existing homes. The Council has brought all its own homes up to the national Decent Homes Standard and we will ensure that this standard is maintained and improved. For example, while the apartment interiors of our five tower blocks are already at Decent Homes Standard, we have programmed £8.25 million to improve their external and communal areas. This will extend their lives for a further 30 years.

We are also committed to improving housing in the private rented sector. The private rented sector is particularly important in Oxford. It provides essential accommodation for key workers, young professionals, students and people who are unable to access social housing or to purchase homes on the private market. It accounts for 26% of the City's housing stock, with one in five of Oxford's population living in a house in multiple occupation (HMO). The combination of exceptionally high demand and high rental values has created an environment where poor landlords can charge high rents for poorly managed and badly maintained properties.

The City Council has sought to tackle these problems in the private rented sector by using the new powers granted to local authorities in 2010 to launch the most

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extensive HMO licensing scheme in the country. This self-funding scheme began in January 2011 and will require every HMO in the city to be inspected and licensed. The objective of the scheme is to improve the management and condition of HMOs and to tackle the problems for tenants and the wider community caused by poor landlords. A strong enforcement stance has been linked to a range of incentives for landlords to join the accreditation scheme. We are investing £60,000 per year to enable more proactive enforcement of standards in the private rented sector.

The City Council is also concerned about the impact of private rented housing on the communities and neighbourhoods in which this housing is located. As HMOs have spread across the city, their impact on the character of local neighbourhoods has generated significant concern amongst residents. In response to this, the Council has introduced new planning controls to come into force in February 2012 that will require planning permission for the change of use from a family or single unit dwelling into an HMO, with a presumption against new HMOs in areas which already have a significant concentration. We are working with Oxford Brookes University and the University of Oxford to tackle issues relating to student housing, particularly in East Oxford.

HMO licensing and new planning controls are linked elements in a coherent programme of assistance that the City Council is developing with partners for neighbourhoods whose character is being adversely affected by HMOs and entertainment venues. This programme will also include more targeted and effective use of noise enforcement.

Home Improvement Agency

The Council also runs a Home Improvement Agency that provides around £700,000 annually of means- tested grants for some 110 disabled or elderly house owners, and parents of disabled children who need improvements to continue living in their home. The Council also provides a Home from Hospital service for 150 people to prevent bed-blocking and a Small Repairs Service that helps nearly 400 elderly and vulnerable owner occupiers deal with minor repairs to their home.

In addition the Council provides £84,450 of means tested grants up to a maximum of £5,000 so that home owners whose houses are in poor condition can carry out essential repairs. The Council has also secured government funding for a flexible home improvement scheme to provide cheap loans for home owners over 60 who need to improve their homes. Nearly £400,000 has been invested in improving private homes in the city since the scheme began.

Reducing homelessness

We have continued to reduce homelessness. Over the last five years the number of households living in temporary accommodation in the city has fallen from almost 1,000 to under 200. We continue to focus on preventing homelessness and helping people who are sleeping rough to get into settled accommodation. New contracts have recently been awarded for the provision of improved and more robust services for single and rough sleeping homeless people in the city.

The Council has been recognised as a centre of excellence in homelessness work, and is proud of its innovative work in this area. In recent months over £150,000 has been diverted into funding that will allow tenants in private rented properties to meet the cost of their rent where Housing Benefit levels are too low. We are working with landlords to reduce the cost of renting for those on low incomes. We support the government's "No Second Night Out" campaign; we have recently opened, jointly

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with Crisis Skylight, a new facility which will support single homeless people in particular, giving them access to training and other opportunities. At the same time, we will seek to reconnect rough sleepers without a connection to Oxford back to their home areas.

Future challenges

We face serious challenges around housing in the coming years.

The economic situation is putting downwards pressure on real incomes and contributing to a growth in the number of homeless households across the country. We have so far limited the increase in the city to below national average levels but Oxford will not be exempt from this trend. The ability of the Council to respond to demand - for example, by assisting people into the private rental market - is likely to be further restricted. There is a strong risk that the downward trend in the number of households in temporary accommodation might not be maintained. Changes to welfare policy are imposing significant additional pressures on housing and homelessness in the city.

Changes to Local Housing Allowance, which came into force on a rolling basis from April 2011, mean that the maximum Local Housing Allowance can only be paid to properties in the cheapest 30% of the local market. This has severely constrained, housing options for many households. The 'local' housing market includes much of rural Oxfordshire, where rental costs tend to be lower. This will mean that many low income households may be forced out of Oxford to meet their rent obligations while the small size of the private rented sector outside the city may restrict the Council's capacity to re-house Oxford families within the county itself. This pressure will be most severe on households needing a five bedroom property or larger.

In addition, welfare and benefit changes – for example, reductions in benefit for those claiming Jobseeker's Allowance for over 12 months - will reduce the available income of many low income households. These pressures will increase over time, as the changes impact on a growing number of households, and as housing costs rise faster than benefits increase.

The proposed introduction of the Universal Credit in October 2013 will replace a number of existing sources of welfare benefit with a single payment to individuals and families. A potential risk is that overall benefit levels will be reduced. A further risk is that if Housing Benefit is paid directly to tenants, who are then responsible for making rental payments, arrears and bad debts could rise. Currently Housing Benefit is paid directly to the landlord.

Oxford City Council is one of a small number of local authority and housing associations who are working with the Department for Work and Pensions on a pilot project that will test the effects of paying monthly housing benefit payments direct to tenants in social housing. The pilot project will take place from June 2012 to June 2013 and will test how claimants manage housing benefit monthly payments and the kinds of safeguards needed to prevent tenants from falling into arrears. The City Council is seeking to find ways of minimising the financial risks of direct payments for landlords while improving the financial awareness of tenants.

The pilot will enable the Council to be more effective in helping tenants avoid getting into arrears and will supplement existing income management policies.

The changes to welfare overall have the potential to cause disruption and distress to many people in our city and are likely to increase the demand for housing and homelessness assistance, and also debt and welfare advice services. The City

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Council has maintained and increased its funding for the voluntary and charitable bodies which provide this, particularly in areas of the city where need is greatest.

The City Council will do all it can to support local people and advice agencies to make as smooth a transition as is possible to new welfare arrangements.

Changes to Council housing finance

The Housing Revenue Account (HRA) regime will end on 31st March 2012. This means that the full financial responsibility for the Council's housing stock will change from central government to local authorities in exchange for a final capital settlement. The government has given a provisional assessment that Oxford City Council will be required to make a payment to government of around £200m.

The end of the HRA means that, in future, the Council will run the housing arm of its activities as a separate business, relying on the income collected in rent to deliver repairs, maintenance and management of the stock.

Building sustainable houses

The Council is improving energy efficiency in its housing stock. We are installing efficient gas boilers, improving insulation, and installing water saving devices as part of our on-going stock maintenance programme. We will be applying external cladding to our tower blocks which will improve thermal efficiency in over 400 homes. We are pursuing solar photo voltaic panels and city-wide heating options as part of the Low Carbon Oxford initiative discussed earlier in this report. For example, the new Rose Hill development – bungalows, flats and townhouses – includes air source heat pumps to each home. A sheltered housing scheme in Littlemore has a biomass boiler which will supply heat and hot water to all of the sheltered units and communal areas. Both schemes use solar photovoltaic panels to provide cheaper electricity and feed surplus electricity into the national grid.

The Council will review the opportunities offered by the Green Deal in relation to its own stock when the details are announced in Spring 2012.

As part of an Energy Savings Trust study to assess the effectiveness of carbon reduction techniques on difficult to treat properties, the City Council is working with partners to transform a solid walled property in Jericho into an eco-friendly home. Brookes University is monitoring energy usage over two years to inform future projects. This project is also being used as an educational tool for local school children and the wider community.

The Council is also committed to the broader principles of sustainability in relation to housing. For example, the exciting £18m project to build 109 new homes and two new community centres in Northway and Cowley is being undertaken in partnership with companies who have a track record in developing housing based around a strong sense of community, a belief in the importance of public space, respect for cyclists and pedestrians, and a commitment to sustainable lifestyles. For example, the new community facility at Northway will include a sports hall with enhanced changing facilities, helping to meet the requirements of the football leagues based there, educational resource and learning areas, and a community cafe next to a food-growing area.

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Measures	2012/13	2013/14	2014/15	2015/16	2016/17
Improve the percentage of Council tenants satisfied with our landlord services from 80% in 2011/12 to 86% in 2014/15.	82%	84%	86%	88%	90%
Increase the number of individual HMOs subject to agreed licence provisions from 1,100 in 2011/12 to over 3,500 in 2014/15.	2,180	2,950	3,540	3,890	4,100
Deliver a programme of new homes at Barton	Get hybrid planning consent and agree phase 1 sale	50	150	300	300+
Ensure that the number of households in Oxford in temporary accommodation does not exceed 175.	175	175	175	175	175

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Strong, active communities

Oxford City Council is working with citizens and community groups in the city to build strong and active communities. This means communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.

Tackling inequality

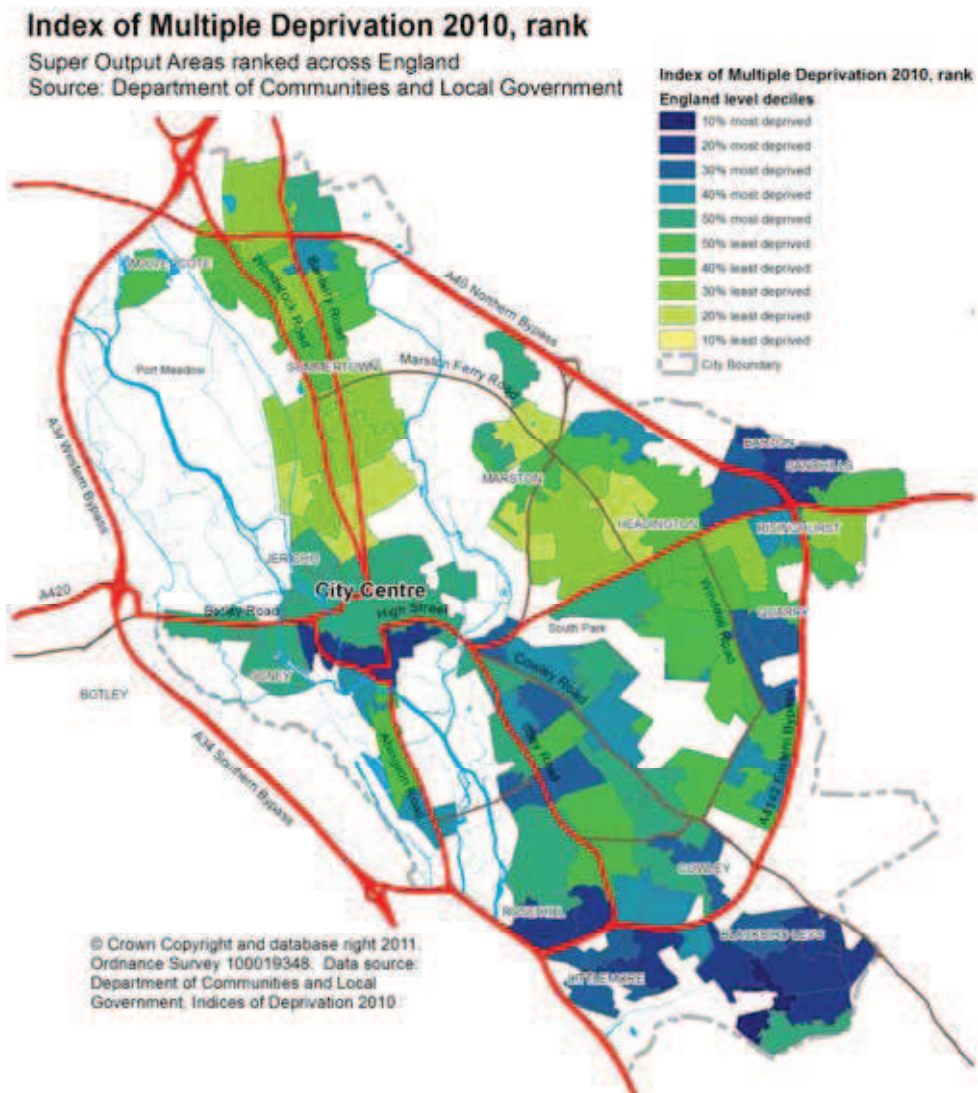
In contrast to other parts of the county, Oxford is ethnically and culturally diverse, with the third highest minority ethnic population in the south east. In 2009, 19.6% of the population were from black and minority ethnic backgrounds, compared with an England average of 12.5%. The largest non-white ethnic groups represented are Indian, Pakistani and Black African.

Oxford's population is constantly changing. People come to Oxford to live, to study and to work, coming from both within the UK and from other countries. There are over 30,000 students studying full-time at the two universities, and there is significant annual turnover in their number. Around 6,000 people arrive from overseas to live in Oxford each year, about half of these being students and a quarter migrant workers. A consequence of this is that one in five of our residents was born outside the UK – the most common countries of birth being Ireland, USA, Germany, Pakistan and India. Around 4,000 international migrants living in Oxford apply for national insurance numbers every year, usually in order to pay tax on their income. These migrant workers most commonly originate from the USA, Poland, India and Italy.

Diversity is one of our city's strengths and social inclusion and community cohesion are key goals for the city and the Council.

There are major inequalities in life chances and life expectancy in our city. Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Indices of Deprivation 2010 place Oxford in the top half of most deprived Local Authorities in England. The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England, with one area in Northfield Brook ward among the 10% most deprived.

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These areas, which are in the Leys, Littlemore, Rose Hill and Barton areas of the city, experience multiple levels of deprivation - low skills, low incomes and high levels of crime.

Around 23% of Oxford's under-16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England. In some areas, half of all adults have no qualifications and this is linked to lower incomes, poor health and child poverty. Oxford has over 10,000 working age residents claiming benefits – the highest percentage in the county. Citizens in the most deprived areas could live up to ten years less than those in the wealthiest areas.

Our ambition is to reduce the extent of inequality and to improve the lives of the most vulnerable members of our society and, particularly, to improve outcomes for young people. Many of the issues that contribute to inequality in our city are beyond the remit and control of the City Council. Our challenge is to encourage our partners in local government, education, and health to work with us in a co-ordinated way to tackle these deep-seated issues.– despite the decision by the government to abolish

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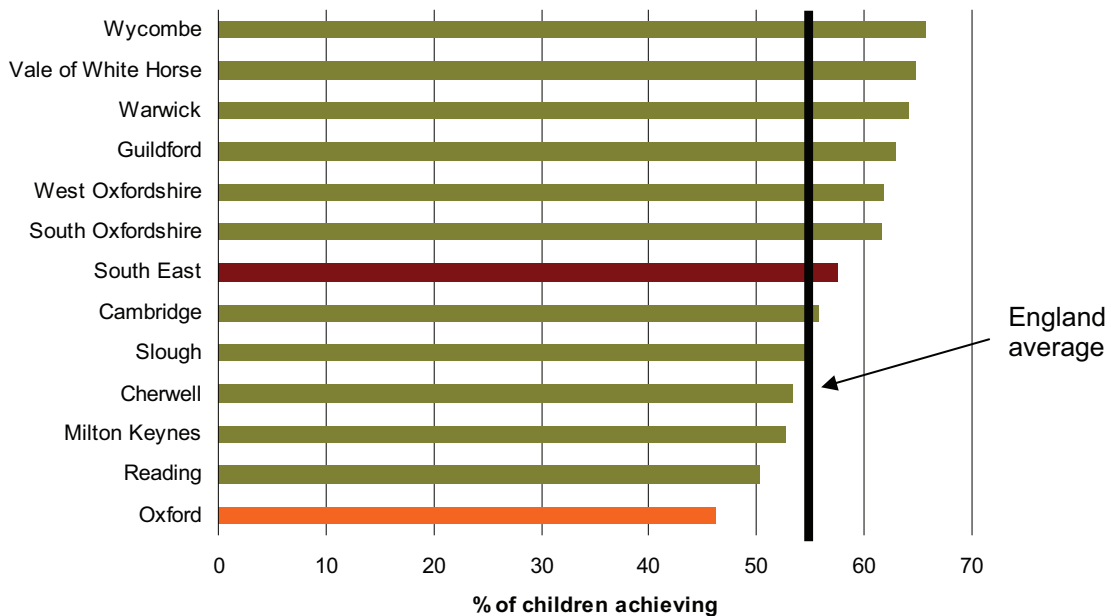
the local partnerships focused on these issues .We will work with the new GP commissioning group and the Health and Wellbeing Board to tackle the health related issues that affect the city.

Supporting young people

Improving educational attainment

Improving educational attainment is at the heart of our ambition. Attainment levels of pupils in state schools are significantly lower than the national average. In 2009/10 only 67% of Oxford pupils gained five or more A* to C grade GCSEs, compared to a 76% national average. This was the fifteenth worst result of any local authority area in England. Pupils living in deprived areas have particularly poor results. In the same year 46% of Oxford children achieved the benchmark of five or more A* to C grades at GCSE. This was below the national average of 55% and the lowest result among the local authority areas shown below.

All Pupils achieving 5+ A*-C including English and Mathematics, 2009/10



Source: Department for Education

This poor attainment at both primary and secondary levels impacts directly on access to the labour market and to economic and social life chances. For Oxford to become a world class city for all its people, this situation must be addressed.

In June 2011 the City Council and Oxford Strategic Partnership hosted a seminar with Heads and Chairs of Governors from local primary schools and the County Council to begin developing a partnership approach to tackling these issues. The County Council has since developed a new Raising Educational Attainment Strategy. The City Council will be working with the County Council, schools, and other partners to develop a joint Raising Educational Attainment Action Plan for the city.

The Council has allocated £350,000 annually over the next four years so that it can play its role in improving educational attainment in the city, particularly in the more deprived neighbourhoods., We will set up an education improvement partnership for

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the city, drawing on the experience of educational experts in the field, some drawn from the city's universities, as well as local stakeholders. The education improvement partnership will work with schools to design a programme of interventions focused on areas of under-achievement. These interventions will be designed and led by the schools themselves. Schools will be able to bid for funds from the City Council on a matched basis with funding from the County Council's strategy budget and funding from the school's pupil premium income (which is targeted at more deprived pupils).

The criteria for deciding funding allocations will include clear evidence of ambition, leadership commitment, an evidence-based work programme, and effective oversight by school governing bodies. This work will be aligned with and complementary to the work initiated under the County Council's strategy. The long term aim is to move Oxford schools and their pupils to a position where they are achieving results at key stages 2 and 4 that are at least 10% above the national averages at those stages

The City Council's commitment to improving educational attainment is reinforced by our broader commitment to promoting the well-being of our young people. More effectively integrating our schools and communities will be a key priority over the coming years.

Improving youth provision

Encouraging young people to take part in sport is a key part of our programme to improve youth provision.

Sport cuts across social boundaries, improves health, offers positive activities that help to reduce anti-social behaviour and also improves wellbeing and educational attainment. Young people who are active have numeracy scores, on average 8% higher than non-participants according to the *Culture and Sport Evidence programme research (July 2010)*. We have worked hard to develop a broad leisure offering which has resulted in Oxford having one of the most significant increases in adult participation nationally over recent years. Unfortunately, when last measured in 2009, Oxford had the lowest percentage of physically active children with just 26.74%; the national average is 55.1%.

We have allocated £33,000 per year over the next three years to enable more effective use of Oxford City Council leisure facilities by local schools. We have also allocated £28,000 per year over four years to ensure that young people have the opportunity to access free swimming. This investment will add to the current 50 hours of free swimming that we currently provide. It will create a targeted, means-tested programme for those who are unable to swim and those who are unable to afford standard lessons. We are working with Fusion Lifestyle, Oxford City Swimming Club, and the amateur swimming association (ASA) to help to create a programme that maximises the benefit of this investment.

There is an increasing need to deliver other high quality activities for young people in the city as youth unemployment grows. We are also allocating £240,000 per year for four years to provide support in areas of the city where changes to youth provision have had the greatest detrimental impact.

We will be working with our partners to offer a wider range of activities that reflect the interests of young people and at the same time provide them with the skills and confidence to access educational, employment and training opportunities. We will also provide specific interventions for those in greater need.

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Creating an integrated offer - including culture, sport and community activities - for young people who are at risk of becoming socially marginalised is at the heart of the City Council's approach to building safer communities. We will continue to work with partners to provide free holiday activities for up to 1,200 young people between 15 and 19. This Positive Activities programme has included Streets Sports as well as a summer holiday programme with 3v3 basketball sessions and targeted free swimming sessions. We will be working closely with the schools in order to integrate their in-house facilities with City Council managed playgrounds, leisure centres, sports fields and parks.

Training and apprenticeships

Young people in many parts of the city already face significant difficulties in gaining employment because of the lower levels of educational attainment at the school leaving age. As the growth of high value jobs is increasingly driven by high-tech businesses and academic spin-outs from the universities, there is a clear danger that this exclusion will deepen. The City Council is encouraging high tech companies wishing to make Oxford and Oxfordshire their base to create additional new apprenticeships and development opportunities so that young people can improve their skills and experience.

The Council is also using its procurement processes to support young people from the city into apprenticeships and employment. We now require all Council contractors to create apprenticeship opportunities as part of any large construction project. Our joint venture with Grosvenor on the Barton development will result in a training and apprenticeship programme. The Green Square project in Northway and Cowley, will create a minimum of 12 new apprenticeships during the construction stage through its '4ward2work' programme.

The City Council has allocated £50,000 for two years to provide 5 new apprenticeships at the Council. In August 2011, the City Council hosted a very successful Youth Job Fair, organised by one of our apprentices. Building on the success of this event, we are working with Job Centre Plus and Oxford & Cherwell Valley College to launch a new Work Club which will help people to find their first job, return to work, or look for a new career direction.

Social and economic regeneration

The City Council's comprehensive Regeneration Framework, adopted in 2009, focuses on strengthening the city's economy and providing training and jobs; it seeks to regenerate a number of targeted geographical areas both physically and socially; and to target and improve mainstream services so that they meet the needs of disadvantaged groups and communities.

Delivery against the Framework is linked to our partnership working around breaking the cycle of deprivation in some key parts of the city. This is a two-year programme aimed at supporting vulnerable families, improving employability and reducing health inequalities. The Council and its partners are currently refocusing this work by concentrating on early intervention and other social programmes aimed at children and families. While the formal project is scheduled to last only two years, we will be seeking to sustain a longer term commitment from all our partners to maintain the momentum of this project well into the future.

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This plan referred earlier to the fact that Oxford City Council is commissioning a new economic and regeneration strategy for the city and that this will be the main vehicle for exploring the range of issues relevant to the development of the city's economy. The new strategy will build on the current Regeneration Framework and, in particular, recommend ways of improving delivery mechanisms.

The City Council is also looking to respond more effectively to the needs of vulnerable older people and to consider how they can be supported to live in their homes and local communities for as long as possible. We have allocated £20,000 per year over the next two years to encourage new initiatives to support isolated older people in the community. We have also initiated a £10,000 per year project with Age UK Oxfordshire to promote home sharing by older and younger people.

More generally, we are working with other agencies to identify changes to services in our neighbourhoods and looking at ways in which we can mitigate the impact of budget reductions made by other public service providers. A new fund of £50k per year for two years has been established so that councillors can bid to fund local projects with social inclusion aims.

Engaged communities

Area Forums and Neighbourhood Boards

The City Council has sought to create a range of innovative ways in which the people of the city can become directly involved in decisions that affect their local communities. Six Area Committees were introduced in 2001 after a period of experimentation in the previous two years. Over the past twelve months the more rigid format of the Area Committees has been replaced by more informal Area Forums, involving local stakeholders and residents in a more open and flexible style of meeting, alongside Community Partnership meetings and Neighbourhood Partnership Boards for defined community areas.

These local forums seek to provide a space in which residents and community groups can work with mainstream service providers - health, education, police, businesses and the voluntary sectors - to ensure that local services are responsive to the needs of the community. Each councillor has an annual budget of £1500 that can be used for small projects that link to the priorities emerging from forum discussions and other local consultations. These arrangements work alongside the highly successful Crime Partnership Neighbourhood Action Groups which bring residents, councillors and the police together to identify local policing priorities.

These arrangements are relatively new and will be further developed to ensure that all of our communities, including the more 'hidden' groups, have the opportunity to engage with them. Experience so far has been positive, and the indications are that these local forums will play a creative role in addressing emerging local issues by bringing the various agencies and organisations together in flexible and area-specific ways. In relation to the reduction of youth provision, for example, the forums are offering a more joined up approach to local needs, reflected in the Northway youth partnership, the Rose Hill Sports Development Group, and the Barton youth partnership.

The Area Forums and Neighbourhood Partnership Boards provide a good basis for the community-led planning processes that are also being developed which will link

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service planning closely to meeting local needs and aspirations. Local Councillors will play a central role in working with community representatives to draw up neighbourhood plans. Their role will involve supporting, explaining options and finding solutions. Neighbourhood planning will occur alongside city-wide local planning.

Tenants, residents and community associations

The Tenant and Leaseholder Compact has been in place since 2007 and the Council's dialogue with tenants and residents on its estates has taken a number of different forms. For example, Leaseholders and officers worked together to produce a Leaseholders' Handbook and the Leaseholder Satisfaction Survey. The Council also invested in a well-equipped Tenant Resource Centre at Horspath Road. A new tenant involvement strategy is in preparation, drawing on best practice in the social housing sector. .

As part of the Council's plan to buy out its housing stock from the national pool, there will be close attention to the governance and tenant engagement aspects of the post buy-out arrangements.

We have worked with community associations to improve the management and use of community centres through trustee training, developing user satisfaction surveys and providing small grants and to develop the governance structure for the new facilities at Wood Farm, Northway & Cowley.

The voluntary sector

The City Council is part of the Oxfordshire Stronger Communities Alliance, which aims to strengthen the role of the voluntary and community sectors and increase the number of volunteers in the city. We provide funding to a range of voluntary and community groups who help deliver the objectives set out in the Corporate Plan. We hold two City Forums annually with the Oxfordshire Council of Voluntary Associations (OCVA) to promote partnership working between the City Council and the voluntary sector.

Through its grants programme, the City Council contributes £1.4 million per year to support the work of a wide range of voluntary and community organisations that make collectively a huge contribution to the life of the city. The grants programme has two elements:

- open bidding, where community and voluntary organisations can apply for one-off grants on an annual basis or, on a smaller scale, throughout the year
- commissioning, where funding is provided for activities that have been identified by the Council as making a substantial contribution to the achievement of our corporate priorities goals.

Volunteering has the potential to benefit those who volunteer as well as the wider community. Oxford City Council has arrangements in place which encourage its own staff to volunteer. It will also work with its partners to increase the quality, quantity, and accessibility of volunteering in our city. The City Council hosted the annual volunteers' awards this year and will be hosting a Volunteers' Fair in the Town Hall in 2012 where different groups will be able to publicise their work.

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Healthy communities

The City Council is responsible for a range of functions that affect people's health and well being. Some of these – such as planning, housing quality, homelessness, social cohesion, and employment - have already been referred to in this plan. The City Council will use its powers and duties to improve all of these and the other wider determinants of health – environmental health, air quality, and green spaces for example - to help improve the health of local people.

Our ambition for our leisure services is to deliver the quality of service found in private clubs at an affordable price. We have made significant steps in this direction over the last twelve months.

Following public consultation, our leisure centres at Barton, Blackbird Leys and Ferry have all been revamped as part of a £2.2 million upgrading programme. The improvements include a new cycling spinning studio at Blackbird Leys, a brand new gym and replacement sports pavilion in Barton, and a large extension to the gym at Ferry. The centres have also benefited from refurbished changing facilities and upgraded reception areas.

These improvements have been funded from the savings that have flowed from the management partnership for leisure facilities between the City Council and Fusion Lifestyle, a charitable trust. There has been an increase of around 5% in leisure centre membership over the last twelve months.

Nationally, less than half of the leisure centres rated in the country have so far achieved a rating of 'good' from Quest, the leisure industry standards body. However in Oxford, Blackbird Leys Leisure Centre, Ferry Leisure Centre, and Hinksey Outdoor Pool, - Oxford's only public heated outdoor pool - have all reached this quality level in recent assessments. Quest assessments take place every two years and involve mystery visits and two full days of investigations into management and operational procedures.

These developments have helped drive some significant improvements in adult participation in sport. Oxford now has the second highest activity rate in the county, up from one of the lowest just four years ago. 27.6 per cent of adults are now taking part in 30 minutes of moderate intensity sport or active recreation three days a week which is a 6.9 percentage point increase from 20.7 per cent in 2005

To further improve our leisure facilities and the participation rate, the Council is progressing plans to build a new competition standard swimming pool in Blackbird Leys. This is planned to be a high-quality facility which will help increase community participation in swimming, as well as providing a venue where county-standard swimming competitions can be held. The new facility will include an eight lane, 25 metre pool with a moveable floor, a teaching pool, the possibility of fun water with jets and sprays, and new changing facilities. The new pool will adjoin the existing Blackbird Leys Leisure Centre. It will replace Temple Cowley Pools and Blackbird Leys Pool, both of which are in poor condition, very costly to run, and major contributors to the Council's carbon footprint.. The new pool will further improve our leisure offer, contribute to the ongoing regeneration of Blackbird Leys, and reduce the Council's own carbon footprint. The large savings in running costs over the facilities that it will replace will substantially meet the cost of the capital investment involved.

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Oxford Health Walks, run by GO Active and Oxford City Council, encourage walking – particularly in the city's beautiful parks - as a form of gentle exercise for those unaccustomed to physical activity. The scheme has been formally accredited because of its high standards and supportive environment. The scheme will provide health professionals with another avenue to promote healthy living in Oxford through the Exercise on Referral scheme. The Council's StreetSports programme has won the prestigious StreetMark accreditation, a national recognition of quality and we will continue to encourage healthy living by improving the quality of the outdoor sports offer in the city. For example, we have allocated more than £300,000 capital over four years to create more cycle lanes and better signage.

We are also working in partnership to deliver the Active Women programme within the city.

The Olympics and Paralympics will be major sporting events in 2012. Oxford has been selected to host the Torch relay and evening event in our region on 9th July and this is being planned to be an exciting and memorable event. Our key focus, however, is to use the interest generated by the Olympic and Paralympic programmes to encourage people of all ages and levels of fitness to embrace healthy and physically active lifestyles.

Healthy living is obviously about more than just physical activity. Community understanding of environmental health issues, for example, is essential to health and safety. There are over 1300 food businesses in Oxford. The City Council carries out 700 inspections a year and displays the results of food hygiene inspections on the *Scores on the Doors* website. In order to raise industry standards and reflect the diversity of Oxford's communities, the Council has developed food hygiene training courses that are delivered in different languages as well as providing foreign language exam papers. Nearly 50% of all the people trained on our food hygiene training courses do not have English as their first language.

The government's large-scale reorganisation of the way that health services in England are managed, commissioned and delivered has prompted national debate and raised concerns about the consequences for public health that will flow from the changes. The details of the legislation are still being debated; however, the structures through which it will be delivered are becoming clear.

The Health and Social Health Care Bill will establish Health and Well Being Boards in all upper-tier authorities in order to promote integrated health care services and increase accountability. The Boards will include elected councillors, clinical commissioning groups of GPs, local Health Watch and Directors of Adult Social Services, Children's Services and Public Health. The task of the Boards is to assess local needs and develop an integrated strategy for addressing them.

In Oxfordshire a Shadow Health and Well Being Board has been established with four supporting Boards:

- Health Improvement Board
- Children and Young People Board
- Adult and Social Care Board
- Public Involvement Board.

A member of the City Executive Board represents the City Council's interests on the Health and Well Being Board and also serves as vice chair of the Health Improvement Board. The City Council will ensure that the Health and Well Being Strategy fully reflects the needs and aspirations of Oxford's communities.

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Creative communities

Oxford City Council believes that culture and the arts can also be key drivers of regeneration in the city, with the potential to build community cohesion by encouraging different community groups to enjoy and have access to their different traditions. Our aim - working with our partners in the cultural sector - is to increase access for all our communities to good quality cultural opportunities and events, at affordable prices, in a range of venues and locations. We aim to provide cultural experiences befitting Oxford's world-class status.

The range of achievements over the last twelve months is impressive. The Old Fire Station opened in November 2011. The Old Fire Station (OFS) is unique in that it brings together a new Crisis Skylight Centre and Arts at The Old Fire Station. Arts at the Old Fire Station is a new organisation, created by the City Council to support the development of the creative industries, to offer flexible and high quality space to local performers, and to help to regenerate the west end of the city. The OFS offers a unique model of social inclusion by bringing artists, homeless people and the public into the same building which combines a range of flexible spaces and facilities, as well as training and support for employment in the creative and hospitality industries.

Pegasus Theatre, Oxford's youth theatre in East Oxford – modernised and transformed by a £4m rebuild project - goes from strength to strength. In 2011, Pegasus initiated *Mesh*, Oxford's first International Youth Arts Festival. *Mesh* was co-planned, run and hosted by and for young people from Oxford, France, Germany, the Netherlands, Croatia, Palestine and Russia. This project complemented the work done through the City Council's own international links programme which offers opportunities for exchange projects involving young people from our twin cities. Modern Art Oxford continues to stage exhibitions of international standing. Our successful annual dance festival Dancin' Oxford continues to receive enthusiastic support from the citizens of Oxford and has just received over £55k in grant support from Arts Council England. Get Moving! – a dance project for the over-50's in Oxford has proved to be very popular.

Oxford's Town Hall continues to make its own contribution to the city's cultural offer. This iconic Victorian Grade II* listed building is being successfully remarketed and is now a popular venue for concerts from a diverse range of performers, and events, including the annual Beer Festival. Oxford Philomusica's regular concerts for children have become sell-out events. In 2011, the Town Hall was the main site for Oxford's internationally acclaimed Jazz Festival. Exciting improvements to the Town Hall are planned over the next twelve months. The City Council is investing in improvements to the Town Hall infrastructure, including an upgrade to the acoustics in the Main Hall. We are planning for the Town Hall to enhance its role as a primary community facility for the city and also to provide facilities for the conference and concert markets. The Town Hall café is being refurbished in the early part of 2012 and will reopen with an upgraded offer in May 2012. The Town Hall's high quality gift shop, focusing on products related to the Museum and Town Hall collection opened in early November 2011.

We are also upgrading the Museum of Oxford and integrating it more closely with the Town Hall. Our plans for the Museum have attracted over £80k in grant support from external funders, and the Museum will reopen in June 2012. The City Council has joined with the University of Oxford Museums and the County Museum Service in a successful partnership bid to the Arts Council for three-year Renaissance funding that will promote public access to Oxfordshire's museums and train museum staff to develop their public programmes.

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The City Council continues to work closely with Oxford Inspires, the county's cultural development agency. Together with other cultural organisations in the city, we are working on a bid to secure Oxford's designation as UNESCO's World Book Capital in 2014. In partnership with the Poetry Centre from Oxford Brookes University, the City Council has appointed Oxford's first City Poet. Kate Clanchy is a widely published and respected poet who will use her term as City Poet to encourage people to write about life in our multi-cultural city. Kate will work with students at Brookes University, and with the help of the charity First Story, she will also have a base at the Oxford Spires Academy. Kate is aiming to visit all schools across the city and to establish partnerships and projects with community groups.

Large scale events play a key role in building cohesion and celebrating life in our city. Around 20,000 people attended this year's successful May Morning celebration, organised for the first time by the City Council. Christmas Light Night – where the City Council, Oxford Inspires, the University Museums and other cultural organisations from across the city work together to celebrate the festive season - has become so popular that last year's main outdoor celebrations were relocated from Broad Street to St. Giles. Around 29,000 people attended events across the city. The Olympic Torch relay event, taking place in July 9th 2012, will give people across the city the opportunity to savour the Olympic spirit. The 2012 Jubilee celebrations will provide an excellent opportunity for people to organise street parties and other neighbourhood events that will be facilitated through our joint working with Streets for People.

Safe communities

Crime and the fear of crime have an adverse effect on the well-being of our communities. As a lead member of the Oxford Community Safety Partnership, Oxford City Council has made a significant contribution to the reduction in the levels of crime and anti-social behaviour in the city. Between April and October 2011, total crime fell by 6%, compared to the same period in 2010. Car crime fell by 9% and there have been great successes in reducing violent crime; total violence against the person decreased by 26% compared to the same period last year. Unfortunately, burglary of people's homes - a key priority for residents in the city - rose by 17% during this period albeit from a historically low base. The low base is no consolation for victims and the partnership remains committed to maintaining tight control on crime in the city.

The NightSafe scheme tackles the problems of alcohol-related disorder in the night-time economy and its success is one of the key factors that enabled Oxford to obtain its Purple Flag accreditation. We have re-structured our Community Warden Service and improved co-ordination between them and our Crime and Nuisance Action Team, specialists in the investigation of anti-social behaviour.

We use Talkback - our citizens' panel – to survey people's opinions on a range of anti-social behaviour issues. In our 2008 survey, young people hanging around the streets was cited as an important concern by respondents. This issue has dropped from second to seventh in terms of people's concerns. This is due in part to the Council's Positive Futures Programme which aims to offer alternative activities to young people who might otherwise be drawn into various forms of anti-social behaviour.

Engagement with the community on safety issues, through the successful Neighbourhood Action Groups (NAGS), has been an important feature in the drive to reduce crime in recent years. However, it seems that the community safety partnership will face major challenges in the coming years. The government has

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made significant cuts to a number of community safety grants and the partnership will also have to respond to the new National Crime Strategy and the introduction of directly elected police commissioners which could disturb current patterns of expenditure and policing priorities

Measure	2012/13	2013/14	2014/15	2015/16	2016/17
Improve satisfaction with our neighbourhoods from 90% in 2011/12 to 92% in 2014/15.	91%	91%	92%	92%	92.5%
Increase the percentage of Oxford's population volunteering from 27% in 2011/12 to 30% in 2014/15.	28%	29%	30%	30%	31%
Increase the percentage of adults taking part in sport as measured by Sport England's Active People Survey by 1% each year	27.7%	28.7%	29.7%	30.7%	31.7%
Increase the number of young people attending our Holiday Activity programme from 1,000 in 2011/12 to more than 1,200 in 2012/13	1,200	1,200	1,200	1,200	1,200

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A cleaner, greener city

Survey after survey makes it clear that Oxford's citizens place a very high priority on the quality of the local environment. The City Council's objective is to maintain and develop a cleaner, greener Oxford – in the city centre, in our neighbourhoods and in all public spaces.

Recycling and refuse collection

The City Council has made significant improvements in recycling and waste collection in recent years. The city presents particular challenges due to the diverse nature of its population, its high population churn (25% per annum) the large number, (5000) of houses in multiple occupation, and the large number of self-contained flats. In 2009-10, we market tested our recycling and waste service in order to make the service more efficient and to improve customer satisfaction.

The City Council now offers a high quality and inclusive service. We have expanded the weekly food waste recycling programme across the whole city. We are giving householders choice about containers; wheeled bins, boxes and sacks are all available in order to reflect the different kinds of housing stock in the city. The blue wheeled bins make recycling easier for residents as nearly all recycling materials can be placed into one container. We have also introduced recycling bins into the city centre and ring road. We have introduced a new garden waste collection service with over 12,000 customers signing up to the service in its first six months of operation. We have also introduced a new textile and clothes recycling bank and we composted over 2,000 Christmas trees.

We will spend £270,000 per year over the next four years to extend recycling to flats by improving the provision of commingled recycling facilities and bin stores. We will also work to enhance refuse collection on the more densely populated estates with limited or no front gardens.

Our aim is to achieve the best recycling rate for an urban authority and we are making progress in achieving this. Between 2005 and 2006 we recycled just 20% of our domestic waste in Oxford; our recycling rate is now approaching 50% and we aim to achieve 53% by 2015/16. We are working to further reduce waste and to maximise reuse, recycling and composting, with a long-term goal of reducing land-filled waste to zero.

Clean streets, neighbourhoods and open spaces: The Cleaner Greener Oxford campaign – a successful partnership between the City Council and the *Oxford Mail* – has delivered significant improvements in outcomes in street cleanliness. The Council is tackling inappropriate refuse disposal, fly-tipping, littering, dog-fouling, and graffiti through a mix of education and enforcement. We have continued to target resources so that we can keep the city centre clean and this is reflected in our Purple Flag accreditation. We will be spending an additional £2,000 per year for the next four years on a new low-emission litter picking machine which will remove side-waste more effectively from around bins in the city centre.

Targeted clean-up campaigns have also been effective in East Oxford, Blackbird Leys and Jericho. We have introduced new powers to control litter caused by leafleting and we have reorganised the work of our Community Wardens Team so that they can play a bigger role in environmental enforcement. We will be spending an additional £12,000 per year for the next four years to embed Cleaner Greener Oxford through a door-to-door campaign of encouragement and enforcement.

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Four of our parks - Bury Knowle, Hinksey, Cutteslowe and Sunnymead, and Florence Park have secured Green Flag status and our plans are seeking to make the parks and green spaces even safer and cleaner. An additional £15,000 per year for four years has been allocated to improve litter picking and maintenance in our parks, reflecting the increased use of these facilities in recent years. We will also be spending £1.1 million on a major refurbishment of parks pavilions including those on Blackbird Leys, Barton and Quarry Fields.

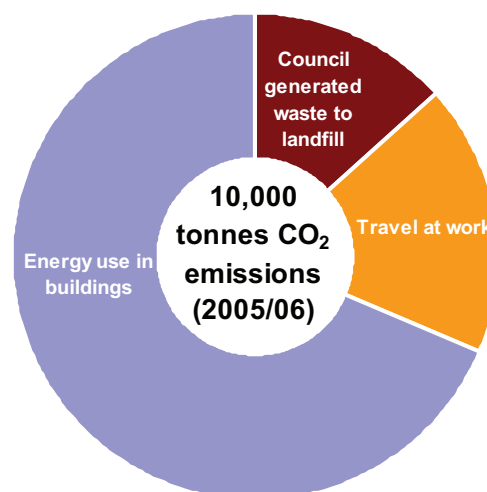
We are spending £2.5million to improve the quality of the majority of our 92 play areas and we have now refurbished over 50 play areas. We have introduced dog control orders across the city to strengthen our powers in respect of dog fouling and controlling dogs accessing parks play areas. We are exploring ways of further expanding the reach of the cleaner, greener campaign.

Education is at the heart of our campaign for a cleaner, greener city. However, we will not hesitate to enforce good behaviour where this is necessary through the use of environmental enforcement notices.

Reducing the Council's carbon footprint

Over the past three years the Council's focus has been on its internal carbon management programme. Over the last couple of years, we have had measures in place to reduce carbon dioxide emissions from our buildings and operations by over 800 tonnes per year. This represents an 8% reduction on 2005/06 levels. By the end of March 2011 we had reduced emissions by a challenging 25% and are planning 5% reductions year-on-year thereafter. We are on track to achieve this. This will deliver potential savings to the Council of around £1.24 million over five years.

City Council carbon dioxide emissions by source, 2005-06



Source: Oxford City Council

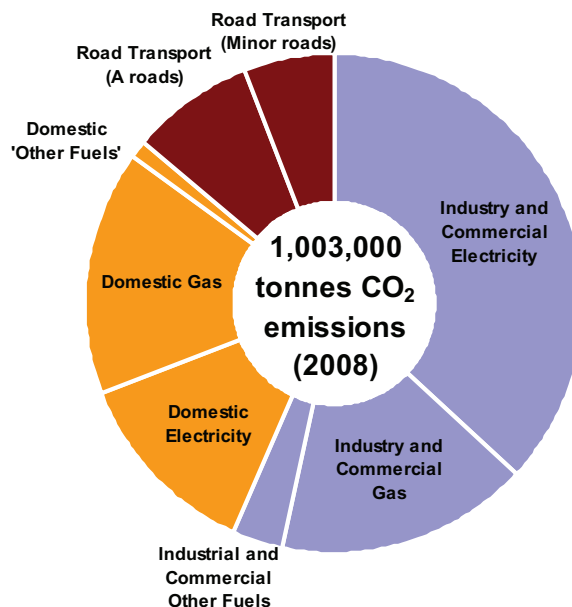
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The Council's innovative work on sustainable housing has been referred to earlier in this report. The City Council's fleet now includes electric vehicles and we are actively involved in the local Mini E trial. We have won the Energy Saving Trust Fleet Hero Awards for 'Smarter Driving', resulting in a 6% reduction in fuel use across our whole fleet. We won the Carbon Trust Innovation Award 2009: Innovative use of Technology (Public Sector). In 2010 we were runners-up in the Guardian Public Sector award for Innovation on sustainability issues.

Reducing the city's carbon footprint

The City Council is committed to reducing its own carbon footprint, and to leading efforts to reduce the city's footprint. Low Carbon Oxford's groundbreaking work to embed a green economy has been referred to earlier in this report, as has our decision to allocate an additional £50,000 per year for two years to the initiative

Carbon dioxide emissions by source, Oxford 2008



Source: Department of Energy and Climate Change

From 2014, the City Council will be implementing a Low Emission Zone (LEZ) which will place restrictions on the types of vehicle engines that can operate within central Oxford. This has particular implications for public service buses. The introduction of the LEZ – along with the desire of the main bus companies to play their role in making Oxford cleaner and greener – has led the Oxford Bus Company and Stagecoach to upgrade their fleets and successfully launch a joint ticketing scheme in the city. They are replacing many of the old polluting vehicles with new diesel electric hybrid double decker buses, funded through the Green Bus Fund. These hybrids have extra low NO_x emissions.

The Council has implemented a planning requirement for 20% on-site renewable energy production for all large developments. We will be assessing the possibilities offered by the Green Deal for energy improvements in our own housing stock and, through the Low Carbon Oxford partnership, helping to roll out this programme to tenants, residents and businesses when the first Green Deals are launched in

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Autumn 2012. As set out earlier in this report, the City Council will be investing £54,000 over two years to ensure early and full take-up of the opportunities for insulation.

We are also working through strategic partnerships to combat the adverse effects of climate change, including the increased incidence of flooding within the City. We are implementing a broader strategy for dealing with the management of natural resources through a strengthened sustainability strategy.

Low Carbon West Oxford (LCWO) was set up after the summer floods of 2007 by residents concerned about climate change and local flooding. LCWO is a community-led initiative which aims to combat climate change by cutting our community carbon dioxide emissions by 80 % by 2050, encouraging residents to live more sustainably, and contributing to a more cohesive and resilient community. LCWO volunteers have helped plant 600 new trees on the edges of Botley and Oatlands park to help absorb Co2 and reduce local flooding and attract wildlife.

We are working with partners and local communities to ensure that those who are on low incomes can benefit from low carbon opportunities

Measures	2012/13	2013/14	2014/15	2015/16	2016/17
Reduce the City Council's carbon footprint by 235 tonnes (Co2) each year	235	235	235	235	235
Reduce the amount of residual household waste collected per household per annum and sent to landfill from 464kg in 2011/12 to 440kg in 2014/15.	450Kg	445Kg	440Kg	440Kg	440Kg
Increase satisfaction with our street cleaning from 70% in 2011/12 to 75% in 2014/15.	TBC after talkback results	TBC after talkback results	75%	76%	77%
Increase the number of enforcements carried out as a result of environmental offences from 660 in 2011/12 to 760 in 2014/15.	700	730	760	790	820

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An efficient and effective Council

The City Council embarked on a major modernisation and service improvement programme in 2008 with a series of objectives across the organisation designed to create a flexible and digitally enabled organisation, delivering high quality, value for money services.

The Council's efficiency and effectiveness have improved significantly over that period, and by the end of 2010-11, the General Fund will have seen a reduction in spend of £4.9m (16%) over a 3 year period (2008/9 – 2010/11). Further General Fund reductions of £9.5m are planned over the period 2011/12 – 2014/15 following the 28% reduction in government grant during this period. £5.9m of the total savings relate to the delivery of efficiencies across the organisation. A further 2% reduction will be made thereafter up until 2016-17.

There has also been a significant improvement in performance against our targets. In 2007/08, 49% of targets were met; in 2008/09 this had increased to 53%, and in 2009/10, 69% were achieved. In March 2009 we were achieving 59% of targets set out in our corporate plan. By year end of 2009/10, this figure had increased to 76%. We are now achieving improvements across 84% of our indicators.

In order to manage the financial constraints which government has imposed upon local authorities, the Council has had two options. The first is to balance the budget through service cuts and reductions in investment, which would lead to an impoverished organisation susceptible to unplanned cuts and redundancies. The second option – the option that we have chosen – is to speed up our pace of improvement so that we can protect and improve our front-line services with reduced resources.

Council 2012

In the previous Corporate Plan the Council's 2012 programme was highlighted, and it has been this programme which is now driving the important changes in the ways in which we manage our people, processes and systems.

Four principles underpin the Council 2012 programmes:

- One Council: one vision, integrated policies and procedures across all services
- Rationalise the use of buildings and make the most of our assets: make more efficient use of our buildings and offices and dispose of those that are surplus to requirements.
- Simplify, standardise and automate our processes: Eliminate duplications in systems and processes and e-enable wherever possible, both internally and externally.
- Modern and flexible working practices: enable staff to work more flexibly and more productively in order to reduce the Council's cost and carbon footprint.

The Council 2012 programme is nearing completion and has delivered significant achievements.

1. Customers First

We have:

- Opened a new, state-of-the art customer services centre in St. Aldate's Chambers where customers can receive answers to queries about all Council services, including planning and building control issues
- introduced one telephone number for all Council services

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- combined the contact centre operations previously located within different Council departments to create one generic, corporate front of house and call centre service.
- implemented a customer relationship management system which holds consistent information about our services and helps us provide a 'get it right first time' service regardless of whether customers are contacting us over the web, by telephone, or face-to-face
- begun a fundamental service review of our benefits service to ensure that we get things right in this most important of services
- increased the range of services that can be accessed on-line and through the contact centre. These channels are cheaper for the Council to run and deliver better value for money to the taxpayer. We are on track to increase the proportion of online transactions by 20% by March 2013 against the 2009 baseline figures and to reduce the proportion of face-to-face contacts by 20% by 2013 against the 2009 baseline figures. We will be launching our "click, call, come in" campaign in the new year, aimed at encouraging our customers to prioritise those access channels which are cheaper and more convenient
- significantly improved management in the contact centre. By March 2012, we want at least 90% of our customers to be able to reach us first time on the Council's main service lines.

Our aim is to resolve 80% of customer enquiries in the customer service centre and contact centre by March 2012 and 85% by March 2013. We are working to achieve customer satisfaction within the customer service centre, contact centre and website at 90% by March 2012 and 95% by March 2013.

2. Offices for the Future

We have:

- improved working conditions for our staff by transforming St Aldate's Chambers into modern, flexible office space. This has enabled us to improve staff satisfaction as well as reducing our costs and our office footprint
- made good progress on reducing our city centre office and carbon footprint. We have moved out of our Blue Boar Street offices and sold them; Ramsay House is also on the market. The aim over time is to locate most of our staff in our city centre offices and reduce the Council's office and carbon footprint by 25%.
- put arrangements in place to increase the productivity and efficiency of the facilities management service over the coming months.

3. Corporate Services Modernisation

We have:

- Rationalised and centralised our back office functions by bringing together finance and ICT staff from across the Council into centralised teams.
- Made good progress on rationalising back office processes. For example, Finance have developed a single invoice and payment process. The Council also now has one integrated performance reporting tool, Corvu. This is enabling us to move to a self-service model whereby managers are able to access information about performance and finance directly, without reference to intermediary officers. This makes our processes more efficient and it also gives managers more ownership of the information relevant to their services. The roll-out of the iTrent system is providing similar benefits in relation to human resources management.
- Significantly improved the management of our ICT service by creating a small team of experts within the Council to liaise with the County Council. A new ICT strategy will be implemented over the next twelve months. This will play a role in rationalising our ICT systems architecture, as will a major review of the City

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Council's licensing arrangements will also be taking place in the coming months. We will be investing an additional £1.1 million over 4 years to further improve ICT

- made our asset management function more efficient by centralising all maintenance and property related functions in the corporate Asset Management team.
- Developed a new performance management framework, which we will be embedding over the coming year. Performance management across the Council has improved significantly over the last few years, as is evidenced by our improved performance. The new framework builds on these improvements by requiring managers to look at good practice beyond the City Council. The new framework requires service managers to:
 - carry out at least one benchmarking exercise per year within our own sector and, where there is potential, outside of the sector
 - gather market intelligence on their sector to inform service development
 - have arrangements in place to obtain customer feedback biannually.

4. Direct Services

We have:

- set up a Direct Services unit which brings together front-line services previously delivered by different service areas. The unit includes: recycling and waste; street scene; highways and engineering; and building maintenance. All services will report through trading accounts overseen by a Commercial Services Board reporting to the Executive Director for City Services.
- agreed to move to a single depot and stores operation to support Direct Services and are currently looking at site options.

5. City Housing Review

We have:

- transferred the non-maintenance delivery elements of the housing landlord function to a new combined Housing and Communities Team. This is enabling us to address the changing nature of issues on our estates which are increasingly characterised by mixed tenure.

We aim to improve aggregate performance on tenancy services key performance indicators by 8% by 2012 and improve overall resident satisfaction with services by a minimum of 3% by 2013.

People and equalities

Staffs are the Council's key asset and we are continuing to invest in them. We recruit good employees through an improved recruitment process and have significantly increased the number of trainee and apprenticeship roles, to help secure the long-term future of the Council's skills base. Increasing the diversity of our workforce is an important part of this. How we manage and develop people is fundamental to the delivery of better services and value for money and to do this our managers must know how to manage people well. We have provided training in this area and results are positive.

Communicating with staff, managing their performance and giving feedback are all essential parts of the employment relationship. We expect our managers to fulfil these aspects and employees also have their role to play, as laid out in our Employee Charter and Behavioural Framework. We have made good progress in driving high performance through our appraisal process, where staff and managers agree objectives – linked to delivery of Council services - and regularly review progress over the year. We have

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improved employee attendance by reducing sickness absence by 25% over the last twelve months and, for the first time in many years some staff have been dismissed for poor attendance. However, we have more work to do in this area.

Investors in People

We were pleased to achieve the Investors in People accreditation in May 2011. Investors in People looks at all aspects of people management - setting and communicating our business strategies and including staff in those processes as well as developing our people so they are well equipped to deliver our strategies. The award reflected the contributions that people at all levels of the Council have made to improving the way that the Council does business.

The IIP assessors commended the Council for:

- its clear and ambitious vision to be “World Class”
- the clarity of its objectives at all levels, as a result of the consistency with which the planning process is implemented through team and personal plans. Every service and every team has its own plan, produced in the context of the Corporate Plan, which sets out the overall council priorities, aims and objectives that dovetail with the ambitions of the various different agencies and partnerships that exist throughout the city. Individuals, through regular team meetings and their individual one-to-ones with their managers, are clear of their own personal objectives and contributions, and how these link through team plans and services to help the council achieve what it sets out to do for the city and its residents.
- strong internal communications, through *Council Matters*, corporate briefings, Wider Leadership team meetings, Management Practice Group, and one-to-ones
- a well understood and managed Behaviours Framework
- people working cooperatively within teams and between teams to deliver the outcomes that the Council or the service requires
- its distinct focus on management and management behaviours that has helped to bring about some high levels of management competence and effectiveness throughout the organisation. The council has run three levels of management training, which was mandatory for all managers at the appropriate level: *Stepping On* (first line managers and supervisors), *Stepping Up* (managers of managers) and *Stepping Ahead* (senior managers).
- placing effective learning and development as a key feature of the council
- excellent use of measurable data, utilised effectively in setting clear goals and objectives, and then being used to measure progress towards objectives and to demonstrate improvements in specific areas
- an organisational ethos of honesty and openness which enables people to voice opinion, challenge practices and develop effective methods to make improvements to local and council practices.

We are planning to build on the recommendations in the IIP report to drive further improvements in preparation for a future application for IIP Gold accreditation.

Equalities Framework for Local Government

In January 2012, the City Council successfully reached Achieving Level as set out in the Equalities Framework for Local Government. The peer review focused on the following themes:

- knowing your communities and equality mapping

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- place shaping, leadership, partnership and organisational commitment
- community engagement and satisfaction
- responsive services and customer care
- modern and diverse workforce

Industrial relations

Working relationships between management and trade unions remain strong and we continue to work together across a range of employment issues, including responding constructively to budget pressures. As part of the 2011 budget process, for example, Trade Unions have agreed to enter into a ground breaking partnership agreement which has suspended the incremental system in favour of a bonus payment for staff who have an acceptable performance and appraisal rating. This bonus is dependant on the Council achieving its savings targets. This agreement has helped the Council – in spite of the difficult national financial environment in which we find ourselves – to invest in the city, protect our core services - particularly those that serve the most vulnerable in our community - and to minimise redundancies.

The Council's Partnership Payment introduced as part of the 2011 budget process was an important step forward in changing the contract with staff and an explicit recognition of their fundamental role in performance delivery. We aim to create a culture in which all staff are actively encouraged to challenge accepted practice positively, suggest and pilot new approaches. Allowing risk-taking within defined parameters, actively managing talent, and engaging customers in service design will energise those individuals involved and the organisation as a whole. These are the issues with which we will be engaging in the coming months, as we take the Council to its next phase of development as an innovative, leading edge organisation.

Enterprising council

As the City Council becomes more efficient and effective, it is increasingly well placed to deliver services on behalf of others. Oxford City Council already manages a collaborative procurement hub that operates across all the councils in Oxfordshire. A dedicated procurement officer ensures that the majority of procurements undertaken benefit all the partners in the hub.

In 2010, Legal Services entered into a shared services arrangement with the other Oxfordshire councils. The Oxfordshire Legal Hub is coordinated by the City Council. The purpose of the Hub is to share legal resource and expertise between the authorities, increasing the resilience of each partner and providing an alternative to placing work with the private sector. The partner authorities have already collaborated on the joint procurement of legal research facilities and external legal advice.

Our Direct Services team – providing services such as building maintenance, street scene, engineering, recycling and waste collection – are well placed to market a wide range of operational services to other organisations.

We are putting arrangements in place to encourage trading and business development across the Council.

Open council

Oxford City Council is committed to open government and transparency. In order to deliver this commitment we have published on our website:

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- All expenditure over £500, including costs, supplier and transaction information. This information is published quarterly
- Senior employee salaries, job descriptions, responsibilities, budgets and numbers of staff. 'Senior employee salaries' is defined as all salaries which are above £58,200. We will also be publishing the 'pay multiple' – the ratio between the highest paid salary and the median average salary of the whole of the authority's workforce
- An organisational chart. This is also published in our Corporate Plan
- Job vacancies
- Councillor allowances and expenses
- Copies of contracts and tenders to businesses and to the voluntary community and social enterprise sector.
- Grants to the voluntary community and social enterprise sector should be clearly itemised and listed. Information related to the democratic running of the Council, including the constitution, election results, committee minutes, decision - making processes and records of decisions.

We are also planning to include on the site information commonly asked for through Freedom of Information requests.

Measures	2012/13	2013/14	2014/15	2015/16	2016/17
Increase the percentage of customers satisfied at their first point of contact across all access channels (web, telephone, face to face) to 90%	90%	95%	95%	95%	95%
Reduce the cost of delivering Council services per resident from £172 in 2011/12 to £162 in 2014/15.	tbc	tbc	£162	tbc	tbc
Deliver efficiency savings of £6m by 2011/12 and over £9, by 2014/15.	tbc	tbc	£9m +	tbc	tbc
Achieve IIP Gold by 2013/14	Standard	Gold	Gold	Gold	Gold

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Working in partnership

Many of the challenges that face Oxford cannot be solved by the City Council (a district authority) on its own . The Council works with other organisations at many levels to deliver and enable services for the residents of Oxford and this will become increasingly important as budgets become tighter.

The government has made announcements on a range of policies and guidelines which will affect the statutory functions of public bodies and which will impact upon the way in which the public sector delivers services. Of particular importance is the Localism Act. This Act aims to devolve some powers and freedoms to local authorities and neighbourhoods and may give communities the opportunity for greater influence over planning and housing decisions. The details of how changes are to be implemented are however still not clear.

The Chief Executives of the public sector in Oxfordshire (local authorities, police and primary care trust) meet regularly together to review changes to government legislation and new policies. As a part of this process there has been a review of the existing partnership arrangements. Partnerships are in a period of transition and the changes that they are going through are set out below.

Local Strategic Partnerships

The statutory requirement for each local authority area to have a Sustainable Community Strategy and a Local Strategic Partnership to oversee the development and delivery of the Strategy will be removed from April 2012. These partnerships brought together key organisations from the public, business, community and voluntary sectors to develop and implement long-term visions for their areas.

These local partnerships were complemented at the upper tier of local authority by a Local Area Agreement (LAA) between central government and all local authorities. This agreement set out the priorities for the area, and targets for delivering them. In Oxfordshire the delivery of the LAA was overseen by the Oxfordshire Public Service Board. However, the Government has now abolished the Local Area Agreement and invited local authorities to decide for themselves whether or not they wish to maintain their Local Strategic Partnerships.

Oxford City benefits from an active and well supported Local Strategic Partnership (OSP) and the members of the partnership have confirmed their intention of maintaining and strengthening it to tackle the issues which face the city over the next decade. The Partnership has taken a lead on six key issues for the City since its inception in 2002/3. These include:

- Affordable Housing
- Health and Social Inclusion
- Climate Change
- Quality of the Public Realm
- Safer, Stronger and more Cohesive City
- The Economy of the City

More recently the OSP has taken on the role of overseeing the delivery of the City Regeneration Framework and Breaking the Cycle of Deprivation programme as well as Low Carbon Oxford.

Oxfordshire County Council has expressed a commitment to maintaining the Oxfordshire Partnership as a county wide information sharing and consultative body

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that helps to set high level strategic objectives for joint action. It is proposed that the Oxfordshire Public Service Board will only meet if future circumstances require it to do so.

Spatial Planning and Infrastructure Partnership (SPIP)

This partnership between the City Council, the Oxfordshire Districts, the County Council, and other relevant Government organisations oversees infrastructure development, economic development, spatial planning and housing development across the county. The government has abolished Regional Spatial Strategies, Regional Development Agencies and there are no longer regionally imposed housing targets. However, the Localism Act imposes a duty on local planning authorities to cooperate on spatial planning. SPIP will enable the Oxfordshire authorities to meet this obligation

Local Enterprise Partnership (LEP).

Oxfordshire City Region LEP was successful in its bid to become a Local Enterprise Partnerships (LEP). It is a business-led body tasked with developing a clear vision for the area's longer term future, removing barriers to economic growth and creating new markets and employment, particularly in hi-tech and green technologies. The key priorities of the LEP are: improving skills; generating inward investment; and infrastructure planning. It has agreed to prioritise its support in three localities - Bicester, Oxford, and Science Vale UK. The LEP has been successful in its bid to have Science Vale UK designated as an Enterprise Zone and will be receiving £6 million from the Government's Growing Places fund to be invested in infrastructure on a rolling funding basis.

Environmental and Waste Partnership

This partnership currently oversees work across the county on reducing carbon, climate change and adaptation. It also oversees the waste reduction and encourages recycling, improved street cleanliness and the public realm.

The government has announced its commitment to reducing carbon and introducing the 'Green Deal', aimed at providing resources for householders to improve energy efficiency.

The delivery of waste services and waste reduction is currently under review in order to see if there are opportunities for budget savings. The partnership is in the process of reviewing its remit and functions.

Health and Well Being Board

A new Shadow Health and Well Being Board has been established for Oxfordshire (replacing the previous Health and Well being Partnership). Health and Wellbeing Boards are a significant element in the Government's strategy of joining up the health policy of the NHS and local government, working alongside other partners including the new Healthwatch. The responsibilities proposed by Government for the new Board includes:

- preparing a Joint Health and Wellbeing Strategy for Oxfordshire covering all age groups.
- ensuring that there is a Joint Strategic Needs Assessment that provides for the Board a strong evidence base and a clear analysis of population need
- having oversight of the joint commissioning arrangements for health and social care across the County;

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- oversight of the involvement of the new Clinical Commissioning Groups (i.e. the new GP commissioners) in joint planning across the County

The arrangements include establishing four supporting Boards.

A new Health Improvement Board will take forward a work programme to develop health in the broadest sense, incorporating the new local authority responsibilities for public health, housing issues, recreation, leisure, and use of green spaces..

A new Adult Health and Social Care Board will be responsible for delivering existing key performance targets for the NHS and County Council and for the joint governance of pooled budgets.

A new Children and Young Peoples' Board will build on and develop the existing work programme of the existing Children's Trust.

A new Public Involvement Board will incorporate Healthwatch, service users, the advocacy role of the voluntary sector, advocacy groups and the carers' voice.

Safer Communities Partnership

The City Council are a lead partner on the Oxfordshire Safer Communities Partnership (OSCP) whose aim is to make Oxford a more cohesive city by reducing crime, antisocial behaviour, fear of crime and domestic violence. The partnership has been identifying and tackling the city's community safety priorities for the last 10 years.

The government has made significant cuts to a number of community safety grants and, alongside a restructure of Thames Valley Police, these present significant challenges for the partnership. In addition the partnership will need to respond to the new National Crime Strategy and the introduction of directly elected police commissioners. There are currently discussions on the future functions and remits of both the Oxfordshire and Oxford City Community Safety Partnerships.

Oxfordshire Community and Voluntary Sector

The City Council is part of the Oxfordshire Stronger Communities Alliance, which aims to strengthen the role of the voluntary and community sectors and increase the number of volunteers in the city.

The City Council provides funding to a range of voluntary and community groups who help deliver the objectives set out in the Corporate Plan.

The government's 'Big Society' concept seemed to offer potential opportunities for the voluntary and community sector as deliverers of services. However, significant cuts in public sector funding have resulted from the government's own budget cuts and these are likely to lead to groups losing grants and/or contracts for services. The Oxfordshire Stronger Communities Alliance is analysing the potential impact of these changes and supporting the development of a business plan which will prepare them for the anticipated changes ahead.

Procurement

The procurement team actively engages with Business Link, Federation of Small Businesses (FSB), Thames Valley Chamber of Commerce and the voluntary and community sector. The team regularly supports the work of these groups by giving talks to members and offering training. They also work with local professional

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services such as banks, solicitors and accountants who provided free advice to businesses.

Oxford City Council manages a collaborative procurement hub that operates across all the Councils in Oxfordshire. A dedicated Procurement Officer ensures that the majority of procurements undertaken benefit all of the partners in the hub.

This area of work will be of growing importance given the budget reductions required from the public sector and the potential to make savings through the joint purchasing of goods and services.

Conclusion

This Corporate Plan reaffirms the Council's ambition to make Oxford a world-class city for everyone. It also reaffirms our plans for transforming the way that the Council performs.

The Corporate Plan sets out the significant steps that we have taken over the last few years toward realising our ambitions. We have made extensive efficiency savings and at the same time improved performance across over 80% of our indicators. We have continued to make good progress in delivering our broader aspirations for the city. We are investing in Oxford's future by using Council money to drive projects which will create housing, jobs, and an improved quality of life for our citizens.

We remain committed to our core ambition of building a world class city for everyone. The priorities that underpin our core ambition remain unchanged:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner greener Oxford
- An efficient and effective council.

The budget that has been agreed to deliver the aspirations and projects set out in this Corporate Plan represents a serious level of investment by the City Council into the city's economy. Our plans to improve educational attainment and youth provision in the city – key factors in enabling our young people to access the labour market and economic and social life chances - represent significant new areas of investment for the City Council.

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To: City Executive Board
Council

Date: 8th February 2012
20th February 2012

Item No:

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	225,360	231,336	234,485	235,218	234,886

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 affects 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

Name and contact details of author:-

Name: David Cripps
 Job title: Treasury and VAT Manager
 Service Area / Department: Finance
 Tel: 01865 252739 e-mail: dcripps@oxford.gov.uk

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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	
	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
Council

Date: 8th February 2012
20th February

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

Title of Report: HRA BUSINESS PLAN DRAFT FOR CONSULTATION - CEB
HRA BUSINESS PLAN DRAFT FOR CONSULTATION - COUNCIL

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 and to RECOMMEND Council to adopt the HRA Business Plan into the Budget and Policy Framework

Key decision? No

Executive lead member: Cllr Joe McManners

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

Recommendations:

CITY EXECUTIVE BOARD

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.

COUNCIL

To adopt the HRA Business Plan into the Council's Budget and Policy Framework, noting that some editorial and financial adjustments may need to be made before the Plan takes effect on 1st April 2012.

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;
 - £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

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

Executive Summary

1. This business plan sets out the Council's proposals for funding the maintenance and regeneration of its 7,800 rented and leasehold homes over a 30 year period, together with the development of new affordable housing.
2. The Government has determined that the national Housing Revenue Account (HRA) system will end on 31st March 2012. Under this arrangement the Government took an annual payment from Councils deemed to have an HRA financial surplus (for Oxford c£13m per year) and redistributed to Councils deemed to have a deficit. The system will be wound up with Councils in surplus making a final single capital payment for redistribution. Oxford City Council will be required to make a payment of c£199m, which will necessitate borrowing, which the Government will facilitate. The Council has no option but to make the payment, but will have full financial freedom in managing its homes going forward.
3. Oxford already faces severe housing pressures with demand for affordable housing continuing to increase. The economic climate is adverse, funding for social housing has been cut, real incomes, welfare and benefits are being reduced, but the cost of housing continues to rise. Housing waiting lists and homelessness are increasing. The demand for social housing has never been greater, with the city identified as the least affordable location outside London. The Council's central priorities include delivering more homes and more affordable homes. The business plan is designed to help deliver the Council's housing strategies.
4. For social housing providers there are also risks at this time: Government pressures to move to higher affordable rents, reductions in benefits and changes to payments, potential increases in Right to Buy discounts and sales, and unemployment. These will increase management costs, arrears and bad debts, and sales will reduce stock. We have needed to factor these into the business plan. There are also opportunities, with borrowing and construction costs at a historically low levels, and potential efficiencies in our management and operations.
5. Overall our housing stock is in good condition, meets the Decent Homes standard, and has benefited from continuing investment. The business plan commits the Council to continuing investment and continuing to raise residents' satisfaction, supporting repairs and maintenance services and upgrading stock. It also provides for efficiencies of around 30% in repairs and maintenance costs in the initial years, whilst maintaining standards. In addition we have planned for major works to our tower blocks, and are looking to review its strategy for maisonettes, single and bedsit accommodation as part of its regeneration programme. We also are pursuing opportunities to improve energy efficiency and reduce fuel poverty.
6. The Council has restructured its Housing Service and separated its landlord and building services functions to promote increases in efficiency. It is also working with residents and their representatives to overhaul governance, improve representation and joint working and to develop the 'Local Offer' in line with regulatory requirements and best practice. Residents were consulted on this business plan and their priorities will continue to help shape the service. The Council has introduced an extensive set of performance measures and reports these regularly.

7. The Council is committed to developing new affordable homes as part of the business plan. Our HCA programme for 112 new homes will be funded by the Council (£18m) and HCA grant (£2.4m).in the period to 2015. We will also have capacity to fund additional new homes with a further £60m in the period 2015-21, which may include the new development at Barton.
8. The final financial settlement will not be concluded until 31st March when the interest charges are confirmed and the payment made. The business plan adopts a careful approach to accommodate adverse changes, if needed. The principal elements are summarised below.
9. The Government has set the City Council's capital charge at £199m and set the Council's borrowing cap at £238m. After allowing for the Council's existing HRA borrowing of £20m from its General Fund, this leaves headroom for additional borrowing of £18m, if required. The Government has arranged borrowing through the Public Works Loan Board at a preferential rate (3.24%) for the capital charge, with any additional borrowing at market rates.
10. Our business plan shows that with borrowing of £199m we can fund the interest charges, our repairs and maintenance programme, and the continuing investment in our stock together with our HCA development programme and further development as identified above. We would begin paying down the debt over a period 15-50 years hence. We still retain the capacity of £18m additional headroom, if required, but this would be at market rates of interest and there is no requirement at this time.

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

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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 -

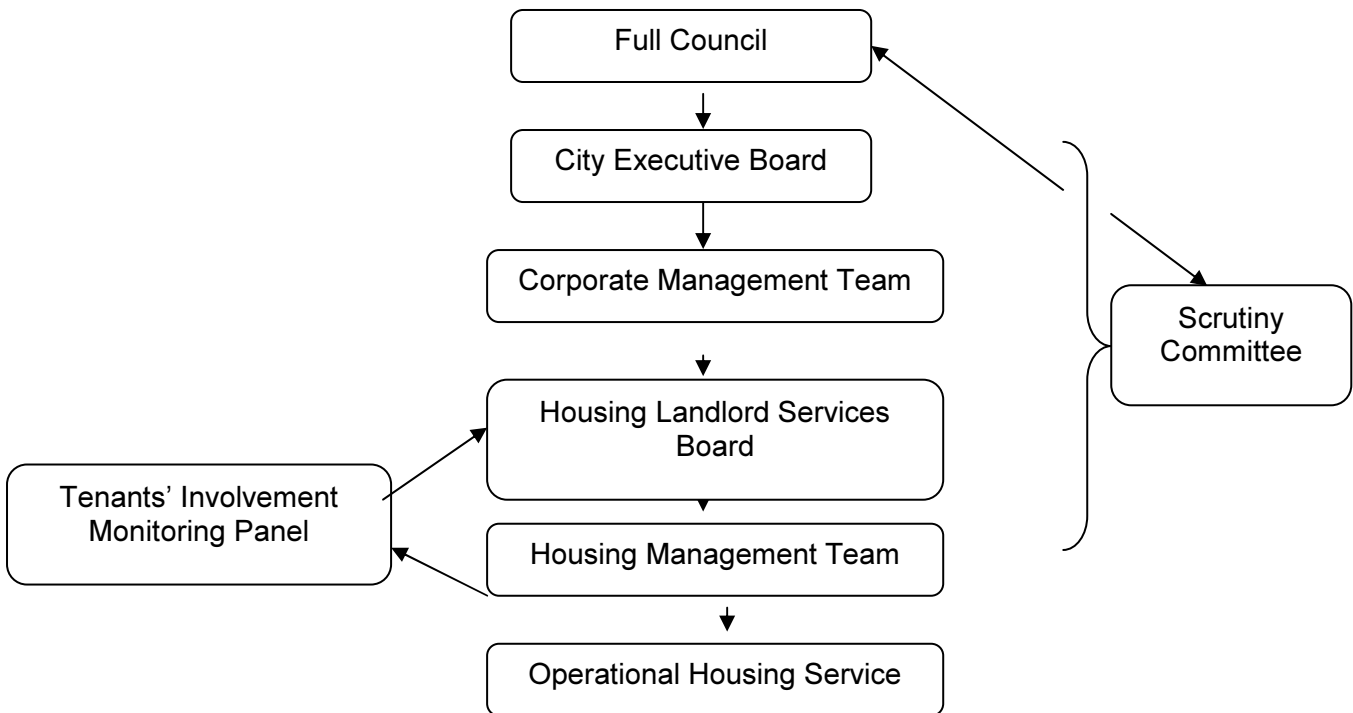
- Central Heating - “A” rated condensing boilers always fitted in new and replacement systems together with thermostatic radiator valves and modern controls.
- Top-up lofts to 250mm insulation and lagging pipes. Cavity wall insulation if needed (grant funded). External insulation to homes with no cavity 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.

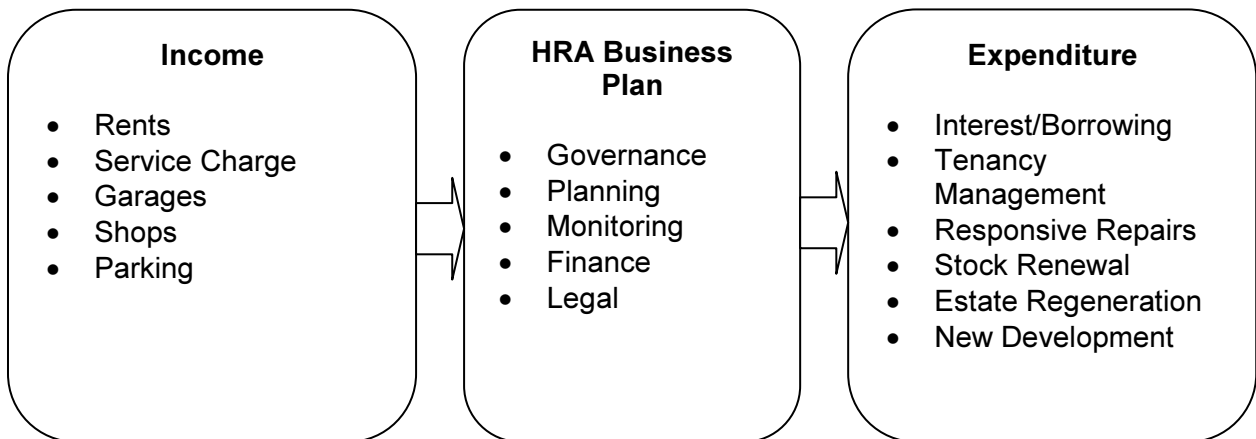
Tenants and Leaseholders Involvement and Monitoring Panel (IMP): where customer representatives work with officers to shape and monitor the quality of our housing service. IMP members are invited to Council bodies, including:

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

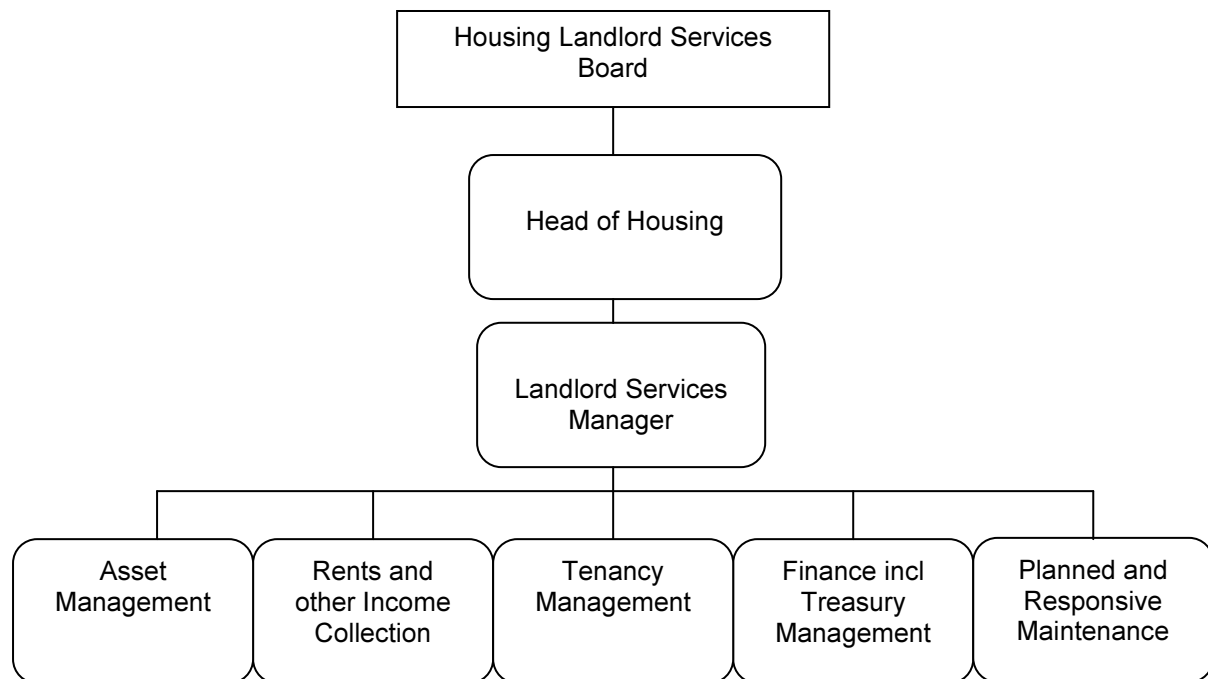
The Council is working with the IMP to review governance and to ensure that there is capacity for members to contribute their views and exercise scrutiny and to represent tenants and leaseholders effectively (A2). Following a report from the Tenant Participation Advisory Service (TPAS) on models for 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
<i>Headline Assumptions</i>	
Discount factor	6.5%
Maximum Debt Settlement Figure	£238.8m
Debt Oxford CC needs to pay DCLG	£200m
HRA Existing Debt (HRA CFR)	£20m
<i>Borrowing potential</i>	
HRA Notional Debt (Subsidy CFR)	£38.8m
HRA Actual Debt (HRA CFR)	£20m
Borrowing potential – Headroom	£18.8m
<i>Management and Maintenance Allowance</i>	
M&M uplift	5.3%
Allowance	£15m
<i>Major Repairs Allowance</i>	
MRA uplift	34%
Uplifted MRA per unit allowance – capital spend	£xx
<i>Consolidated average uplift</i>	
	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	-20,500
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

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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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DELEGATED DECISIONS OF THE BOARD MEMBER, FINANCE AND EFFICIENCY

Thursday 22 December 2011

COUNCILLORS PRESENT: Councillors Turner.

OFFICERS PRESENT: William Reed (Law and Governance), Deborah Darch (Business Improvement), Keith Reynolds (Corporate Assets), Anne Harvey-Lynch (Customer Services).

34. DECLARATIONS OF INTEREST

None.

35. PUBLIC ADDRESSES

None.

36. COUNCILLOR ADDRESSES

None.

37. DEBT WRITE OFFS

The Head of Customer Services submitted a report (previously circulated, now appended).

Resolved that the amounts shown in the body of the report be written off subject to the proviso that if new information or payments were received, the debts written off would be resurrected and credits applied.

38. PREVENTION, RISK MANAGEMENT AND CONTROL OF LEGIONELLA AND ASSOCIATED WORKS

The Head of Business Improvement submitted a report (previously circulated, now appended).

Resolved:-

(1) To award a corporate contract to Eaton Environmental Services Limited for the risk management and control of legionella, the contract to run from January 2012 to December 2015 with the option to extend the contract for up to a further two years at the Council's discretion;

(2) To note that:-

(a) The total contract value over five years was likely to exceed £250,000;

- (b) The arrangement had been put in place by the City Council on the basis that it might also be used by Cherwell District Council and that in the event that that Council made use of the arrangement it would enter into its own contract with the supplier.

The meeting started at 12.00 pm and ended at 12.05 pm

DELEGATED DECISIONS OF THE BOARD MEMBER, CITY DEVELOPMENT

Thursday 2 February 2012

COUNCILLORS PRESENT: Councillor Cook.

OFFICERS PRESENT: Deborah Darch (Business Improvement), Mathew Metcalfe (Democratic and Electoral Services) and Gordon Reid (City Development)

11. DECLARATIONS OF INTEREST

No declarations of interest were made at the meeting.

12. PUBLIC ADDRESSES

No requests from the public to address the meeting were received.

13. COUNCILLOR ADDRESSES

No requests from Councillors to address the meeting were received.

14. WAYFINDING IMPLEMENTATION PROJECT

The Head of Business Improvement submitted a report (previously circulated, now appended) which sought project approval and delegated powers to the Executive Director for City Services to award a contract for the manufacture, installation and ongoing maintenance of City centre wayfinding signage.

Resolved:

- (a) To grant project approval for the manufacture, installation and ongoing maintenance of new City centre, wayfinding signage;
- (b) To give delegated authority to the Executive Director for City Services (in consultation with the Oxfordshire County Council) to enter into a contract for a period of four years from January 2012 to 31st December 2015 with the option to extend for up to a further two years at the Council's discretion.

15. MATTERS EXEMPT FROM PUBLICATION

None.

The meeting started at 5.00 pm and ended at 5.05 pm

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DELEGATED DECISIONS OF THE BOARD MEMBER, CITY DEVELOPMENT

Thursday 2 February 2012

COUNCILLORS PRESENT: Councillor Cook.

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15. MATTERS EXEMPT FROM PUBLICATION

None.

The meeting started at 5.00 pm and ended at 5.05 pm

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To: Council

Date: 20th February 2012

Item No:

Report of: Head of Law and Governance

Title of Report: PETITIONS SCHEME – DON'T CUT SERVICES IN EAST OXFORD

Summary and Recommendations

Purpose of report: To advise on the procedure that Council needs to follow under the Council's Petitions Scheme in respect of large petitions, and to provide information specifically on the petition entitled 'Don't Cut Services in East Oxford'.

Report Approved by:

Legal: Jeremy Thomas, Head of Law and Governance

Policy Framework: Not applicable

Recommendation(s): Council is RECOMMENDED to follow the procedure for large petitions in the Council's Petitions Scheme by hearing the head petitioner for the petition entitled "Don't Cut Services in East Oxford" and to then debate the petition and decide how to advise the Executive.

1. A petition entitled "Don't Cut Services in East Oxford" was handed in at the full Council meeting on 19th December 2011. The petition contains 1,924 signatures. The petition reads as follows:-

"As a resident of Oxford, the City Council has not convinced me of the business case for the proposed new swimming pool at Blackbird Leys. I call upon the Council to suspend all work on construction of the new pool, and keep Temple Cowley Pools and the existing Blackbird Leys Swimming Pool open. I call on the Council to publish a full, open transparent business case for the proposed new pool that I can review and that is not based on information that is a combination of misleading, inaccurate, incomplete and untrue. Further, I call on Oxford City council to reconsider and properly justify the reasons for closing Temple Cowley Pools and the existing Blackbird Leys Swimming Pool".

2. Council adopted a Petitions Scheme (as required by the Local Democracy, Economic Development and Construction Act 2009) in July 2010. The scheme says that petitions containing over 1,500 signatures will be debated by full Council. The 2009 Act says that in order for signatures on a petition to count they must give the signatories name and address and those people so signing must live, work or study in the authority's area. A sufficient number of signatures to achieve the 1,500 mark have accompanying names and addresses. It is not of course possible to check whether any signatories from outside Oxford work or study in the City.
3. Our Petitions Scheme says that the petition organiser will be given five minutes at Council to present the petition and that Council will then debate the petition. Where the issue is one on which the Council's Executive is responsible for reaching the final decision, the Council will decide whether to make recommendations to inform that decision. The petition, the subject of this report is not one for the Executive to consider.
4. Council is being recommended to follow the procedure for large petitions in the Council's Petitions Scheme and decide how it wishes to proceed.

Name and contact details of author:

Mathew Metcalfe
Democratic and Electoral Services Officer
Oxford City Council
Town Hall
Oxford
OX1 4BX
Tel 01865 252214
Email address mmetcalfe@oxford.gov.uk

Background papers: None

Version number: 1

20. MOTIONS ON NOTICE

(1) **Opposition to Right to Buy – (Proposer – Councillor David Rundle, seconded by Councillor Stuart McCready)**

This Council notes the announcement at the Autumn's Conservative Party Conference of a renewal of the Thatcherite policy of Right to Buy (RTB) and its subsequent inclusion as a proposal in the Government's Housing Strategy.

This Council also notes the long-standing cross-party opposition to RTB with its impact of decreasing the social housing stock in our city which has a very real housing crisis.

This Council further notes the aspiration in the Government's Housing Strategy to offset the loss of social housing via RTB by provision of replacement dwellings, but not necessarily in the same part of the country. This Council does not accept that this provides sufficient safeguard against the damaging effects of RTB.

This Council therefore calls on the Chief Executive to ensure that there is a robust response to the consultation on this proposed policy, restating Oxford's reasoned opposition to RTB. That response should express opposition in principle to the policy and also underline the special situation of Oxford which would mean a return to RTB would make our city suffer more than most.

AMENDMENTS TO MOTIONS

Amendment in the name of Councillor David Williams to the Opposition to Right to Buy – Motion (13) - (agenda item 17 refers):-

Councillor David Williams will propose an amendment to Motion 13 in the name of Councillor Stuart McCready as follows:

To delete the word "Government" where it appears and to replace with the words "Coalition Government"

To added an additional paragraph as follows:

Council Officers will investigate the option of establishing a Cooperative Trust to manage all out Council house stock as suggested by the Local Authority Cooperative Network and the Rochdale model if that will circumvent the RTB provisions to be announced by the Secretary of State and thereby retain a form of social housing in Oxford.

The amended Motion would read:

This Council notes the announcement at the Autumn's Conservative Party Conference of a renewal of the Thatcherite policy of Right to Buy (RTB) and its subsequent inclusion as a proposal in the Coalition Government's Housing Strategy.

This Council also notes the long-standing cross-party opposition to RTB with its impact of decreasing the social housing stock in our city which has a very real housing crisis.

This Council further notes the aspiration in the Coalition Government's Housing Strategy to offset the loss of social housing via RTB by provision of replacement dwellings, but not necessarily in the same part of the country. This Council does not accept that this provides sufficient safeguard against the damaging effects of RTB.

This Council therefore calls on the Chief Executive to ensure that there is a robust response to the consultation on this proposed policy, restating Oxford's reasoned opposition to RTB. That response should express opposition in principle to the policy and also underline the special situation of Oxford which would mean a return to RTB would make our city suffer more than most.

Council Officers will investigate the option of establishing a Cooperative Trust to manage all out Council house stock as suggested by the Local Authority Cooperative Network and the Rochdale model if that will circumvent the RTB provisions to be announced by the Secretary of State and thereby retain a form of social housing in Oxford.

Report of: Head of Finance

To: Council

Date: 20 February 2012 **Item No:**

Title of Report: Council Tax 2012/13

Summary and Recommendations

Purpose of report: The Council Tax for Oxford City for 2012/13 is required to be set by Council, in accordance with the Local Government Finance Acts, 1988 and 1992, as amended by The Localism Act 2011. This report contains the necessary calculations.

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: None

Recommendation(s): Council is asked to approve for 2012/13: -

1. The City Council's precept and Council Tax requirement of £12,587,330 (inclusive of Parish Precepts). Net of the Parish Precepts, the figure is £12,394,330.
2. The average Band D Council Tax figure (excluding Parishes) of £262.96. This remains the same as in 2011/12, i.e. a zero percent increase. Including Parish Precepts the figure is £267.05, a minimal (0.41p) increase on the 2011/12 figure of £266.64 (see paragraph 11).
3. The contribution to the Parish of Old Marston of £10,000 in recognition of the additional expenditure that Parish incurs as a consequence of maintaining the cemetery (see paragraph 17).
4. The amount of £490,303 to be treated as Special Expenses (see paragraph 18).
5. The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's additions) as follows:-

Littlemore	£284.50
Old Marston	£291.55
Risinghurst and Sandhills	£279.97
Blackbird Leys	£261.16
Unparished Area	£265.15

These figures include the Parish Precepts and special expensing amounts as appropriate on top of the City-wide Council Tax of £252.56.

The Council is also asked to note:

6. Oxfordshire County Council's precept and Band D Council Tax (see paragraph 21).
7. The Thames Valley Police Authority's precept and Band D Council Tax (see Paragraph 22).
8. The overall average Band D equivalent Council Tax of £1,583.06. This includes the Parish Precepts.

Appendix 1 Statutory Calculations Required for Setting of the Council Tax

Appendix 2 Council Tax Amounts per Band 2012/13

Appendix 3 Risk Management Implications

BACKGROUND

9. The Localism Act, 2011 has made significant changes to the Local Government Finance Act 1992, and now requires the authority to calculate a council tax requirement for the year, not its budget requirement as previously. Our estimate of this figure, including the Parish Precepts is £12,587,330. The Council Tax requirement for the Council's own purposes is £12,394,330. The detailed calculation is shown in Appendix 1.

CALCULATION OF BASIC AMOUNT OF COUNCIL TAX

10. The tax bases for the various parts of the City were approved at Council on 19th December 2011 and totalled 47,133.9. This allows 2.0% for non-collection and represents a 0.32% increase on the 2011/12 figure of 46,983.8. Overall the total number of dwellings has continued to gradually rise albeit at a reduced rate.

11. The Basic Amount of Tax is calculated under Sections 31B of the Local Government Finance Act 1992. Details are shown in Appendix 1 and summarised below.

	£
Requirement from Council Tax <i>(including Parishes)</i>	12,394,330 12,587,330
Tax Base	47,133.90
Basic Amount of Council Tax Band D <i>(including Parishes)</i>	262.96 267.05

12. The Basic Amount of Council Tax (exclusive of Parish precepts) remains at the 2011/12 figure of £262.96. Including Parish Precepts the figure has increased to £267.05. This is due to a £10,000 overall increase in the total of the Parish Precepts (see paragraph 16).
13. The Basic Amount of Council Tax is calculated by dividing the total City Council Precept (which includes the amount to be collected for the Parishes) by the tax base. This amount of tax is calculated purely to comply with statutory requirements.

CALCULATION OF ACTUAL AMOUNTS OF COUNCIL TAX

14. The calculation of the City Wide tax is set out below:-

	£
Council Tax Requirement	12,587,330
Less Parish Precepts	193,000
Less Unparished Area special expenses	490,303
City- Wide Requirement	11,904,027
Divided by Tax Base	47,133.9
City-Wide Council Tax at Band D	252.56

The City Wide Tax is payable by all dwellings throughout the Authority's area.

15. The Parishes have issued the City Council with their precepts these and the respective additions for the special expensing of cemeteries are as follows:

	Parish Precept £	Special Expense for Cemeteries £	Total £	Tax Base Numbers	Average Band D £
Littlemore	61,000	1,057	62,057	1,943	31.94
Old Marston *	51,000		51,000	1,308	38.99
Risinghurst and Sandhills	41,000	831	41,831	1,526	27.41
Blackbird Leys	30,000	2,026	32,026	3,723	8.60
Unparished Area	465,364	21,025	486,389	38,634	12.59
TOTAL	648,364	24,939	673,303	47,134	

(* this is net of the £10,000 contribution – see paragraph 17).

16. LITTLEMORE PARISH

It should be noted that Littlemore is the only parish to increase its precept demand from 2011/12 (the figure has risen from £51,000 to £61,000). This has resulted in an increase per Band D dwelling in that parish of £4.88p.

17. OLD MARSTON PARISH

The May 2002 Guidance Note issued by Central Government (DTLR) on Financial Arrangements with Parish and Town Councils outlines principles that should be followed in financial arrangements between District and Parish Councils. These include:

- Fairness in the provision of services (and access to them) by the principal authority between different parts of their area
- Democratic control and accountability – to let local councils support additional services with additional expenditure

18. Old Marston Parish Council has made a case for a contribution to the Parish in recognition of the additional expenditure that the Parish incurs in relation to maintaining their cemetery; this has been ongoing since 2008/09. The Parish maintains the cemetery the use of which is not restricted to residents of that Parish, hence a contribution has been made to reduce the parish precept in recognition of this fact. For 2012/13 the Old Marston parish precept has been calculated as £61,000 and a recommendation is made to Council to reduce this by £10,000 to £51,000.

19. UNPARISHED AREA OF THE CITY

Only part of the City area is covered by parishes. In the Unparished Area the City Council itself undertakes the parish functions. Section 35 (2) of the Local Government Finance Act 1992, states that ‘special expenses’ should be calculated when there are “any expenses incurred by a billing authority in performing in a part of its area a function performed elsewhere in its area bya parish”.

20. The review of special expenses for 2012/13 has resulted in a slight reduction in the council tax bill of households in unparished areas of

the city (£0.43 for a band D property per annum), and a slight increase in the council tax bill in three of the parished areas. This reflects an assessment of which functions are, and are not, performed by the parishes.

21. Within the City area the services shown in the table below are currently provided by at least one Parish Council. To avoid double counting the cost of providing these services (equated to a Band D equivalent) in the parished areas providing them, a special expense - equivalent to the cost of providing these services elsewhere in the City - is levied on those areas not providing them.

22. The following table sets out the Special Expenses Account:

	Special Expense for Cemeteries £	Special Expenses 2012/13 £	Total Special Expenses 2012/13 £	Special Expenses 2011/12 £
Community Recreation		211,289	211,289	224,267
Parks Management		10,655	10,655	8,915
Grounds		45,341	45,341	42,464
Allotments		8,503	8,503	-9,954
Ditches and Streams		85,424	85,424	86,979
Cemeteries	24,939		24,939	26,320
Street Furniture		104,152	104,152	180,875
Total Special Expenses	24,939	465,364	490,303	559,866
Tax Base	45,826	38,634		38,535
Band D Special Expenses (Special Expenses / Tax Base)	£0.54	£12.05	£12.59	£14.53

23. The calculation of the special expenses and hence the reduction in the City Wide Council Tax is based on an overall assessment of the types of work undertaken in parishes as a whole. The services are provided in at least one if not all the parishes. However, in the case of cemeteries there is only one cemetery in the parished areas, which is based at Old Marston. As outlined above in (paragraph 17) Old Marston have put forward a strong case that the cemetery is available for use by people living outside of the parish - particularly in respect of interment of ashes. The Council has previously accepted this case and approved a contribution to the Old Marston precept. The total expenditure on the three remaining cemeteries has been charged across all areas except for the Old Marston Parish.

24. Further details of the calculations, as required by the Act are shown at Appendix 1. Taxes by area and by Band are shown at Appendix 2.

25. **Oxfordshire County Council:** The likely precept figure for 2012/13 will be £54,756,039 giving a Band D Council Tax of £1,161.71. The latter is the same figure as in 2011/12. These items are due to be finalised on Feb 10th 2012.
26. **Thames Valley Police Authority:** The likely precept figure for 2012/13 will be £7,272,776 giving a Band D Council Tax of £154.30. The latter is the same figure as in 2011/12. These items are due to be finalised on Feb 17th 2012.
27. **Risk Implications:** A risk assessment has been undertaken and the risk register is attached at Appendix 3.
28. **Equalities Impact Assessment:** There are no Equalities Impact Assessment implications relating to the setting of the Council Tax as detailed in this report.
29. **Financial Implications:** These are all included within the main body of the report.
30. **Legal Implications:** The Billing Authority is required under section 30 of the Local Government Finance Act 1992 to set the Council Tax before the 11th March in the preceding financial year.

Name and contact details of author:

Adrian Wood
Performance Officer
Finance
Telephone Number 01865 252619

Background papers:

CEB Report dated Feb 8th 2012 'Recommended Budget 2012-13 to 2015-16: A Fair Future for Oxford'

Council report dated Dec 19th 2011 'Setting of the Council Tax Base 2012-13'

DTLR Guidance Note (May 2002) on Financial Arrangements with Parish and Town Councils

Appendix 1

Statutory Calculations Required for Setting of the Council Tax

1. On December 19th 2011 the Council calculated:
 - a. the Council Tax Base 2012/13 for the whole Council area as **47,133.9** (Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended) and,
 - b. for dwellings in those parts of its area to which a Parish precept, or Special Expenses relates as:

Blackbird Leys	3,723
Littlemore	1,943
Old Marston	1,308
Risinghurst and Sandhills	1,526
Unparished Area	38,634

2. The Council Tax requirement for the Council's own purposes for 2012/13 (excluding Parish precepts) is £12,394,330
3. The following amounts have been calculated for the year 2012/13 in accordance with Sections 31 to 36 of the Act:
 - (a) £163,513,574 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - (b) £150,926,244 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £12,587,330 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax Requirement for the year (item R in the formula in Section 31A(4) of the Act). This figure includes the Parish Precepts.
 - (d) £267.05 being the amount at 3(c) above (Item R), all divided by item T (1(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).

- (e) £683,303 being the aggregate amount of all special items (Parish precepts and Unparished area special expenses) referred to in Section 34(1) of the Act (as per the table 1(b) above).
- (f) £252.56 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (2 above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept/Special Expenses relates.

Appendix 2

Council Tax Amounts Per Band 2012/13

Page 1

<u>Littlemore</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	21.29	24.84	28.39	31.94	39.04	46.14	53.23	63.88
City Wide Tax	168.37	196.44	224.50	252.56	308.68	364.81	420.93	505.12
City Total	189.66	221.28	252.89	284.50	347.72	410.95	474.16	569.00
Thames Valley Police	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Oxfordshire County	774.47	903.55	1,032.63	1,161.71	1,419.87	1,678.03	1,936.18	2,323.42
Total	1,067.00	1,244.84	1,422.68	1,600.51	1,956.18	2,311.86	2,667.51	3,201.02
Old Marston	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	25.99	30.33	34.66	38.99	47.65	56.32	64.98	77.98
City Wide Tax	168.37	196.44	224.50	252.56	308.68	364.81	420.93	505.12
City Total	194.36	226.77	259.16	291.55	356.33	421.13	485.91	583.10
Thames Valley Police	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Oxfordshire County	774.47	903.55	1,032.63	1,161.71	1,419.87	1,678.03	1,936.18	2,323.42
Total	1,071.70	1,250.33	1,428.95	1,607.56	1,964.79	2,322.04	2,679.26	3,215.12
Risinghurst and Sandhills	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	18.27	21.32	24.36	27.41	33.50	39.59	45.68	54.82
City Wide Tax	168.37	196.44	224.50	252.56	308.68	364.81	420.93	505.12
City Total	186.64	217.76	248.86	279.97	342.18	404.40	466.61	559.94
Thames Valley Police	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Oxfordshire County	774.47	903.55	1,032.63	1,161.71	1,419.87	1,678.03	1,936.18	2,323.42
Total	1,063.98	1,241.32	1,418.65	1,595.98	1,950.64	2,305.31	2,659.96	3,191.96

Council Tax Amounts Per Band 2012/13

<i>Blackbird Leys</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	5.73	6.69	7.64	8.60	10.51	12.42	14.33	17.20
City Wide Tax	168.37	196.44	224.50	252.56	308.68	364.81	420.93	505.12
City Total	174.10	203.13	232.14	261.16	319.19	377.23	435.26	522.32
Thames Valley Police	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Oxfordshire County	774.47	903.55	1,032.63	1,161.71	1,419.87	1,678.03	1,936.18	2,323.42
Total	1,051.44	1,226.69	1,401.93	1,577.17	1,927.65	2,278.14	2,628.61	3,154.34
<i>Unparished Area</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Special Expenses	8.39	9.79	11.19	12.59	15.39	18.19	20.98	25.18
City Wide Tax	168.37	196.44	224.50	252.56	308.68	364.81	420.93	505.12
City Total	176.76	206.23	235.69	265.15	324.07	383.00	441.91	530.30
Thames Valley Police	102.87	120.01	137.16	154.30	188.59	222.88	257.17	308.60
Oxfordshire County	774.47	903.55	1,032.63	1,161.71	1,419.87	1,678.03	1,936.18	2,323.42
Total	1,054.10	1,229.79	1,405.48	1,581.16	1,932.53	2,283.91	2,635.26	3,162.32

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Appendix 3

Risk Register

Council Report – Council Tax 2012-13

Date – February 20th 2012

Author – Adrian Wood (Finance)

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					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain						Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =									
		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ☹	Q 2 ☹	Q 3 ☹	Q4 ☹	I	P
369	COUNCIL TAX BASE A reduced debit (and lower tax base) would mean the City Council having to borrow to meet the Precept demands of the County Council and the Thames Valley Police. Also the City Council would have less Council Tax Income to fund services.	4	3	There could be less new builds than estimated in 2012/13. In addition there could be increased numbers of exemptions/discount cases.	Assumptions used in numbers of new builds are conservative. The base for the number of Exemptions was the peak of 2011/12. Customer Services review existing exemption and discount cases to ensure these should still be granted. Assumptions are based on prior years/historical trends and take account of external impacts.	3	2	Continuing monitoring of external trends (Adrian Wood). Monthly position on actual tax base is calculated and reported to the Head of Customer Services. Significant changes to be reported to CEB (Adrian Wood). Mitigating control owner: Nigel Kennedy	Assumptions remain as accurate as possible to minimise the possibility of shortfall. Monthly reviews.						

<p>COUNCIL TAX PERCENTAGE INCREASE The Council has assumed a 0% increase on 2011/12 in the General Fund budget calculations for 2012/13. We will qualify for a grant as compensation of £310k (equivalent to a 2.5% increase)</p>	4	3	<p>Members may opt for an actual reduction in the Band D Council Tax rate.</p>	<p>The financial implications would be that for each 0.5% reduction on the 2012/13 Band D charge, the loss of income is approximately £62,000.</p>	3	2	<p>Monthly position on the cost of service provision during 2012/13 will be monitored and reported on the CORVU system). Significant changes will be highlighted (Heads of Services). Mitigating control owner: Nigel Kennedy</p>	<p>That the cost of service provision remains in line with the agreed budget.</p>							
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To: Council

Date: 20th February 2012
No:

Item

Report of: Head of Law and Governance/Monitoring Officer

Title of Report: Revised Contract and Finance Rules and other matters

Summary and Recommendations

Purpose of report: To present revised Contract and Finance Rules and other matters for adoption.

Executive Lead member: Councillor Bob Price

Report Approved by: Director of Finance and Efficiency
Head of Finance
Head of Business Improvement

Policy Framework: None

Recommendation(s):

(1) To adopt the revised Contract and Finance Rules appended to this report and to replace with immediate effect the existing Contract and Finance Rules in the Constitution;

(2) That the constitutional amendment proposed at paragraph 18 of this report be also approved with immediate effect.

Introduction

1. The Council's Constitution contains Contract and Finance Rules. This report proposes the adoption of revised sets of Rules and highlights the key changes between the existing Rules and the proposed Rules. The report also proposes one other constitutional amendment to the Council's scheme of delegation.

Key Changes – Contract Rules

2. The Head of Business Improvement has provided the following commentary in relation to the revised Contract Rules –
3. Public liability insurance – this is required for all contracts, in the sum of £5,000,000, unless some other sum is agreed by the Head of Finance.
4. Bond or some other form of guarantee - this is required for 10% of the contract value if the Head of Finance thinks it necessary.
5. Financial appraisal - all contracts over £100,000 require a financial appraisal of the contractor, to be carried out by the Head of Finance.
6. E-tendering portal – this is required to be used for all quotes and tenders (subject to a de minimis of £1,000) in order to provide greater internal transparency of all procurement activity and to enable more suppliers to bid for work. As all tenders will require to be submitted through the portal no tenders will be submitted in paper form and the current rules in relation to the opening and storage of tenders have been amended.
7. The tender acceptance limits have been revised so that they align with the proposed project approval limits in the Finance Rules.

Key changes – Finance Rules

8. The Head of Finance has provided the following commentary in relation to the revised Finance Rules.
9. Responsibilities – these have been revised to make explicit the responsibilities of Directors and Heads of Service and an explanation of the statutory role of the Chief Finance Officer.
10. Non-Compliance – this has been strengthened to make clear the importance of the Rules being adhered to.
11. Budgetary control – these provisions have been strengthened in relation to duties and responsibilities. The virement limits have been increased and heads of Service will be entitled to vire within cost centres without restrictions but subject to a requirement to consult the Head of Finance. Although the present restriction on virement from salary budgets has also been removed to increase the flexibility of cost centre managers to manage service delivery, establishment control procedures will continue to provide a check on overall staff numbers.
12. Revenue overspends – for revenue overspends which cannot be accommodated by virement a supplementary estimate maybe sought from Council. The present Rules are silent on this.

13. Reserves – only the Director of Finance and Efficiency can establish reserves subject to movements being reported through the Statement of Accounts. The present Rules are silent on this.
14. Monitoring of Capital Programme – the present Rules do not include any specific monitoring provisions. The present Rules remedy this and provide for virements between approved schemes, subject to financial limits.
15. Ordering of and payment for goods and services – the proposed Rules reinforce the requirement that official orders must be issued for all goods and services, with only limited exceptions and that the Council's preferred method of payment will be bankers automated credits.
16. Project approval – the limits have been revised and aligned with the revised tender acceptance limits in the Contract Rules. The City Executive Board received a recommendation at its 8th February 2012 meeting to amend its scheme of delegation so as to align the Executive scheme of delegation for project approval and tender acceptance with the limits proposed in the revised Contract and Finance Rules.

Council Scheme of Delegation

- 17, Two changes to Part 5 of the Constitution are required in order to allow officers to decide applications to renew existing planning permissions before expiry where there has been no change of circumstances and to allow Officers to decide applications for minor variations to planning conditions.
18. The text of the Constitution should be amended at paragraph 5.3 (b) to insert the following additional bullet point:
 - *agreeing significant amendments to planning conditions where those conditions were originally imposed by area planning committee*

and at the end of paragraph 5.3 after the words "*the head of city development does everything else*" to insert the following:

".. including deciding applications to renew a planning permission where there has been no change of circumstances."

Name and contact details of author:

Jeremy Thomas
 Head of Service, Monitoring Officer
 Town Hall Oxford OX1 4YS
 Tel: 01865 252224 e-mail: jjthomas@oxford.gov.uk

Name and contact details of author:

Background papers:

Version number:

18 Finance rules

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18 Finance Rules

18.1 Responsibilities under the Finance Rules

(a) Responsibilities of Director of Finance and Efficiency

The Director of Finance and Efficiency is responsible for regulating and controlling the finances of the Council and hence he/she shall for the purposes of Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988 be responsible for the proper administration of the Council's financial affairs

(b) Responsibilities of Directors

Directors are responsible for the financial management of their directorate.

(c) Responsibilities of Heads of Service

Within their service area, Heads of Service must:

- ensure the highest standards of financial probity
- ensure compliance with the Finance Rules and any procedures or guidance issued by the Head of Finance
- monitor monthly the overall financial position of their service area in accordance with the Cost Centre Managers Manual issued by the Head of Finance

- advise the Head of Finance and relevant board Member on issues/proposals that have a financial impact in their area
- ensure compliance with the Contract Rules within their service area
- provide information to the Council's auditors on a timely basis as required.
- ensure that any audit recommendations are implemented within agreed timescales.

(d) Responsibilities of line managers

Line managers must make sure their staff understand and follow these Rules and any procedures and associated guidance by the Head of Finance.

(e) Responsibilities of all Officers

Officers must be familiar with these Finance Rules and the Contract Rules and must understand how they affect their work. If an Officer is unclear about these Rules, they must get advice before acting. They would normally get advice from their line manager but they can also talk to finance staff. Officers must ensure they are using the latest version of these Rules. This will always be the version in the Constitution available on the intranet. Officers must show the highest standards of financial probity. As well as following these Rules, they must use their common sense and judgement.

18.2 Audit

(a) Internal Audit

In accordance with the Accounts and Audit Regulations the City Council is responsible for ensuring an 'adequate and effective system of internal audit'. The Director of Finance and Efficiency has responsibility for monitoring adherence to the Audit Plan. Audits will be carried out in accordance with CIPFA Guidelines. At the commencement of the financial year the Audit and Governance Committee will approve an audit plan for that year. On a quarterly basis the Audit and Governance Committee will receive an update report on the progress made in delivering the plan including progress on implementation of internal and external audit recommendations.

(b) External audit

Auditors review the Council's financial and management systems and report annually to the Audit and Governance Committee on the adequacy of the Council's internal controls. Auditors have the right to inspect all records held by the Council.

The Audit Commission undertakes an annual audit of the Council's Statement of Accounts. It also audits specified grant claims and reports annually on the Council's governance framework and delivery of best value. It has the right to inspect records and to ask for information and explanations. The Director of Finance and Efficiency has overall responsibility for liaising with the external auditors.

18.3 Non-compliance with these Rules

If Officers suspect that these Rules have not been complied with, or they suspect fraud, corruption or poor value for money, they must tell their line manager (unless their line manager is involved). The Council's whistle blowing policy (section 25) has guidance on what to do if a line manager is involved. If these Finance Rules or the Avoiding Bribery Fraud and Corruption Policy have been breached, the Director of Finance and Efficiency and Head of Finance must be advised in writing by the line Manager as soon as possible.

18.4 Information and records

The Head of Finance is responsible for the Council's accounting systems, the form of accounts and its supporting financial records. The Head of Finance will ensure that accounting records are sufficient to comply with the Accounts and Audit Regulations for the time being in force.

18.5 VAT and tax

The Head of Finance is responsible for keeping tax records, advising on tax, making tax payments, receiving tax credits and submitting tax returns. The Head of Finance will advise Officers on the appropriate records to be maintained.

18.6 Insurance

The Head of Finance will be responsible for establishing adequate insurance cover for the Authority including the amount of excess and the extent to which self insurance is undertaken.

Heads of Service must

- assist in the annual review of insurance and advise the Head of Finance of changes in insurable risks
- process insurance claims in accordance with procedures laid down by the Head of Finance.

18.7 Budget Setting

On an annual basis the Head of Finance shall submit to Council a programme of Capital expenditure and estimates of revenue income and expenditure for Council services for at least the proceeding four years. Council will approve a Council Tax Base and Council Tax for General Fund services and a weekly Council house rent for the ensuing year.

18.8 Responsibility for budget decisions

Responsibilities for budget decisions are shown in the table below

Executive Member Decisions	City Executive Board Decisions	Full Council Decisions
<ul style="list-style-type: none">• agreeing transfers between cost centres of £100,000 to £250,000 that are in line with the policy framework	<ul style="list-style-type: none">• agreeing a draft revenue budget for consultation• recommending the revenue budget to full Council• recommending the Treasury Management Strategy before it goes	<ul style="list-style-type: none">• agreeing or changing the revenue budget• agreeing or changing the Treasury Management Strategy• agreeing or changing the Capital Programme• agreeing the Corporate Asset Management Plan

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|--|---|
| <ul style="list-style-type: none"> to full Council • recommending the Housing Business Plan to full Council • agreeing the Risk Management Strategy • recommending the Capital Programme to full Council • recommending the Corporate Asset Management Plan to full Council • recommending extra spending to full Council • monitoring delivery of financial performance • recommending to full Council transfer(s) of assets between the General Fund and the Housing Revenue Account • agreeing transfers between cost centres of > £250,000 = <£500,000 that are in line with the Council's policy framework | <ul style="list-style-type: none"> • agreeing the Housing Business Plan • agreeing supplementary estimates to either the revenue or capital budgets • agreeing transfers between cost centres that are over £500,000 or breach the policy framework • agreeing transfers between the General Fund and Housing Revenue Account • setting the Council Tax Base • setting the Council Tax • setting housing rents • setting Fees and Charges |
|--|---|
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18.9 There is a duty on the Director of Finance and Efficiency to report on the robustness of the estimates and the adequacy of reserves when the Authority is considering its budget requirement and Members are required to have regard to this advice.

18.10 Budgetary control

Ongoing budget management and control is necessary to ensure that approved budgets are used only for their intended purpose and accounted for and reported correctly and that Council services are delivered within budget.

(a) The following are the general principles of the budgetary control framework:

- All budgets are assigned a Head of Service and Director who are accountable for the control and management of that budget in accordance with these Rules and any financial procedures or guidance issued by the Head of Finance
- Heads of Service will report on their budget on a regular basis to the Head of Finance in a format and timeframe prescribed by the Head of Finance
- The Head of Finance will validate the information provided by the Heads of Service and report periodically to relevant Officers and to the City Executive Board on a quarterly basis. The report will include the projected outturn position, any associated risks and mitigating actions to be taken as well as the impact on future year budgets.

- The relevant Head of Service and Director are the Officers accountable for authorising the commitment of resources against the budget.

(b) Virement Rules – Revenue

A virement is an approved reallocation of resources between cost centres. The scheme of virement enables budget holders to manage their budgets with a degree of flexibility and therefore to provide an opportunity to optimise their use of resources according to changing needs.

All virements must be notified in writing to the Head of Finance in a form prescribed by the Head of Finance. Permanent virements are permitted following consultation and agreement with the Head of Finance. Virements are permitted in accordance within the following parameters:

	Limit	Agreement Required
Within Cost Centres	Unlimited	Head of Service subject to consultation with Head of Finance
Between Cost Centres	= < £100,000 that are in line with the Council’s policy framework	Head of Finance
	>£100,000=<£250,000 that are in line with the Council’s policy framework	Single Executive Member decision
	>£250,000=<£500,000 that are in line with the Council’s policy framework	City Executive Board
	>£500,000 or breach the Council’s policy framework	Council

Full Council must agree any transfers between the General Fund and Housing Revenue Account.

Where an item of overspend of revenue spend cannot be covered from virement then following consultation with the Head of Finance and the Director of Finance and Efficiency a supplementary estimate may be sought from Council.

In the case of emergency the Chief Executive or his/her nominated representative in consultation with the Director of Finance and Efficiency or his/her nominated representative may approve additional expenditure, or virement over £250,000 providing approval is sought from the Board or Council (depending on the amount involved) at the first opportunity following the additional expenditure or virement.

(c) Use of Reserves and Provisions

The Director of Finance and Efficiency shall establish reserves and provisions to meet known or estimated future liabilities.

The Director of Finance and Efficiency may move any sums in or out of reserves and provisions in order to meet the future liabilities of the

Council, subject to movements being clearly identified in the annual Statement of Accounts.

18.11 Capital Strategy

The Head of Finance will prepare a Capital Strategy which

- sets out the principles the Council will follow in its capital planning and management
- outlines the methodology for inclusion of schemes within the Capital Programme
- sets out the arrangement for management of capital schemes
- Indicates the capital schemes to be undertaken over the following four financial years and how those schemes will be funded.

18.12 Project Approval

Project approval must be obtained for projects in accordance with the following requirements:-

Less than £150,000 – Head of Service or Director

£150,000 up to £500,000 – 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

The project approval report must include:

- the aim of the project and any other ways of achieving it
- effects on staffing
- legal, contractual and prudential borrowing code implications
- if the council is acting through an agent or partnership, legal advice on whether it has the power to act in this way
- if it is a key decision, any comments made during consultation and the Council's response
- the estimated amount and timing of any capital and revenue spending, any ongoing effect on revenue, and whether this spending is included in the budget.

18.13 Monitoring of the Capital Programme

The Capital Programme is approved as part of the Council's annual budget setting process. Monitoring of the Capital Programme will be undertaken by the Head of Finance in conjunction with Project Managers and associated Heads of

Service. A report will be submitted to relevant Officers periodically and the City Executive Board on a quarterly basis, setting out the projected outturn and progress of schemes including slippage, under and overspends together with any associated mitigating action.

Capital expenditure may only be incurred if

- budgetary provision has been made within the approved Capital Programme.
- project approval, if required, has been given
- the contract rules have been complied with.

Where it is anticipated that the budget for a capital project will be overspent against its approved budget the relevant Head of Service will be responsible for notifying the Head of Finance. Overspends up to £250,000 may, with the approval of the Head of Finance, be accommodated by, virement from other schemes under spending within the approved Capital Programme. Where monies cannot be vired from other schemes or the overspend is in excess of £250,000 the projected overspend must be reported to the Board and subsequently Council requesting a supplementary estimate if required.

Where it is not possible for a scheme to progress in a particular year the Head of Finance in conjunction with the Director of Finance and Efficiency can 'slip' the approved capital budget for a scheme to future years on the assumption that the overall budget for the scheme is not exceeded.

18.14 Treasury Management

(a) Treasury Management Strategy

The Head of Finance will produce and submit the Treasury Management Strategy to CEB for recommendation to full Council. The Strategy will set out the Council's treasury plans for the next year (including any prudential borrowing plans). The Strategy will include a list of organisations the Council may borrow from and lend to and the maximum individual amounts it may borrow or lend. The Strategy must be agreed by full Council.

(b) Day-to-day Treasury Management Operations

The Head of Finance is responsible for day-to-day treasury management operations. These will follow the Treasury Management Strategy, and ensure that:

- all borrowing and investment complies with the Council's Treasury Management Strategy and the Chartered Institute of Public Finance and Accountancy's code of practice on Treasury Management
- all borrowing and lending is done in the name of the Council
- as a minimum a half yearly and annual update of Treasury Management activity will be reported to the City Executive Board and made available as appropriate to the relevant Scrutiny Committee

(b) Bank accounts

Only the Director of Finance and Efficiency or the Head of Finance may open a bank or building society account on behalf of the Council. The Head of Finance is responsible for managing all accounts.

18.15 Asset management

(a) Responsibilities of Head of Corporate Assets

The Head of Corporate Assets will:

- produce guidelines for acquiring, managing and disposing of assets
- make sure the council's records include any money from sales
- make sure the council's records do not include the value of any assets that have been disposed of.

(b) Register of fixed assets

The Head of Finance will keep a register of all fixed assets worth more than £10,000. Heads of Service must report any acquisitions or disposals so that this can be kept up-to-date. Every year the Head of Finance in conjunction with the Head of Corporate Assets will check that the assets are still shown at the right value, that they have a suitable asset life and that they have been properly depreciated.

(c) Disposing of assets (except land)

Heads of Service can dispose of assets worth up to £10,000 if the Head of Finance agrees. All disposals including land must be notified to the Head of Finance.

(d) Arranging leases

Only the Head of Finance may arrange leases for non-property items.

18.16 Ordering and paying for goods and services

The Head of Finance shall ensure that there are proper procedures and controls for ordering and paying for goods and services. Any new systems for orders or payments must be agreed by the Head of Finance. Heads of Service must ensure that:

- (a) Official orders (using the agreed corporate order form) are issued for all goods and services prior to receipt. Exceptions to this rule are:
 - (i) Utility bills
 - (ii) Payroll cheques
 - (iii) Staff expenses
 - (iv) Subscriptions
 - (v) Grants
 - (vi) Refunds
 - (vii) Compensation payments
 - (viii) Payments of rent for privately leased properties
- (b) Orders for goods and services must only be issued where the expenditure is provided for within the approved budget or is covered by a virement or a supplementary estimate which has been agreed by full Council

(c) Official orders must indicate clearly the nature and quantity of the work or services required and also the financial commitment

(d) Heads of Service must also ensure:

- That staff involved in payment processing are adequately trained.
- That there is adequate separate of duties between staff ordering receiving and approving invoices for payment.
- That suppliers are advised that the Council's preferred means of payment is by Bankers Automated Credit (BACS) and that remittance advices should be sent via email.
- That only goods and services that have been received examined and approved as to the quality and quantity or the work or service has been satisfactorily performed are paid for and that the prices, arithmetic and budget allocation are correct
- That payments are timely and made within the Council's agreed terms of business, unless the invoice is in dispute.

(e) Responsibilities of Heads of Service

Heads of Service are responsible for their service areas' orders and for ensuring that invoices are appropriately approved. They must make sure that Officers who order and authorise invoices for payment have been properly trained and that there are adequate separation of duties between ordering and approval for goods.

Officers must also have regard to the guidance in the Cost Centre Managers Manual and the Guidelines on the intranet in relation to the ordering and paying for goods and services.

18.17 Risk management

The Head of Finance is responsible for co-ordinating risk management within the authority.

(a) Responsibilities of Directors

- To review and update the Corporate Risk Register on a regular basis
- To ensure compliance with the Risk Management Strategy

(b) Responsibilities of the Head of Finance

- To periodically review and present for adoption the Risk Management Strategy.
- To present monitoring reports in accordance with the terms of the adopted Risk Management Strategy.
- To provide advice to Officers and Members on Risk Management

- To provide and facilitate training to Officers and Members on Risk Management

(c) Responsibilities of Heads of Service

- identify and manage risks in their service areas
- have contingency plans for major risks
- advise the Head of Finance of any risks that could result in losses or claims against the Council.

18.18 Wages, salaries and pensions

The Head of People and Equalities is responsible for paying all wages, salaries and expenses, including councillors' allowances.

Heads of service must advise the Head of People and Equalities on a timely basis of any changes to staff pay and any deductions that need to be made in particular:

- appointment, resignations, dismissals, suspensions, secondments and transfers
- long term absences from duty for sickness or other reasons apart from approved leave
- changes in remuneration, other than normal increments and pay awards
- Information necessary to maintain records for service for superannuation, income tax, national insurance and sickness or maternity benefit

All salaries and wages and allowances will be paid into an employee's or Member's bank account.

18.19 Petty cash

The Head of Finance will oversee the system of petty cash floats and may provide petty cash advances for such officers of the Council as may need them. Floats will only be topped up when a proper claim is made with receipts for all items. The Head of Finance will give detailed guidance on petty cash.

18.20 Income Collection

(a) Responsibilities of Directors

To ensure that appropriate arrangements are in place to safeguard the Council's resources

(a) Responsibilities of Head of Finance

The Head of Finance is responsible for ensuring that systems are in place to ensure that all income is identified, collected, receipted and promptly banked.

(b) Responsibilities of Heads of Service

Heads of Service must have robust processes in place for dealing with income collection in their service area where required. There must be extra controls in service areas that collect cash or cheques. Heads of Service must ensure that:

- they raise invoices as soon as reasonably practical for all goods and services provided on credit
- they follow the systems and procedures laid out by the Head of Finance as contained in the Cost Centre Managers Manual and within the Guidance on Debt Collection on the intranet
- officers are suitably trained
- official receipts are always given
- proper records are kept
- money is banked on the day it is received or as soon as possible thereafter
- VAT is properly accounted for.

Heads of service must have effective systems for monitoring income due to their service area. The Head of Finance must be advised if income targets are unlikely to be achieved and must be advised of any cases of financial impropriety.

(c) Writing off debt

The rules for writing off debts are shown in the table below.

Personal debts	Business debts	Must be approved by
£5,000 or less	£10,000 or less	Head of Finance or Head of Customer Services
Over £5,000	Over £10,000	Single Executive Member decision

(d) Cancelling debt

Debts can only be cancelled if they have been raised by mistake. All cancellations over £5,000 must be agreed by the Head of Finance.

18.21 Money laundering

The Council has procedures for checking and recording the intentions of the people and organisations it does business with and for reporting suspected money laundering.

The Head of Finance is the appointed Money Laundering Officer and as well as ensuring that there are procedures in place to combat money laundering he/she is required to maintain and review the Council’s Anti Money Laundering Procedures

Officers must not:

- conceal, disguise, convert, transfer or remove anything gained through crime

- tip off a criminal or suspect
- assist money laundering
- pay money to terrorists or suspected terrorists or their organisations.

19 Contract rules

In this section

- 19.1 When do these rules apply?**
- 19.2 Other relevant guidance, rules and law**
- 19.3 Responsibility to follow these rules and relevant law**
- 19.4 Interests of councillors and officers in contracts**
- 19.5 Before a contract is agreed**
- 19.6 Total contract value**
- 19.7 Sub-contracting**
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- 19.9 Clauses that must be included in all contracts**
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- 19.24 Legal claims relating to contracts**
- 19.25 Varying contracts**
- 19.26 Interpreting the contract rules**

Related sections

18. Finance rules

19.1 When do these rules apply?

These rules apply when the council is engaged in the process of entering into any contract under which it expects to pay or receive money or payments in kind. They apply to both capital and revenue and cover:

- contracts for goods, works or services
- acquisitions and disposals of land or buildings.

The board can waive any of these rules after seeing and approving a report from the head of service giving reasons (but the board must ensure that all contracts comply with national and EU law.)

These rules do not apply to grant giving – the rules for this are in the council's grants prospectus.

19.2 Other relevant guidance, rules and law

Attention should also be paid to:

- the finance rules (Section 18)
- the budget and policy framework procedures (Section 16)

- Section 4 of this constitution (Who carries out executive responsibilities?) and Section 5 (Who carries out council responsibilities?)
- national and EU procurement law and guidance.

Heads of service must consider the corporate governance arrangements and legal issues when entering contracts and must ensure the risks are fully assessed.

19.3 Responsibility to follow these rules and relevant law

These rules apply to officers and anyone else managing or supervising contracts on behalf of the council. Heads of service must make sure their staff follow them.

The council may take disciplinary and/or legal action against anyone who fails to comply with these rules or the relevant national or EU law.

19.4 Interests of councillors and officers in contracts

(a) Avoiding conflicts of interest

Councillors, officers and anyone acting for the council must avoid conflicts of interest.

(b) Councillors' interests

Councillors must follow the members' code of conduct (Section 22). In addition it is a criminal offence for a councillor not to declare a financial interest in a contract.

(c) Officers' interests

Officers must declare any interests in contracts. It is a criminal offence for an officer not to declare a financial interest in a contract. (This does not apply to an officer's own contract of employment or their tenancy of a council house.)

The Head of Law and Governance will record officers' financial interests in a book that Councillors can look at during office hours.

(d) Officer reports and advice

If an Officer writes a report for a meeting on something they have an interest in, they must give a brief description of the interest in a separate paragraph at the beginning of the report.

If an Officer advises full council or the Board or a Committee or a single Member on something they have declared an interest in, they must make reference to their interest.

19.5 Before a contract is agreed

Contracts can only be agreed if they comply with these contract rules and:

- they will help a service area to achieve its service objectives

- the council has the legal power to enter into the contract
- there is a budget to cover the cost
- project approval has been obtained where appropriate – see [18.12](#)
- the total contract value has been calculated – see [19.6](#)
- the contract gives best value for the council.

19.6 Total contract value

The total contract value is the total amount (excluding VAT) that is expected to be paid to the supplier as a result of the contract award during the whole term of the contract. It includes:

- the value of anything the council is getting for free as part of the contract or which is charged onto a third party.
- any amount that could be paid by extending the contract (if there is a contractual right to extend it).

If the length of a contract is unspecified, its total value will be calculated on the basis of the contract having a duration of 48 months.

A single contract must not be artificially split into smaller contracts to get around these contract rules or the law.

19.7 Sub-contracting

Where in a particular contract the main contractor intends to appoint one or more sub-contractors to discharge some or all of its contractual obligations, the main contractor must be placed under an obligation to so inform the council, and the council's Head of Finance shall consider whether in each case a collateral warranty from the sub-contractor in favour of the council is required.

19.8 Format of contracts

All contracts must be in writing.

Contracts with a total contract value over £100,000 must be sealed (see 21.3). Contracts under £100,000 must be signed by two officers – the relevant Head of Service (or an officer authorised by the head of service) and a member of the Procurement Team.

Contracts over £100,000 must be in a form approved by the Head of Law and Governance.

Contracts over the EU threshold must comply with relevant EU procurement law and guidance.

19.9 Clauses that must be included in all contracts

Contracts must:

- say what is to be supplied or done, the timescale for performance and standards of performance required.
- say how much is to be paid and include any terms for deductions, discounts or penalties
- give the period of the contract
- require contractors to meet any standards set by the head of service and any appropriate BSI British standards or EU equivalents (EU standards must be included if the total contract value is over the EU threshold)
- require contractors to follow any appropriate codes of practice
- require the contractor to hold appropriate insurance cover – the level of indemnity will be set by the head of service after assessing the risk and consulting with the council's insurance officer if necessary, however this cover must include a minimum of £5m public liability insurance, unless a lower level of cover has been agreed by the Head of Finance.
- include any other conditions and terms that have been agreed.

19.10 Clauses that must be included in contracts over £100,000

Contracts with a value over £100,000 will include all the following clauses unless the Head of Law and Governance thinks they are inappropriate:

- (a) a clause allowing the council to cancel the contract and recover any resulting losses from the contractor if it discovers that:
- the contractor or its employees have given, offered or promised anything to influence how the council awarded or managed the contract
 - the contractor or its employees have committed an offence under the Prevention of Corruption Acts 1889-1916
 - the contractor or its employees have given anything that Section 117(2) of the Local Government Act 1972 forbids officers from accepting
- (b) a clause requiring the contractor to :
- provide at least £5,000,000 public liability insurance indemnity or any other level of cover recommended by the Head of Finance
 - provide at least £5,000,000 employer liability insurance indemnity or any other level of cover recommended by the Head of Finance
 - provide at least £1,000,000 professional indemnity insurance or any other level of cover recommended by the Head of Finance
 - produce proof of insurance (for example copies of the insurance certificates) if the Head of Service thinks it necessary

- provide a bond (or other suitable form of guarantee) for 10 per cent of the contract value if the Head of Finance thinks it necessary
- (c) a clause saying who will supervise the contract on behalf of the Council and deal with any necessary changes to its terms
- (d) a clause requiring the contractor to protect the health and safety of anyone affected by its work
- (e) a clause requiring the contractor to comply with data protection laws and help the council to comply with its duties under the Freedom of Information Act
- (f) a clause requiring the contractor to get the Council’s permission before subcontracting or transferring any of the contract
- (g) a clause giving the Council the right to end the contract if the contractor does not meet the Council’s standards and timescales and to bill the contractor for :
- the administrative costs of finding and appointing a new contractor, and
 - any amount by which the new contract exceeds the old one
- (h) if the Head of Service considers it necessary, a clause stating the level of liquidated damages to be paid if the contractor is in breach of contract, such level to be a genuine pre-estimate of the loss suffered.

19.11 Thresholds for quotes and tenders

The Council is seeking to ensure that all purchases made are undertaken through a single electronic tendering system (“the Selected System”). The Head of Business Improvement will provide details of the Selected System and any changes to it. All purchases of goods, services or works with a value in excess of £1,000 must, therefore, be undertaken through the Selected System. All such purchases shall also comply with the thresholds for quote and tender provisions as set out below. Exemption from using the Selected System can only be obtained with the consent of the Head of Business Improvement.

For all contracts over £100,000 a financial appraisal will be undertaken by the Head of Finance. The relevant Head of Service must not commission any work from the supplier until the contract has been approved by the Head of Finance and a named contract manager has been appointed.

Heads of Service must consider advertising all contracts up to £100,000.

Total value of contract	Quotes or tendering
>£1000 <= £10,000	Seek at least two quotes, at least one of which must be from a local supplier
>£10,000 <= £50,000	Seek at least three quotes, at least one of which must be from a local supplier

>£50,000 < =£100,000	Seek and get at least four quotes, at least one of which must be from a local supplier
Over £100,000	Tendering (EU procurement law and guidance must be followed for contracts over EU thresholds)

'Local supplier' means a supplier who provides significant local benefits to the community, particularly through employing staff. An example would be a locally owned and independent enterprise.

All quotes must be held by the Head of Service for 12 months after the renewal of the contract.

19.12 When is there no need to seek quotes or tenders?

(a) Emergencies

If there is an emergency or a disaster, the Chief Executive or anybody authorised by him/her can approve spending outside these rules after consulting the Director of Finance and Efficiency or anybody authorised by him/her. The Leader must be told as soon as possible.

(b) Written approval of head of finance and head of business improvement

Heads of Service do not have to seek or obtain quotes for contracts with a value of £100,000 or less if after submitting an explanatory report to the Head of Finance and the Head of Business Improvement, these Officers have given their written approval to waive the requirement to seek or obtain quotes on the basis that to do so would create no overall economic benefit to the Council.

(c) Purchasing consortiums

Heads of Service do not have to get quotes or go out to tender if they have used a purchasing consortium that can show it follows the law and good procurement practice.

19.13 Tendering of contracts over £100,000

If the total contract value is over £100,000, tenders must be sought. (Tenders can also be sought for lower contract values.) Tendering can be by, open tendering (19.14), restricted tendering (19.15), negotiated tendering (19.16) or other EU procurement methods (19.17). Whichever method of tendering is selected paragraphs 19.19, 19.20, 19.21 and 19.22 will apply.

19.14 Open tendering

- (a) A Head of Service can decide to get tenders for a contract by open competition.
- (b) The Council will publish a public notice:
 - on the council's website and e tendering portal

- if the total contract value is above the relevant EU threshold, in the Official Journal of the European Union – the notice will need to comply with EU regulations.

(c) The notice will:

- say what the contract is for
- say where to get the tender documents from
- give the deadline for tenders.

The notice must be published at least 14 days before the deadline for tenders. If the total contract value is above the EU threshold, EU rules must be followed. These require the notice to be published at least 52 days before the deadline for tenders.

19.15 Restricted tendering

(a) A head of service can decide to limit the right to tender to people and organisations on a shortlist.

(b) In order to compile the shortlist the council will publish a notice:

- on the council's website and e tendering portal
- if the total contract value is above the EU threshold, in the Official Journal of the European Union – the notice will need to comply with EU regulations.

(c) The notice will:

- say what the contract is for
- describe how to express interest in tendering
- give the deadline for tender

The notice must be published at least 14 days before the deadline for expressions of interest. If the total contract value is above the EU threshold, EU rules must be followed. These require the notice to be published at least 37 days before the deadline for expressions of interest.

(d) After the deadline for expressions of interest, invitations to tender will be sent to:

- at least five people or organisations who expressed an interest in tendering – these will be selected by the head of service, either generally or for a particular contract or category of contracts
- if fewer than five people or organisations are considered suitable by the head of service, all the ones that are considered suitable.

19.16 Negotiated tendering

(a) Total contract value below the EU threshold

For contracts below the EU threshold that have been tendered, the head of finance can allow a Head of Service to negotiate with one or more contractors on terms.

(b) Total contract value above the EU threshold

The EU negotiated procedure can only be used in very limited circumstances and in the main has been replaced by the competitive dialogue process.

19.17 Other EU procurement methods

The following procedures can be used for individual contracts if the Head of Business Improvement agrees:

(a) Competitive dialogue

This can be used for complex contracts. It allows the Council, through dialogue with providers, to develop the optimum contract valuation.

(b) Framework agreements

These are arrangements between the Council and providers that set terms for any contracts between them. Framework agreements are for a set period and should not normally be for more than four years.

(c) eAuctions and eProcurement

eAuctions are electronic auctions where providers bid against each other to offer the lowest price. They are open to any provider that meets certain conditions and include all tenders that meet the specification. eProcurement covers a range of electronic procurement methods.

(d) Framework agreement or one-off contract set up by another public organisation

This can be used if the public organisation has been the lead organisation in setting up the framework agreement or contract and has acted within national and EU law and the Council can properly join the contract.

(e) Public auction

This can be used for buying or selling land.

(f) Purchasing consortiums

Purchasing consortiums must be able to show that they follow EU procurement rules.

19.18 Acquiring and disposing of land and buildings

- (a) This rule applies to acquisitions and disposals of:

- freeholds or leaseholds with a consideration or premium over £500,000
 - leases with a rental value over £125,000 per annum
 - freeholds and leases for less than best consideration except when the acquisition or disposal is made:
 - under a legal duty
 - under a confirmed compulsory purchase order
 - under a scheme that has already been agreed by the board for acquiring or disposing of more than one piece of land or more than one building.
- (b) Before any tenders are invited for disposals or any provisional agreement is reached in negotiations on acquisitions or disposals, a report must go to the Board or a single Executive Member covering:
- the Council's present or most recent use of the land or buildings
 - other uses the Council could make of the land or buildings
 - how the buyer plans to use the land or buildings
 - other uses a buyer could make of the land or buildings
 - the estimated value of the land or buildings
 - how the land or buildings will be disposed of.
- (c) Tenders for acquisition or disposal of property are not required to be submitted through the Council's e-tendering portal but must be held securely until after the tender deadline and opened after the deadline by two Officers nominated by the Head of Corporate Assets.
- (d) After a provisional agreement has been reached on an acquisition or disposal, another report must go to the Board or single Executive Member covering the terms of the disposal or acquisition and how the land or buildings will be used. If a disposal is for less than best consideration, the report must say why and whether consent is needed from the Secretary of State.

19.19 Submitting a tender

- (a) Every tender must include a declaration that the tenderer has not:
- told anyone except the Council the amount of the tender
 - changed the amount of the tender as part of an agreement with anyone
 - lobbied councillors or officers about the tender.
- (b) Invitations to tender must be submitted via the Council's e-tendering portal.

19.20 Council's handling of tenders received through portal

- (a) Each tender received via the portal is automatically date and time stamped. The tender cannot be accessed until after the tender deadline.
- (b) Tenders received after the deadline will be disqualified.
- (c) The Head of Business Improvement will return disqualified tenders promptly. The Head of Business Improvement can open a disqualified tender to find out the name and address of the tenderer but must not pass on any details of the tender.

19.21 Opening tenders

- (a) All the tenders for a contract will be opened via the portal after the tender deadline.
- (b) Tenders will be opened by an authorised member of the procurement team and passed to the relevant Head of Service who invited them.
- (c) If a tender includes a condition that was not in the tender documents and accepting the condition would give the tenderer an unfair advantage over other tenderers, the tenderer must remove the condition or withdraw the tender.
- (d) If there seems to be a mistake in a tender, the tenderer will be asked to confirm that there is no mistake or withdraw the tender. This does not apply to arithmetical errors, which can be corrected by the Head of Service.
- (e) The Council must not negotiate with any tenderer outside the negotiated tendering procedure (19.16).
- (f) Documents from unsuccessful tenderers must be kept by the Head of Service who invited them for 12 months after the start of the contract.

19.22 Accepting quotes and tenders

(a) Total contract value less than £150,000

A Head of Service or Director can accept the lowest or most economically advantageous quote or tender if the Council is the buyer, or the highest if the Council is the seller, as long as:

- the spending is included in the council's capital or revenue budget
- project approval has been obtained
- any key decisions have been included in the forward plan
- any organisation the council is acting as agent for agrees.

(b) Total contract value of £150,000 or over but less than £500,000

A Director can accept the lowest or most economically advantageous tender if the Council is the buyer, or the highest if the Council is the seller, as long as:

- the spending is included in the Council's capital or revenue budget
- project approval has been obtained
- any key decisions have been included in the forward plan
- any organisation the Council is acting as agent for agrees and
- the Director of Finance and Efficiency, the Monitoring Officer and the Chief Executive have been consulted.

(c) Total contract value £500,000 or over

Tenders of £500,000 or over can only be accepted by the City Executive Board after considering a written report.

19.23 Copies of contracts and register of contracts

(a) Keeping copies of old contracts

If the total contract value is over £10,000, the Head of Business Improvement will keep the contract in a secure place:

- for at least seven years from their end date if they were signed
- for at least 13 years from their end date if they were sealed,

but the Head of Service who invited the contract will still be responsible for managing it.

(b) Keeping a register of contracts

The Head of Business Improvement will keep a central register of contracts over £10,000.

All Heads of Service are required to provide the original of all contracts over £10,000 to the Head of Business Improvement.

(c) What will the register record?

For each contract, the register will record:

- what the contract is for
- the total contract value
- the name of the contractor
- the start and end dates
- the procurement method used
- whether the contract can be extended and how.

(d) Access to the register of contracts

Members of the public have the right to see the register of contracts.

(e) Register of certified contracts

The Monitoring Officer will keep a register of all certificates issued under the Local Government (Contracts) Act 1997.

19.24 Legal claims relating to contracts

Claims by contractors will be considered promptly by the Head of Service. Heads of Service must consult the Head of Law and Governance before agreeing to anything that could make the Council liable for more than £5,000 or unable to collect damages of more than £5,000.

19.25 Varying contracts

Contracts can only be varied when the contract allows and by a written instruction from the Head of Service or an Officer they have appointed to manage the contract. Where the contract provides for an extension, the Head of Service may exercise the option to extend the contract up to the specified maximum period if satisfied that the extension of the contract provides best value.

Any important changes to a contract may need to be agreed by the Board and must be recorded in writing. In an emergency, they can be made by a Director and reported to the next Board meeting.

Variations must not break any of the contract rules or any terms of the contract.

19.26 Interpreting the contract rules

Questions about the contract rules and any related guidance will be dealt with by the Head of Business Improvement or Head of Law and Governance.

To: Council

Date: 23rd February 2012

Report of: Simon Howick, Head of People and Equalities

Title of Report: Pay Policy Statement

Summary and Recommendations

Purpose of report:

To present for approval a Pay Policy Statement for the Council as required under the Localism Act 2011

Key decision? No

Executive lead member: Councillor Bob Price

Policy Framework: An efficient and effective Council

Recommendation(s):

- 1) That the Pay Policy Statement as agreed with the trade unions and appended to this report be approved with immediate effect:
- 2) That the Head of People and Equalities be authorised to implement the approved Policy and make changes to it if they are required to put right clerical mistakes or to reflect changes in the law.

Appendices to report

Appendix 1 – Pay Policy Statement

Appendix 2 – Risk management framework

Appendix 3 – Equalities Impact Assessment

Background

1. The Localism Act 2011 sets out a requirement for Local Authorities to publish a pay policy statement before 31 March 2012 and annually thereafter in advance of each financial year
2. The main aim of this part of the legislation is to ensure transparency in local authority pay, and in particular with regard to senior pay and in the context of all other employees' pay.

3. The provisions in the Act do not seek to change the autonomy local authorities currently have as an individual employer making pay decisions appropriate to local circumstances and which deliver value for money.

4. The DCLG has set out guidance as to what the policy should include at:

<http://www.communities.gov.uk/documents/localgovernment/pdf/2031774.pdf>

Policy components

5. Under the legislation the policy needs to go through Council before 31 March 2012.

6. The Pay Policy Statement is a statement of fact regarding current practice. It is not a new pay & benefits strategy (which would typically establish links between reward, achievement of Council objectives and desired behaviours).

7. The Council is reviewing its wider approach to pay & benefits in consultation with trade unions (e.g. incremental progression)

8. The Pay Policy Statement includes the following:

- A statement of aims covering the context of local pay, commenting on the differences between lowest and highest pay, stating the role of Elected Members.
- Scope – all staff
- Definitions – defines what is meant by remuneration, lowest and highest paid, etc.
- Legislation – references our adopted Code of Recommended Practice for Local Authorities on Data Transparency and Data Protection
- Principles – sets out an overview of the 3 different pay schemes the Council uses and why, references treatment of leavers & re-engagement, pensions and introduces the concept of a 'pay multiple'
- Communication & data publication – commits the Council to agreeing an annual pay policy statement at Council and publishing it annually along with publication of pay data

Risk

9. A risk management framework is attached at Appendix 2.

Climate change / environmental impact

10. There are no climate change or environmental impacts.

Equalities Impact

11. An equalities impact assessment is attached at Appendix 3.

Financial implications

12. There are no financial implications

Legal implications

13. Agreement and publication of a Pay Policy Statement and pay data is a legal requirement for the Council

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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OXFORD CITY COUNCIL
PAY POLICY STATEMENT
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OXFORD CITY COUNCIL

PAY POLICY STATEMENT

AIM

1. Oxford City Council (the Council) makes decisions on pay which are appropriate to local circumstances (such as cost of living in Oxford, the need to compete for talent in the market in challenging areas, etc.) and which deliver value for money for the community. In publishing this statement the Council wishes to give assurance and transparency in its pay decision making processes and overall policy.

2. The Council is committed to the procedures which determine the pay and conditions of employment in that they are fair, free from bias and do not discriminate unlawfully. This includes ensuring that the differences in pay between the lowest and the highest paid employees are not unduly disparate.

3. The Council also seeks to operate a pay system that is transparent and based on objective criteria.

4. The Chief Executive has delegated authority in respect of pay, in accordance with national or local pay award/review schemes other than the Chief Executive's own pay and that of any Directors. Decisions in respect of the pay of the Chief Executive and Directors are made by the Appointments Committee, which is a politically proportionate Committee of Council.

SCOPE

5. The Council's Pay Policy Statement covers all employees

DEFINITIONS

6. This statement makes reference to the following:

'Lowest paid employees' – for the purposes of this Statement, these are defined as:

those employees paid at the prevailing Oxford Living Wage rate (on the basis these are the Council's lowest paid staff) with the exception of those identified at paragraph 11 (below)

'Pay multiple' - the ratio between the highest paid employee and the median earnings calculated across the whole Council

'Remuneration' – includes salary, expenses, bonuses, performance related pay as well as severance payments

'Senior staff / most senior staff'– either directly employed or hire under a contract for services, which can mean self-employed or via an agency). Specifically these are:

- *Head of Paid Service (Chief Executive)*
- *Monitoring Officer (Head of Law and Governance)*
- *Chief Finance Officer (Director of Finance and Efficiency)*
- *Heads of Service(as non-statutory deputy Chief Officers)*
- *Directors (as non-statutory Chief Officers)*
- *Any other officer not included in the above but would be included under the Code of Recommended Practice for Local Authorities on Data Transparency (why would we include these ?)*

LEGISLATION

7. The Council is required by the Localism Act 2011 to prepare, approve and publish a pay policy statement.

8. The Council must also have regard to the Code of Recommended Practice for Local Authorities on Data Transparency which makes a commitment to follow three principles when publishing data: responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.

PRINCIPLES

Remuneration

9. The City Council currently remunerates all staff through the following elements:

- Salary – the Council has adopted a Living Wage were no employees earns less than £8.01 per hour (reviewable annually in line with cost of living increase)
- Partnership payment* (currently in place until 31/03/2013). The Partnership Payment is payable to all staff who achieve an acceptable level of attendance and appraisal on the assumption the Council achieves its budget requirements. The Chief Executive and Directors have voluntarily withdrawn from the payment but are nonetheless committed to its provision.
- Various allowances payable where additional duties are undertaken and payment for which is not included through normal salary ((e.g. standby, overtime). There are various rules regarding these payments such as earnings limits over which certain items cannot be claimed.

10. All staff are eligible to join the Local Government Pension Scheme.

11. There are a range of other benefits such as flexible working, leisure concessions and childcare vouchers. The Council does not provide any benefits in kind to any staff member (such as company cars). Where required, equipment may be provided in order to assist in the performance of duties, such as a laptop, but any such items are to be returned to the Council on cessation of employment.

Variations in remuneration

12. Apart from the differences identified in paragraphs 13 & 14, there are no other distinctions made in terms of remuneration. No bonuses are payable to any employees. Severance payments are made in accordance with the Council's Organisational Change Policy which applies to all staff.

Current Pay Schemes

13. Three pay schemes* are operated (in agreement with trade unions) as follows:

- 1) National Joint Council (NJC) for Administrative, Professional, Technical & Clerical Services. Grades 1 – 11 using NJC SCP points. This covers the majority of staff (Scheme 1)
- 2) Joint National Council (JNC) for Craft & Associated Employees. Grades. This covers approximately 150 employees (Scheme 2)
- 3) Hay grades for certain senior positions as indicated in the bi-annual executive pay review (Scheme 3)

** the Council is reviewing its Reward Strategy in 2012*

Current Pay Schemes – more detail

14. Staff are appointed at the bottom of the grade unless there are exceptional circumstances which must be agreed by the Head of People & Equalities. The schemes in more detail are as follows:

Scheme 1 – the principal scheme which is appropriate for the majority of staff and introduced as a result of Single Status and by agreement with trade unions. It consists of 11 grades and adopts the national spinal column points and pay award mechanism, and is based on an analytical job evaluation scheme with a pay line set at broadly median market rate. Progression is based on an assessment of competency and performance

Scheme 2 – the Council has an agreement with trade unions whereby it adopts the national scheme for skilled craft workers with a productivity element determining progression. The scheme recognises the nature of progression through apprenticeships and then once skilled, the reasonably high yet static level of competence needing to be maintained to perform safely and effectively.

Scheme 3 – like many other public sector organisations, the Council uses the Hay job evaluation scheme and industry leading independent consultants to recommend pay for the Chief Executive, Directors, Heads of Service, and a small number of key corporate roles. Whilst the NJC job evaluation scheme represents best practice in determining relativities between posts for the majority of staff, the scheme does not include the appropriate breadth to include the responsibility factors of senior posts such as corporate leadership, reputation management, major programme delivery, etc. Other than for the Chief Executive and Directors (that process being outlined in paragraph 4 above), senior officer pay is reviewed every 2 years by independent external review and the recommendations considered by the Chief Executive.

There are separate grades for senior officers as follows:

- Chief Executive
- Executive Directors
- Corporate Directors
- Heads of Service (4 different grades according to level of responsibilities and market factors)
- Corporate Lead Officers

Progression is based on an assessment of competency and performance. The manager in each case determines progression within grades apart from the Chief Executive and Directors which is as set out in paragraph 4.

Local Elections Returning Officer

15. The Council's Returning Officer (for the purposes of elections) is paid a separate fee in addition to normal salary in accordance with the prescribed fee for each election

Leavers, Re-engagement, Pensions

16. In accordance with the Council's normal arrangements regarding termination and severance payments, no employee leaving under a compromise agreement with a redundancy payment can be re-employed by the Council within a period of 36 months.

17. The same arrangements apply to ex-employees seeking engagement as Chief Officers under a contract for services.

18. The Council will apply the agreed approach on abatement (as outlined in its Discretionary Payments Policy) relating to pensions for all employees working for the authority and already in receipt of a local government pension

19. In accordance with the Council's Discretionary Payments Policy, the Council does not augment pensionable service for leavers.

Lowest Paid Employees

20. The Council adopted a Living Wage in 2009. In January 2012 the London Living Wage is £8.30, the National Living Wage is £7.20, the Oxford Living Wage is £8.01. No Council employee* will be paid less than this, apart from JNC Craft Worker apprentices (who are paid in accordance with the JNC Craft and Associated Employees scheme) who initially commence their apprenticeship below the Oxford Living Wage but rapidly progress to rates well in excess of it.

** No agency worker will be paid less than the prevailing Oxford Living Wage (the hourly rate calculation can include payment in lieu of holiday pay)*

Pay Multiple

21. The Oxford City Council pay multiple is 1:7 which is considered to be appropriate in the context of achieving a reasonable balance between increasing the standard of living for the lowest paid employees (and their having to meet the expense of living in Oxford), and ensuring we attract and retain the skills and experience required at the most senior level to meet the challenges the City faces.

Equal Pay

22. The Council will periodically undertake an equal pay review in agreement with trade unions

COMMUNICATION & DATA PUBLICATION

23. The Council will publish its annual pay policy statement on its website on or before 31 March each year for the following financial year.

24. Any changes to the pay policy statement may be made by resolution of the Council (including during the financial year to which it relates). Any changes will be publicised on the Council's website as soon as possible after agreement

25. The Council will also publish data annually relating to senior officer remuneration as outlined in the Code of Recommended Practice for Local Authorities on Data Transparency.

MONITORING/REVIEW

26. The Chief Executive, as the Head of Paid Service, has overall responsibility for employees and therefore annual publication of the pay policy statement and pay data produced in relation to it

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-013-PE	Employment Policy and Procedures	T	Failure to provide a suite of policies that fit for purposes of improving performance and managing risk	Failure to produce and publish Pay Policy	Failure to comply with the Localism Bill 2011 and to publish a transparent policy will have a negative impact on the Council's public reputation as a good employer and internal employee relations.	1.1.12	6	3	3	2	2	3	2	Simon Howick	1.1.12	

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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-013-PE	Pay Policy	Simon Howick	R	Develop and agree policy through internal consultation process to produce final policy document for approval by Council.	Approval of policy by Council.	23.2.12	95%	
SRR-013-PE	Pay Policy	Simon Howick	R	To publish the policy to comply with the Localism Bill 2011.	Publication of Policy	31.3.12	0%	

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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?

The Council is committed to procedures which determine the pay and conditions of employment that are fair, free from bias and do not discriminate unlawfully. It operates three approved pay schemes (see page 4 of the statement and section three of the EqIA) in full agreement with local trades unions.

The Council's pay policy statement covers all employees but it is not anticipated that any individual or groups of employees will be disadvantaged by the current pay schemes and various allowances.

As part of the implementation of Single Status and the revised pay scheme in 2009, the Council undertook an equalities/ equal pay audit of the pay scheme that did not indicate any areas of disadvantage.

The Council produces an Annual Workplace Equalities Report which has a section on staff pay. The assessment for 2010/ 2011 produced the following analysis:

Average earnings:

Male hourly earnings	£14.48
Female hourly earnings	£14.19
Total average	£14.38

- The Council's Single Status project provided a firm foundation for equal pay and a further review of the Council's Reward Strategy is planned for 2012.
- Oxford City Council is committed to paying a minimum Oxford Living wage which is currently £7.19. Budget proposals for 2012-2013 will introduce a commitment to improve this to £8.01 per hour as the Living Wage to ensure this as a baseline for the lowest paid employees. Please note that the national living wage has been estimated as £7.30 by a number of analysts.

In December 2010 the Office for National Statistics reported that the national pay gap was 19.8% for all employees. The Council undertook an equal pay audit as part of implementing Single Status scheme and conducts regular reviews to ensure that equal pay is maintained and issues addressed. Data shows that the average pay gap between men and women at Oxford is 2%. Rates will inevitably differ but are explainable in context, e.g. craft grades are traditionally male dominated, account for a large proportion of the workforce and still paid on a productivity scheme so are not direct comparators with other service areas.

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 Council is responding to requirements under the new Localism Act 2011 to prepare, approve and publish a pay policy statement. The only proposed change is that of increasing the Oxford Living Wage to £8.01 (reviewable annually in line with cost of living increase if permitted by the LGA/ Central Government). Apart from the differences identified in paragraphs 13 & 14 of the statement, there are no other distinctions made in terms of remuneration.

As a result of the requirement to publish an annual salary statement it is not anticipated that the Council will need to specifically undertake any additional labour market analysis or research.

The Council also has to take due regard of the Code of Recommended Practice for Local Authorities on Data Transparency which commits the council to:

- Responding to public demand;
- Releasing data in open formats available for re-use; and
- Releasing data in a timely way

Background: As part of the wider transparency agenda, the Coalition Government is committed to increasing the transparency over the salaries of the highest earning public sector employees. The current Coalition Government's work programme is committed to:

- "require public bodies to publish online the job titles of every member of staff and the salaries and expenses of senior officials paid more than the lowest salary permissible (in Pay Band 1 of the Senior Civil Service pay scale, and organograms that include all positions in those bodies)"

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 Council operates three pay schemes in agreement with the trade unions. No changes are proposed under this pay policy statement, it is simply affirmation of current agreed practice, as follows:

Scheme 1 is the main pay scheme appropriate for the majority of staff roles and was introduced as a result of Single Status and with the full agreement of trade unions. Based on the NJC analytical Job Evaluation scheme it consists of 11 grades and with progression based on competency and performance assessments. Pay is set at a median market rate.

Scheme 2 is a locally agreed national scheme covering approximately 150 skilled craft workers. It contains a retained productivity element that determines any grade progression. This progression starts from an apprenticeship grade.

Scheme 3 uses hay job evaluation to determine/ recommend pay for the Chief Executive, Directors, Heads of Service and a small number of corporate/ partnership roles. Senior pay is reviewed every two years by independent external review.

The Oxford City Council pay multiple is 1:7 and the Council will periodically undertake an equal pay review in agreement with trade unions.

The Council gained accreditation following an external peer review as an "Achieving" authority under the Equality Framework for Local Government in January 2012. In order to be able to be recognised at this level the Council had to be able to demonstrate a commitment to equal pay through a joint agreement and provided evidence of partnership working with trade unions to deliver equal pay. The Unison trade union lead and other union representatives were interviewed as part of the peer challenge.

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

No adverse impacts have been identified.

The Council has negotiated with the trade unions a "Partnership Payment" for 2011/ 2012 to work proactively to support the financial well being of staff and offset medium term national public sector pay freezes and freezes in increments. Staff will receive a one off payment of up to £550 dependent on an achieving an acceptable annual performance appraisal, acceptable levels

of attendance (protecting the management of sickness absence for those staff declaring disabilities under the Equality Act 2010/ DDA), and on the Council satisfactorily meeting (and exceeding) it's budget out turn. This agreement was subject to an impact assessment agreed and signed off with the trade unions.

The Council recognises that there is work to be done to address the diversity of its workforce and will put positive action measures in place (via community coaching, careers events and the advertising of vacancies across community centres and a broader range of community contacts) in order to increase the diversity of the workforce across all grade points.

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

The Council will publish an annual pay policy statement on its website on or before 31st March each year.

The Council will publish annual data relating to senior officer remuneration as outlined in the Code of Recommended Practice for Local Authorities on Data Transparency

Equal pay will continue to be monitored as part of the Council's commitment to achieving "Excellence" under the Equality Framework for Local Government

Lead officer responsible for signing off the EqIA:

Role: Head of People & Equalities

Date: 01/02/2012

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties, socio-economic, social, regeneration and sustainability)
- 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

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To: Council

Date: 20th February 2012

Report of: Head of Law and Governance

Title of Report: PROGRAMME OF COUNCIL AND COMMITTEE MEETINGS – 2012/13 AND 2013/14

Summary and Recommendations

Purpose of report: To seek Council's agreement to a programme of Council and Committee meetings for the Council Years 2012/13 and 2013/14.

Report Approved by:

Finance: Jacqueline Yates

Legal: Jeremy Thomas

Policy Framework: Not applicable

Recommendation(s): To approve the timetable of Council and Committee meetings for the Council Years 2012/13 and 2013/14.

Appendices

Appendix 1 – Council and Committee meeting dates programme 2012/13 and 2013/14

Appendix 2 - Council and Committee meeting dates by meeting type

Appendix 3 – School holidays 2012/13 and 2013/14 and Party Conferences 2012

1. A draft timetable of Council and Committee meetings for the Council Years 2012/13 and 2013/14 is attached to this report as Appendices 1 and 2. A two year programme will help both officers and members in terms of work planning and diary management. For the future we will put to the Spring Council meeting the meetings programme for a Council Year ahead. We will also submit the immediate Year's programme, adjusted as necessary, for confirmation. So at the Spring 2013 Council meeting we will submit a meetings programme for 2014/15 together with the 2013/14 programme, adjusted as and if necessary.

2. The meetings programmes have been drafted as if the periodic review of scrutiny (currently underway) proposes no change. If changes are proposed when we report upon the review to April Council, then adjusted meetings programmes will be submitted to the Annual Council meeting.
3. The meetings programmes have regard to:-
 - School holidays (Appendix 3 sets out what they are)
 - Party Conferences (Appendix s sets out the dates in 2012 – the 2013/14 programme assumes a broadly similar Conference pattern in 2013)
 - Quarterly periodic reporting needs (for finance, performance, risk and complaints)
 - Faith days.

The programme cannot be adjusted to avoid, for example all school holidays and all faith days. It would be too disjointed if it did so.

4. The programme does not yet allocate member training days. A separate exercise will take place to draw up a member induction/training/development programme for 2012/13 and dates will be slotted into the programme following this.
5. The meetings programme includes meetings of a Standards Committee to the current timetable. We will delete or adjust these meetings depending upon decisions on future ethical conduct arrangements and how the Committee's other responsibilities might be dealt with in future.
5. The Leader is responsible for agreeing dates for the City Executive Board meetings and the dates when single executive members will reach decisions. He has been consulted on these dates. All other meetings are for Council to set.

Name and contact details of author:

William Reed
Democratic Services Manager
Oxford City Council
Town Hall
Oxford
OX1 1BX

Tel 01865 252230 wreed@oxford.gov.uk

Background papers: None
Version number: 1

Programme of Meetings 2012/2013

	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
Apr-12	2	3	4	5	6	9	10	11	12	13	16	17	18	19	20	23	24	25	26	27	30				
	CAP	APE	CEB	SMD (APE)				APW	(APW)		AGC		SMD			C	HCPH								
May-12		1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	
				City Elections														C(A)			LGA	APE	APW	LIC	
Jun-12					1	4	5	6	7	8	11	12	13	14	15	18	19	20	21	22	25	26	27	28	29
															ST										
Jul-12	2	3	4	5	6	9	10	11	12	13	16	17	18	19	20	23	24	25	26	27	30	31			
									SMD		VAP	APE	APW	(APE)		CAP	HCPH								
Aug-12			1	2	3	6	7	8	9	10	13	14	15	16	17	20	21	22	23	24	27	28	29	30	31
Sep-12	3	4	5	6	7	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28					
										(ST)															
Oct-12	1	2	3	4	5	8	9	10	11	12	15	16	17	18	19	22	23	24	25	26	29	30	31		
		APE	CEB	(APE)			HCPH	APW	(APW)			St. Frideswide's Day	VAP	LIC			PRC								
Nov-12				1	2	5	6	7	8	9	12	13	14	15	16	19	20	21	22	23	26	27	28	29	30
				LIC																					
Dec-12	3	4	5	6	7	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28	31				
										(ST)		LM Xmas Reception													
Jan-13		1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	
	CAP	APE	CEB	(APE)		PAR	HCPH	APW			C		PRC	LIC											
Feb-13					1	4	5	6	7	8	11	12	13	14	15	18	19	20	21	22	25	26	27	28	29
Mar-13					1	4	5	6	7	8	11	12	13	14	15	18	19	20	21	22	25	26	27	28	29
										(ST)															
Apr-13	1	2	3	4	5	8	9	10	11	12	15	16	17	18	19	22	23	24	25	26	29	30			
											PAR	HCPH	APW	(APW)											
May-13			1	2	3	6	7	8	9	10	13	14	15	16	17	20	21	22	23	24	27	28	29	30	31
				County Elections									LM Cert Honours												
							APE	APW	SMD (APE)				(APW)	LIC		C (A)	LGA GPL		SMD						

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Key

AGC- Audit and Governance Committee
 AP E - East Area Planning Committee
 AP W - West Area Planning Committee
 C- Council

CAP - Communities and Partnership Scrutiny Committee
 CEB - City Executive Board

GPL - General Purposes Licencing Committee

HCPH - Hackney Carriage and Private Hire Licencing Sub -Committee
 LGA - Licencing and Gambling Acts Committee
 LIC - Licencing Hearings

PAR - Meeting with Parish Councils
 PRC - Planning Review Committee
 SMD - Single Member Decision

STC - Standards Committee

VAP - Value and Performance Scrutiny Committee

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Programme of Meetings 2013/2014

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	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
Apr-13	1	2	3	4	5	8	9	10	11	12	15	16	17	18	19	22	23	24	25	26	29	30			
May-13			1	2 County Elections	3	6	7	8	9	10	13	14	15 LM Cert Honours (APW)	16	17	20	21	22	23	24	27	28	29	30	31
Jun-13	3	4	5	6	7	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28					
Jul-13	1	2	3	4	5	8	9	10	11	12	15	16	17	18	19	22	23	24	25	26	29	30	31		
Aug-13				1	2	5	6	7	8	9	12	13	14	15	16	19	20	21	22	23	26	27	28	29	30
Sep-13	2	3	4	5	6	9	10	11	12	13 (ST)	16	17	18	19	20	23	24	25	26	27	30				
Oct-13		1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	
Nov-13					1	4	5	6	7	8	11	12	13	14	15	18	19	20	21	22	25	26	27	28	29
Dec-13	2	3	4	5	6	9	10	11	12	13 (ST)	16	17	18	19	20	23	24	25	26	27	30	31			
Jan-14			1	2	3	6	7	8	9	10	13	14	15	16	17	20	21	22	23	24	27	28	29	30	31
Feb-14	3	4	5	6	7	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28					
Mar-14	3	4	5	6	7 (ST)	10	11	12	13	14	17	18	19	20	21	24	25	26	27	28	31				
Apr-14		1	2	3	4	7	8	9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30		
May-14				1 City Elections	2	5	6	7	8	9	12	13	14	15	16	19 C (A) LGA GPL	20	21	22	23	26	27	28	29	30

Key

AGC- Audit and Governance Committee

AP E - East Area Planning Committee

AP W - West Area Planning Committee

C- Council

CAP - Communities and Partnership Scrutiny Committee

CEB - City Executive Board

HCPH - Hackney Carriage and Private Hire Licencing Sub - Committee

GPL - General Purposes Licencing Committee

LGA - Licencing and Gambling Acts Committee

SMD - Single Member Decision

PRC - Planning Review Committee

PAR - Meeting with Parish Councils

ST - Standards Committee

VAP - Value and Performance Scrutiny Committee

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COMMITTEE MEETINGS PROGRAMME 2012/13

City Executive Board	
27 June	Wednesday
5 September	Wednesday
5 December	Wednesday
6 February 2013	Wednesday
10 April	Wednesday

Single Member Decisions	
7 June	Thursday
21 June	Thursday
12 July	Thursday
26 July	Thursday
9 August	Thursday
23 August	Thursday
13 September	Thursday
27 September	Thursday
11 October	Thursday
25 October	Thursday
8 November	Thursday
22 November	Thursday
13 December	Thursday
10 January 2013	Thursday
24 January	Thursday
14 February	Thursday
28 February	Thursday
14 March	Thursday
28 March	Thursday
18 April	Thursday
9 May	Thursday
23 May	Thursday

Council	
23 May	Wednesday
9 July	Monday
8 October	Monday
17 December	Monday
18 February 2013	Monday
22 April	Monday

Value and Performance Scrutiny Committee	
11 June	Monday
19 September	Wednesday
5 November	Monday
28 January 2013	Monday
25 March	Monday

Communities and Partnership Scrutiny Committee	
18 June	Monday
15 October	Monday
3 December	Monday
4 February 2013	Monday
15 April	Monday

Licensing and Gambling Acts Committee / General Purposes Licensing Committee	
28 May	Monday
17 October	Wednesday
19 February 2013	Tuesday

Hackney Carriages and Private Hire Licensing Sub-Committee	
19 June	Tuesday
24 July	Tuesday
11 September	Tuesday
23 October	Tuesday
11 December	Tuesday
22 January 2013	Tuesday
12 March	Tuesday
30 April	Tuesday

Licensing Hearings	
31 May	Thursday
21 June	Thursday
19 July	Thursday
9 August	Thursday
30 August	Thursday
20 September	Thursday
18 October	Thursday

1 November	Thursday
22 November	Thursday
20 December	Thursday
3 January 2013	Thursday
24 January	Thursday
14 February	Thursday
7 March	Thursday
28 March	Thursday
25 April	Thursday
16 May	Thursday

Audit and Governance Committee	
28 June	Thursday
27 September	Thursday
29 November	Thursday
28 February 2013	Thursday
18 April	Thursday

Meeting with Parish Councils	
25 June	Monday
10 December	Monday
11 March 2013	Monday

East Area Planning Committee		EAP if necessary dates
29 May	Tuesday	-----
12 June	Tuesday	Thursday 14
3 July	Tuesday	Thursday 5
14 August	Tuesday	Thursday 16
4 September	Tuesday	Thursday 6
9 October	Tuesday	Thursday 11
6 November	Tuesday	Thursday 8
4 December	Tuesday	Thursday 6
8 January 2013	Tuesday	Thursday 10
5 February	Tuesday	Tuesday 12
5 March	Tuesday	Thursday 7
16 April	Tuesday	Tuesday 23
7 May	Tuesday	Thursday 9

West Area Planning Committee		WAP if necessary dates
30 May	Wednesday	-----
13 June	Wednesday	Thursday 21
11 July	Wednesday	Thursday 12
15 August	Wednesday	Thursday 23
12 September	Wednesday	Thursday 13
10 October	Wednesday	Thursday 18
7 November	Wednesday	Wednesday 14
12 December	Wednesday	Thursday 13
16 January 2013	Wednesday	Thursday 17
7 February	Thursday	Wednesday 13
13 March	Wednesday	Thursday 14
17 April	Wednesday	Thursday 25
8 May	Wednesday	Wednesday 15

Planning Review Committee	
26 June	Tuesday
25 July	Wednesday
29 August	Wednesday
25 September	Tuesday
31 October	Wednesday
28 November	Wednesday
19 December	Wednesday
30 January 2013	Wednesday
27 February	Wednesday
27 March	Wednesday
24 April	Wednesday
29 May	Wednesday

COMMITTEE MEETINGS PROGRAMME 2013/14

City Executive Board	
26 June	Wednesday
4 September	Wednesday
4 December	Wednesday
5 February 2014	Wednesday
2 April	Wednesday

Single Member Decisions	
23 May	Thursday
6 June	Thursday
20 June	Thursday
11 July	Thursday
25 July	Thursday
8 August	Thursday
22 August	Thursday
12 September	Thursday
26 September	Thursday
10 October	Thursday
24 October	Thursday
7 November	Thursday
21 November	Thursday
19 December	Thursday
9 January 2014	Thursday
23 January	Thursday
13 February	Thursday
27 February	Thursday
13 March	Thursday
27 March	Thursday
10 April	Thursday
24 April	Thursday

Council	
20 May (Annual)	Monday
8 July	Monday
7 October	Monday
16 December	Monday
17 February 2014	Monday
14 April	Monday

Value and Performance Scrutiny Committee	
10 June	Monday
16 September	Monday
4 November	Monday
27 January 2014	Monday
24 March	Monday

Communities and Partnership Scrutiny Committee	
17 June	Monday
14 October	Monday
2 December	Monday
3 February 2014	Monday
7 April	Monday

Licensing and Gambling Acts Committee / General Purposes Licensing Committee	
21 May	Tuesday
23 October	Wednesday
19 February 2014	Wednesday

Hackney Carriages and Private Hire Licensing Sub-Committee	
18 June	Tuesday
23 July	Tuesday
17 September	Tuesday
22 October	Tuesday
10 December	Tuesday
21 January 2014	Tuesday
11 March	Tuesday
24 April	Thursday

Licensing Hearings	
6 June	Thursday
4 July	Thursday
25 July	Thursday
15 August	Thursday
5 September	Thursday
3 October	Thursday
24 October	Thursday

14 November	Thursday
5 December	Thursday
19 December	Thursday
8 January 2014	Thursday
30 January	Thursday
25 February	Tuesday
20 March	Thursday
16 April	Thursday

Audit and Governance Committee	
27 June	Thursday
26 September	Thursday
28 November	Thursday
27 February 2014	Thursday
28 April	Monday

Meeting with Parish Councils	
24 June	Monday
9 December	Monday
10 March 2014	Monday

East Area Planning Committee		EAP if necessary dates
4 June	Tuesday	Thursday 6
2 July	Tuesday	Thursday 4
6 August	Tuesday	Thursday 8
3 September	Tuesday	Thursday 5
1 October	Tuesday	Thursday 3
5 November	Tuesday	Thursday 7
3 December	Tuesday	Thursday 5
7 January 2014	Tuesday	Thursday 9
4 February	Tuesday	Thursday 6
4 March	Tuesday	Thursday 6
1 April	Tuesday	Thursday 3
27 May	Tuesday	-----

West Area Planning Committee		WAP if necessary dates
12 June	Wednesday	Thursday 13
10 July	Wednesday	Thursday 11
14 August	Wednesday	Thursday 15
11 September	Wednesday	Thursday 12
9 October	Wednesday	Thursday 10

13 November	Wednesday	Thursday 14
11 December	Wednesday	Thursday 12
15 January 2014	Wednesday	Thursday 16
12 February	Wednesday	Thursday 13
12 March	Wednesday	Thursday 13
9 April	Wednesday	Thursday 10
28 May	Wednesday	-----

Planning Review Committee	
25 June	Tuesday
31 July	Wednesday
28 August	Wednesday
25 September	Wednesday
30 October	Wednesday
27 November	Wednesday
18 December	Wednesday
29 January 2014	Wednesday
26 February	Wednesday
26 March	Wednesday
29 April	Tuesday

**COUNCIL AND COMMITTEE MEETINGS PROGRAMME 2012/13 AND
2013/14**

PARTY CONFERENCES 2012

- ❖ Labour Party – 30 September – 4 October
- ❖ Liberal Democratic Party – 22 – 26 September
- ❖ Green Part – 7 – 10 September
- ❖ Conservative Party – 8 – 11 September

SCHOOL HOLIDAYS 2012

- ❖ 4 – 8 June
- ❖ 24 July – 3 September
- ❖ 29 October – 2 November
- ❖ 24 December – 4 January 2013

SCHOOL HOLIDAYS 2013

- ❖ 11 – 15 February
- ❖ 29 March – 12 April
- ❖ 27 May – 31 May

Periods beyond this not yet set

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Report of: Head of Law and Governance

To: Full Council

Date: 20th February 2012 **Item No:**

Title of Report: **COMMUNITY GOVERNANCE REVIEW – BLACKBIRD LEYS PARISH COUNCIL – REDUCTION IN MEMBERS**

Summary and Recommendations

Purpose of report: To ask Council to approve the terms of reference for the community governance review into the number of councillors on Blackbird Leys Parish Council.

Key decision: No

Approved by:

Legal: Jeremy Thomas
 Finance: Jackie Yates
 Lead Member: Councillor Bob Price

Policy Framework: Not applicable

Recommendation(s): Council is RECOMMENDED to approve the terms of reference for the community governance review of Blackbird Leys Parish Council.

Background

1. Blackbird Leys Parish Council has requested this Council (the principal council) to consider reducing the number of councillors from 16 (8 in each parish ward) to 14 (7 in each ward). Its rationale is that for many years it has not been possible to fill all the available seats on the Council. The Parish Council would like to reach a position where there was competition for seats and elections to raise the awareness and interest amongst the parishioners and feel that a reduced number of councillors will help in this. It is also concerned, in terms of effective governance, that it has difficulty in reaching a quorum at meetings at times of holiday etc.

The Way Forward

2. Under the Local Government and Public Involvement in Health Act 2007 a principal council can hold a community governance review either of its own volition, from a request from a parish council or via a petition.
3. The Act, subsequent regulations and Government circulars have guided principal councils on how to undertake the reviews. This review is likely to be a relatively simple affair.
4. The timetable for the review is as follows:-

Stage	What happens	Timescales	Dates
Commencement	Term of Reference are published		20 th February (by Full Council)
Stage One	Initial submissions are invited	Six weeks	21 st February – 3 rd April
Stage Two	Consideration of submissions	Four weeks	4 th April – 1st May

	received, draft recommendations are prepared		
Stage Three	Draft Recommendations are published – consultations on them	Two weeks	2nd May – 15th May
Stage Four	Consideration of submissions received – final recommendations are drawn up	Two weeks	16 th May – 30 th May
Stage Five	Consideration by Full Council		9 th July
	If recommendations agreed, Full Council makes the Reorganisation Order		Takes effect - 1 st August

- 5 The Act requires that Terms of Reference are drawn up and approved by full Council and it is full Council that makes the final decision and agrees any Reorganisation Order.
- 6 The Terms of Reference are attached at Appendix A.
- 7 There are no financial implications.

Name and contact details of author:-

Name: Martin John
 Job title: Principal Electoral Services Officer
 Service Area: Law and Governance
 Tel: 01865 252518
 e-mail: mjohn@oxford.gov.uk

List of background papers: None

OXFORD CITY COUNCIL

COMMUNITY GOVERNANCE REVIEW PARISH OF BLACKBIRD LEYS

LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT 2007

TERMS OF REFERENCE

**THESE TERMS OF REFERENCE HAVE BEEN PUBLISHED BY THE
COUNCIL ON:**

21st February 2012

**SUBMISSIONS AND COMMENTS ON THIS TERMS OF REFERENCE
DOCUMENT SHOULD BE MADE BY:**

4th April 2012

1. INTRODUCTION

The receipt of a letter requesting a Review

- 1.1 Oxford City Council has received a letter from Blackbird Leys Parish Council, requesting that the Council conduct a Community Governance Review of that Parish with a view to reducing the total number of councillors on the parish council from 16 to 14.
- 1.2 Full Council considered this request at its meeting on 20th February 2012, where the Council resolved that a review of the numbers of councillors on the Blackbird Leys Parish Council be commenced by the preparation for the Council's consideration of a Terms of Reference document in accordance with the Local Government and Public Involvement in Health Act 2007.
- 1.3 The Terms of Reference document must set out clearly the matters on which a Community Governance Review is to focus and this is the aim of the later chapters of this document.¹ The Terms of Reference document is a prompt to local consideration, initial discussions and the exchange of ideas in a review, which in turn will help the City Council to prepare Draft Proposals.

The legislative framework for a Review of this sort

- 1.4 In undertaking this Review, the Council will be guided by Part 4 of the Local Government and Public Involvement in Health Act 2007 (the 2007 Act) and the relevant parts of the Local Government Act 1972.² The Council is also required to have regard to Guidance on Community Governance Reviews issued in accordance with section 100(4) of the 1972 Act by the Department for Communities and Local Government and the Electoral Commission. This Guidance was published in April 2008, and it has been considered carefully as these Terms of Reference have been drawn up.³
- 1.5 Section 81 of the 2007 Act requires the Council to publish this Terms of Reference document. In the section on Consultation, below, we provide details of how this document is being published and publicised.

How the City Council deals with making decisions in a Review

¹ Section 81(5); Guidance on community governance reviews, para.21

² The 2007 Act has transferred powers to the principal councils that previously, under the Local Government Act 1997, had been shared with the Electoral Commission's Boundary Committee for England

³ This Guidance is available on the website of the Electoral Commission at www.electoralcommission.org.uk/boundary-reviews/parish-reviews

- 1.6 The Council will formally publish these Terms of Reference as soon as it approves the recommendation. In due course, the Council will publish Draft Proposals which will lay out the Council's initial views on how this Review should progress and the changes if any that should be made. Then Full Council makes its recommendations and, if appropriate, makes a Community Reorganisation Order.

The area under Review

- 1.7 The area that is the subject of this Review are both parish wards of Blackbird Leys Parish Council:⁴
- 1.8 The Parish is divided into two parish wards for the purposes of the election of a council for the parish: the Blackbird Leys Parish Ward, and the Northfield Brook Parish Ward. The parish wards are coterminus with the City Council wards of the same name. Each parish ward currently elects 8 parish councillors each.

What is a Community Governance Review?

- 1.9 A Community Governance Review can consider a range of topics concerning the community governance of the area under Review. These can include the creation, merging, altering or abolishing of parish areas, the naming of parishes, the electoral arrangements for parishes (creating a council; the number of councillors to be elected to the council; parish warding), and consequential matters such as the 'knock-on' effect on the City wards or the setting of the commencement dates for any new arrangements.
- 1.10 In this Review we are concerned only with the total number of councillors to be elected to the parish.

2. THE PRESENT STRUCTURE OF THE PARISH OF BLACKBIRD LEYS AND ITS ELECTORAL ARRANGEMENTS

Blackbird Leys parish electoral arrangements

- 2.1 The Parish of Blackbird Leys has a council of 16 members. The Local Government Act 1972 states that the number of parish councillors for each parish council shall not be less than five.⁵ However, there is little further guidance on appropriate numbers of parish councillors to be elected to a council. There is no maximum number, and there are no rules relating to the allocations of councillors. .
- 2.2 The parish is divided into wards for the purposes of the election of the parish council and the existing electoral arrangements are shown in the table below

⁴ Section 81(2) requires the area under Review to be specified in this Terms of Reference

⁵ Section 16 of the Local Government Act 1972

Electoral arrangements and levels of representation for the Parish

Parish Ward	Electors	Councillors	Ratio of Electors to Councillors
Blackbird Leys	4402	8	551
Northfield Brook	4179	8	522
TOTAL	8581	16	536

2.4 These electoral arrangements were laid down in The City of Oxford (Electoral Changes) Order 2002. As a period of five years has elapsed since this Order was laid, it will not be necessary to seek the consent of the Electoral Commission if it becomes the intention of the Council to alter the electoral arrangements for the parish.⁶

3. The legislative background to parish wards

3.1 Section 95(3) of 2007 Act gives consideration to warding arrangements for parish councils. In the legislation, the warding of parishes is considered appropriate where the number or distribution of the local government electors for the parish would make a single election of councillors impracticable or inconvenient. As the parish is split across two City Council wards warding is required.

3.2 In its letter the parish says that for many years it has not been possible to fill all the available seats on the Council. There have been no polls triggered for elections to the parish for many years. All the councillors have been elected unopposed as the number of candidates has always been less than the number of vacancies. The Parish would like to reach a position where there was competition for seats and elections to raise the awareness and interest amongst the parishioners and feel that a reduced number of councillors will help in this. The Parish is also concerned, in community governance terms, about the difficulty of reaching a meetings quorum at times of holiday, etc.

4. CONSEQUENTIAL MATTERS

Commencement dates for any new arrangements

4.1 The Council envisages that if an Order is made it will specify the following commencement dates -

⁶ A consideration in Section 86 (3 and 6) of the 2007 Act; Guidance, paras.170-174

- 1st December 2012 – Publication of the Revised Register of Electors – the new register gives effect to any boundary and electoral arrangement changes;
- 1st May 2014 – the next ordinary elections of parish councillors for Blackbird Leys parish, using any new councillor numbers;
- 6th May 2014 – the existing parish councillors retire and any new parish councillors take up office.

5. HOW DOES THE REVIEW PROCEED FROM HERE

- 5.1 The Council intends that the outcome of this Review should reflect the broadly held views of the residents of the affected areas insofar as they are compatible with two central legal tests: that community governance in our area should reflect the identities and interests of our communities and that it should be effective and convenient. We now invite your initial submissions in response to the questions that we have posed, and these should be received by a closing date of 3rd April 2012.
- 5.2 The Council will then prepare its Draft Proposals in this Review. In its Draft Proposals, the Council will balance the submissions that it has received against the legal tests and policies that have been outlined in this Terms of Reference document. The Draft Proposals will give our initial proposals for the future of the parish councillor numbers for the two wards of Blackbird Leys Parish Council. We will then allow a period of two weeks, in accordance with our timetable, for consultations on our proposals.
- 5.3 Our Final Proposals will be made in response to the outcome of those consultations. They may wholly change our Draft Proposals, because we will endeavour again to encompass the broadly held views of the residents of the affected areas insofar as they are compatible with the legal tests and policies.
- 5.4 If changes to the existing warding arrangements are being recommended, the Review will be completed when the Council adopts a Reorganisation of Community Governance Order. This Order will also cover any issues that are the consequences of any changes.

6. CONSULTATION

How the Council proposes to conduct consultations during the Review

- 6.1 The Council has now drawn up and now publishes this Terms of Reference document. This document lays out the aims of the Review, the legislation that guides it and some of the policies that the Council considers important in the Review.

- 6.2 In coming to its Recommendations in this Review, the Council will take account of the views of local people. The Act requires the Council to consult the local government electors for the area under review and any other person or body who appears to have an interest in the Review and to take the representations that are received into account by judging them against the criteria in the Act.⁷ In our timetable for the Review we allow a number of periods for comments and submissions.
- 6.3 The Council intends to publish all correspondence received in the Review and all decisions that it takes in the Review, giving its reasons for taking these decisions. The Council is mindful of the government's guidance that "community governance reviews should be conducted transparently so that local people and other local stakeholders who may have an interest are made aware of the outcome of the decisions taken on them and the reasons behind these decisions."⁸ The Council will endeavour to ensure that local government electors and any other person or body that appears to have an interest in the Review have every opportunity to express their views. The Council recognises the importance of ensuring full consultation and that more effective proposals will be developed if all stakeholders have a full opportunity to contribute to the Review.
- 6.4 The Council proposes to use general press releases, its website, the placing of key documents on deposit at civic offices, libraries, relevant parish council offices and contact points, briefing meetings and direct personal communication to achieve these objectives. The Council has to be mindful of the costs of a Review, and it will endeavour to ensure that the consultation process is cost effective and that only reasonable costs are incurred. Any groups or individuals who are unable to respond in writing can contact us in order that their views may be recorded in some other way and therefore taken into account.

The question: the review is limited to the issue of councillor numbers and consultees are invited to respond to the following question:

Question

Should the numbers of parish councillors for Blackbird Leys Parish Council be reduced? If so, to what number?

How to submit your views

- 6.5 Comments should be submitted to Electoral Services at the postal or e-mail addresses below.

⁷ Section 93

⁸ Guidance, para.98

You can contact us at:

Electoral Services
Oxford City Council
Town Hall
St. Aldate's
Oxford
OX1 1BX

01865 252987

elections@oxford.gov.uk

Details of our officer contacts are as follows:

Jeremy Thomas Head of Law and Governance	Strategic management of the Review	
William Reed Democratic Services Manager	Project and resource management of the Review	
Martin John Principal Electoral Services Officer	Responding to consultation responses and preparing key consultation documents	mjohn@Oxford.gov.uk 01865 252518

A timetable for the Review

6.6 Publication of this Terms of Reference document formally begins the Review, and the Review must be completed within twelve months.⁹

Our timetable for this Review is as follows:

Stage	What happens	Timescales	Dates
Commencement	Term of Reference are published		20 th February (by Full Council)
Stage One	Initial submissions are invited	Six weeks	21 st February – 3 rd April
Stage Two	Consideration of submissions received, draft recommendations are prepared	Four weeks	4 th April – 1st May
Stage Three	Draft Recommendations are published – consultations on them	Two weeks	2nd May – 15th May

⁹ Section 93(8) of the 2007 Act

Stage Four	Consideration of submissions received – final recommendations are drawn up	Two weeks	16 th May – 30 th May
Stage Five	Consideration by Full Council		9 th July
	If recommendations agreed, Full Council makes the Reorganisation Order		Takes effect - 1 st August