

# Agenda

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## City Executive Board

Date: **Thursday 11 February 2016**

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Time: **5.00 pm**

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

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For any further information please contact:

**Catherine Phythian, Committee and Member Services Officer**

Telephone: 01865 252402

Email: [executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk)

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As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

# City Executive Board

## Membership

### Chair

Councillor Bob Price	Corporate Strategy and Economic Development
Councillor Ed Turner	Finance, Corporate Asset Management and Public Health
Councillor Susan Brown	Customer Services and Corporate Services
Councillor Alex Hollingsworth	Planning, Transport and Regulatory Service
Councillor Pat Kennedy	Young People, Schools and Skills
Councillor Mark Lygo	Leisure, Sports and Events
Councillor Mike Rowley	Housing
Councillor Christine Simm	Culture and Communities
Councillor Dee Sinclair	Crime, Community Safety and Licensing
Councillor John Tanner	Climate Change and Cleaner, Greener Oxford

The quorum for this meeting is three, substitutes are not allowed.

Future items to be discussed by the City Executive Board can be found on the Forward Plan which is available on the Council's [website](#)

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# AGENDA

## PART ONE PUBLIC BUSINESS

Pages

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

**3 PUBLIC QUESTIONS**

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

**4 COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA**

City Councillors may, when the Chair agrees, address the Board on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by no later than 9.30am at least one clear working day before the meeting. An address may last for no more than three minutes. If an address is made, the Board member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

**5 COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES**

10 minutes of the meeting is available for any Councillor to raise local issues on behalf of communities directly with the Board. Priority will be given to those who have not already attended within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Board. The Board's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

**6 SCRUTINY COMMITTEE REPORTS**

The following scrutiny committee reports have been submitted to this meeting:

- a) Guest Houses – suggested CEB response to recommendations
- b) Private Sector Housing Policy
- c) Scrutiny Budget Review 2016 -17
- d) Capital Strategy
- e) Treasury Management Strategy
- f) Energy and Water Supply Procurement

The following reports and CEB responses will be submitted to this meeting in

13 - 42

an agenda supplement:

- g) Corporate Plan
- h) Scrutiny Budget Review - suggested CEB response to recommendations

## 7 **CORPORATE PLAN 2016/20**

43 - 80

**Lead Member:** Councillor Price, Executive Board Member for Corporate Strategy and Economic Development

The Assistant Chief Executive has submitted a report which reports on the consultation on the draft Corporate Plan 2016 – 2020 and proposes its adoption.

**Recommendations:** That the City Executive Board resolves to:

1. approve the draft Corporate Plan 2016 -2020 as set out in Appendix 1; and
2. recommend Council to resolve to approve the draft Corporate Plan 2016 – 2020 and delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Corporate Plan 2016 – 2010 in advance of formal publication

## 8 **MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20 AND 2016-17 BUDGET**

81 - 216

**Lead Member:** Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health

The Head of Financial Services has submitted a report which presents the outcome of the budget consultation and seeks agreement to the Council's Medium Term Financial Strategy for 2016-20 and 2016-17 Budget for recommendation to Council.

**Recommendations:** That the City Executive Board resolves to:

1. approve the General Fund Budget Requirement of £19.784 million for 2016/17 and an increase in the Band D Council Tax of 1.99% or £5.55 per annum as set out in Table 8 and Appendices 1-4, representing a Band D Council Tax of £284.52 per annum;
2. approve the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit);
3. approve the Housing Revenue Account budget for 2016/17 of £43.460 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4. (subject to the Welfare Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to: 1) a further report to CEB and Council detailing the effect on the Housing Revenue Account budget and; 2) notice being given to tenants of the proposed rent increase ;

4. approve the Capital Programme for 2016-20 as set out in Appendix 6 subject to funding availability from 2017-18 onwards;
5. approve the Fees & Charges schedule as set out in Appendix 8; and
6. delegate to the Section 151 Officer in consultation with the Board Member for Finance, Asset Management and Public Health the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 17-18 below.

## **9 CAPITAL STRATEGY 2016-17**

217 - 278

**Lead Member:** Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health

The Head of Financial Services has submitted a report which presents the Capital Strategy 2016-17 for approval.

**Recommendations:** That the City Executive Board resolves to:

1. approve the Capital Strategy 2016-17 attached at Appendix A

## **10 TREASURY MANAGEMENT STRATEGY 2016-17**

279 - 302

**Lead Member:** Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health

The Head of Financial Services has submitted a report which presents the Council's Treasury Management Strategy for 2016/17 together with the Prudential Indicators for 2016/17 to 2018/19.

**Recommendations:** That the City Executive Board resolves to recommend that Council resolves to:

1. Approve the Treasury Management Strategy 2016/17, and adopt the Prudential Indicators for 2016/17 – 2018/19 as set out in paragraphs 7 to 41, and Appendix 2;
2. Approve the Investment Strategy for 2016/17 and investment criteria as set out in paragraphs 21 to 38 and Appendix 1; and
3. Approve the Minimum Revenue Provision (MRP) Statement at paragraphs 11 to 20 which sets out the Council's policy on debt repayment.

## **11 GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS FOR 2016-2017**

303 - 342

**Lead Member:** Councillor Simm, Executive Board Member for Culture and Communities and Councillor Brown, Executive Board Member for Customer and Corporate Services

The Head of Community Services has submitted a report which details the proposed allocation of grants to community & voluntary organisations through the Community Grants Programme.

**Recommendations:** That subject to Council subsequently agreeing the grants budget as set out in Table 1 of the report, the City Executive Board resolves to:

1. Approve the recommendations for the second year of a three year commissioning programme as listed in Appendix 1;
2. Approve the recommendations for the applications received to the grants annual open bidding programme as set out in Appendix 2; and
3. Approve the recommendation to delegate authority to the Executive Director for Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual unallocated funding (£20,000) in the Advice and Money Management commissioning theme.

## 12 GO ULTRA LOW OXFORD GRANT FUNDING

343 - 350

**Lead Member:** Councillor Tanner, Executive Board Member for Climate Change and Cleaner, Greener Oxford

The Director Community Services has submitted a report which seeks to obtain the necessary budget approval and delegated authority to allow officers to deliver a project to address on-street electric vehicle charging. The background is that as part of a £35m national programme to accelerate electric vehicle take up, the Council and its partners have been awarded £800k capital and £16k revenue funding by Office of Low Emission Vehicles (OLEV).

**Recommendations:** That the City Executive Board resolves to:

- 1) Grant project approval for the on-street electric vehicle charging project referred to in this report;
- 2) Authorise officers to complete negotiations with OLEV with a view to the Council being appointed as the accountable body for, and receiving grant funding under, a funding agreement with OLEV; and
- 3) Delegate to the Director of Community Services, in consultation with the Monitoring Officer and Section 151 officer, the authority to enter into:
  - a) a grant agreement with OLEV;
  - b) appropriate agreements with our bid partners; and also with all third parties required to deliver the project subject to their being selected under an appropriate procurement process.

## 13 NEW LEASE AT PATHWAYS OXFORD, DUNNOCK WAY

351 - 360

**Lead Member:** Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health

The Director Regeneration and Housing has submitted a report which proposes that the new lease of the Pathways Workshop should be below market rent.

**Recommendations:** That the City Executive Board resolves to:

- 1) agree a new lease to be granted at the Pathways Workshop at below market rent; and
- 2) delegate authority to the Executive Director of Regeneration and Housing to vary these lease terms to accommodate any particular concerns raised by the parties where this is without prejudice to the Council's position.

<b>14</b>	<p><b>SALE OF BRASENOSE FARM HOUSE SITE</b></p> <p><b>Lead Member:</b> Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health</p> <p>The Head of Housing and Property has submitted a report which seeks approval of the sale of Brasenose Farmhouse and yard which is held as a General Fund investment asset.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. Approve the sale of Brasenose Farmhouse and yard on the basis of the valuation set out in Appendix 3; and</li> <li>2. Delegate authority to the Executive Director for Regeneration and Housing to vary those terms on condition that the revised terms continue to represent the best consideration reasonably obtainable.</li> </ol>	361 - 368
<b>15</b>	<p><b>AWARD OF NEW CONTRACTS FOR BUILDING AND HOUSING MATERIALS</b></p> <p><b>Lead Member:</b> Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health</p> <p>The Head of Direct Services has submitted a report which details the arrangements for the award of new contracts for building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. Grant delegated authority to the Executive Director of Community Services in consultation with the Corporate Procurement Manager, to award new contracts to the suppliers of building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical materials, as selected in accordance with the procurement process described in the report.</li> </ol>	369 - 374
<b>16</b>	<p><b>ENERGY &amp; WATER SUPPLY CONTRACT PROCUREMENT APPROACH 2016 - 2020</b></p> <p><b>Lead Member:</b> Councillor Tanner, Executive Board Member for Climate Change and Cleaner, Greener Oxford</p> <p>The Head of Community Services has submitted a report which seeks approval for the approach to the procurement of energy and water for the period 1 October 2016 to 30 September 2020.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. approve the use of the Kent County Council energy procurement framework via its trading arm LASER (the specialist public sector energy buying organisation) for a further four years (2016-2020) to procure the Council's energy contracts from October 2016 and water contracts from April 2017;</li> <li>2. approve the continuation of the energy purchasing approach of: <ol style="list-style-type: none"> <li>a. a flexible contract for larger electricity and gas supplies</li> </ol> </li> </ol>	375 - 386

	<ul style="list-style-type: none"> <li>b. a fixed term fixed price contract for smaller quarterly billed supplies;</li> </ul> <ul style="list-style-type: none"> <li>3. delegate authority to the Director of Community Services in consultation with the Head of Financial Services to select the most appropriate 'flexible energy contract basket' option; and</li> <li>4. approve that, as part of the annual budget setting process, the Lead Member will determine the proportion of renewable energy purchased under the contract each year in consultation with the Head of Financial Services (S151 Officer) and Director of Community Services.</li> </ul>	
<b>17</b>	<p><b>REPLACEMENT OF HOUSING SYSTEMS</b></p> <p><b>Lead Member:</b> Councillor Rowley, Executive Board Member for Housing</p> <p>The Head of Business Improvement has submitted a report which seeks project approval for the purchase of new Housing IT Systems.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ul style="list-style-type: none"> <li>1. grant project approval for the tendering of the Council's housing systems; and</li> <li>2. delegate authority to the Executive Director Organisational Development and Corporate Services to award the contract for new Housing IT System(s) on the basis of the most economically advantageous bid.</li> </ul>	387 - 392
<b>18</b>	<p><b>PRIVATE SECTOR HOUSING POLICY (PRE-CONSULTATION)</b></p> <p><b>Lead Member:</b> Councillor Price, Executive Board Member for Corporate Strategy and Economic Development</p> <p>The Executive Director of Regeneration &amp; Housing has submitted a report which presents a draft Private Sector Housing Policy for discussion and amendment prior to public consultation.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ul style="list-style-type: none"> <li>1. Approve the draft Private Sector Housing Policy 2016 – 2019 for public consultation.</li> </ul>	393 - 450
<b>19</b>	<p><b>EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING</b></p> <p><b>Lead Member:</b> Councillor Rowley, Executive Board Member for Housing</p> <p>The Head of Housing and Property has submitted a report which sets out the basis for the charging of rent for externally leased HRA property to partner organisations as supported housing.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to agree rent setting on the basis set out in paragraphs 5, 6 and 7 of this report.</p>	451 - 456
<b>20</b>	<b>ITEMS RAISED BY BOARD MEMBERS</b>	
<b>21</b>	<b>MINUTES</b>	457 - 460



Minutes of the meeting held on 21 January 2015.

**Recommendation:** The City Executive Board NOTES the minutes of the meeting held on 21 January 2015 as a true and accurate record.

## **22 MATTERS EXEMPT FROM PUBLICATION**

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

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

### **PART TWO** **MATTERS EXEMPT FROM PUBLICATION**

## **23 SALE OF BRASENOSE FARM HOUSE SITE - CONFIDENTIAL APPENDIX**

461 - 462

**Lead Member:** Councillor Turner, Executive Board Member for Finance, Corporate Asset Management and Public Health

This is exempt from publication by virtue of Paragraph 3, Part 1 of Schedule 12A of the Local Government Act 1972 for the following reasons:

- Commercial affairs of the Council.

## **24 EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING - CONFIDENTIAL APPENDIX**

463 - 464

**Lead Member:** Councillor Turner, Executive Board Member for Housing

This is exempt from publication by virtue of Paragraph 2, Part 1 of Schedule 12A of the Local Government Act 1972 for the following reasons:

- it is likely to reveal the identity of an individual and the public interest in maintaining the exemption outweighs the public interest in disclosing the information as sufficient detail is given in the open report to enable a proper understanding of its purpose.

## **DECLARING INTERESTS**

### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your\* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

\*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.



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**City Executive Board – 11 February 2016**

**Report of the Guest Houses Review Group**

**Suggested City Executive Board response provided by the Leader of the Council:**

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<b>Recommendation</b>	<b>Agreed? (Y / N / In part)</b>	<b>Comment</b>	<b>Lead Officer</b>
1. That the City Council should maintain an accurate list of guest houses operating in the Oxford area that is updated at least annually (The Human Exploitation Co-ordinator has produced a basic list which could be developed into an accurate list).	In part	<p>Guest houses are an important part of the visitor and tourist economy in Oxford and the City Council wishes to encourage guest house owners to play their part in keeping users safe. The Say Something If You See Something campaign highlights safeguarding risks to vulnerable adults and young people and has identified the guest house accommodation sector as having an important part to play in successfully securing progress in this domain. The campaign aims to increase the awareness of people employed in the sector, by training them in what to look for, how to report concerns and where to turn to for help.</p> <p>A code of conduct for guest houses seems likely to make a useful contribution if it is widely respected and publicised. The Board will discuss with senior officers the serious resource implications of the agenda set out in the Scrutiny report and seek to identify</p>	Tim Sadler & Richard Adams
2. That the City Council should, in consultation and collaboration with other relevant statutory, commercial and voluntary agencies, lead on the introduction of a voluntary code of good practice for owners of guest houses in the Oxford area to sign up to. This code should be jointly branded and linked to existing initiatives such as the Say Something if you See Something campaign.	Y		
3. That, subject to further consultation, the voluntary code of good practice should commit owners of guest houses operating in Oxford to the following practices which would help to protect guest house owners and their businesses as well as guests and the wider community. These practices should extend to subcontractors working in guest houses where relevant: a) Signing up to a basic safeguarding policy statement; b) Providing details of an identified ‘single point of contact’ who has oversight of the running of the guest house and is responsible for ensuring compliance with the code of good practice; c) Having an identified responsible person on duty at the guest house at all times during its hours of operation; d) Providing Basic Disclosure certificates for the single point of contact and responsible person(s) and if possible, obtaining	In part		

<p>certificates for all staff who permanently or regularly work in the guest house;</p> <p>e) Having a free crime prevention check every 3 years and implementing recommendations made by the Crime Prevention and Reduction Advisor;</p> <p>f) Cooperating with the police, including by providing available CCTV footage upon request and allowing the police to freely enter the premises where illegal behaviour is suspected to be taking place;</p> <p>g) Registering with Thames Valley Alert and participating in the hotel partnership to strengthen two-way information sharing between guest houses and the authorities;</p> <p>h) Retaining records of the single point of contact and responsible person(s) completing the ECPAT 'Every Child, Everywhere' e-learning course, and providing all staff working in the guest house with the Thames Valley Police Staff Guide for the hotel trade;</p> <p>i) Having a 'no cash without ID' policy, recording vehicle registration numbers where relevant and requiring visitors to register with reception;</p> <p>j) Holding and restricting access to master keys for all rooms and ensuring that guest rooms are checked daily;</p> <p>k) Having suitable and proportionate arrangements in place for monitoring comings and goings at the premises, including during the night, and where relevant, retaining CCTV footage for a minimum of 28 days.</p>		<p>the how to effectively deliver the actions proposed within current administrative resources. Additionally, the Board will draw on the expertise of key partner agencies to assess the viability of a worthwhile initiative in this important area of safeguarding and personal safety.</p>	
<p>4. That the owners of guest houses in the Oxford area should be asked to self-certify that they comply with the voluntary code of good practice on an annual basis. This process could be prompted by a letter signed by the Local Policing Area Commander, as well as through the hotel partnership and any other relevant channels.</p>	Y		
<p>5. That guest house owners signed up to the code should be signposted to sources of advice and guidance.</p>	Y		

6. That the City Council asks Thames Valley Police to give prompt attention to requests for assistance at local guest houses.	Y		
7. That relevant agencies including City Council functions such as Environmental Health and Community Safety, and those provided by partner organisations such as the Thames Valley Police, Oxfordshire Fire and Rescue Service and Trading Standards, should be asked to report to the code administrator if they have reason to believe that, having been signed up to the voluntary code of good practice, the management of a guest house is non-compliant with it. The single point of contact should then be asked to demonstrate that they have addressed the concerns raised or risk being suspended from the code.	In part		
8. That the administration of the voluntary code of good practice should be adequately resourced. Consideration should be given to where in the organisation this responsibility should sit but the Human Exploitation Manager should have oversight of this administrative function.	In part		
9. That a suitable logo should be created for the voluntary code of good practice that could be displayed on guest house websites.	N		
10. That a list of guest houses covered by the voluntary code of good practice should be displayed on the City Council's website together with details of what the owners of these guest houses have signed up to. The introduction of the code should also be promoted to targeted institutions, such as language schools, as well as more widely, including through a City Council press release.	Y		
11. That Experience Oxfordshire should be informed which guest houses are covered by the voluntary code of good practice and asked to display the logo next to participating guest houses on their website.	Y		
12. That the City Council should encourage the larger tour operators and hotels operating in Oxford to sign up to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.	In part		

<p>13. That the City Council should ask organisations such as Experience Oxfordshire and the local Chamber of Commerce to do more to promote the Say Something if you See Something campaign, including through existing relationships.</p>	<p>In part</p>		
<p>14. That the City Council should look for opportunities to join with partners, perhaps through the National Working Group, in pressing government to:</p> <ul style="list-style-type: none"> <li>a) Grant additional powers to local authorities to require the embedding of good practices in guest houses,</li> <li>b) Do more to involve the hotel accreditation agencies and major travel website companies, as well as guest houses, in efforts to promote good safeguarding practices in the hospitality sector;</li> <li>c) Introduce a public awareness campaign that empowers people to come forward with safeguarding concerns.</li> </ul>	<p>N</p>		



**To: City Executive Board**

**Date: 11 February 2016**

**Report of: Housing Panel (Panel of the Scrutiny Committee)**

**Title of Report: Private Sector Housing Policy 2016-2019**

### **Summary and Recommendations**

**Purpose of report:** To present recommendations of the Housing Panel on the Private Sector Housing Policy 2016-2019

**Scrutiny Lead Member:** Councillor Craig Simmons

**Executive lead members:** Councillor Bob Price, Leader and Board Member for Regulation and Licensing of Private Rented Sector

**Recommendation** of the Housing Panel to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the five recommendations set out in the body of this report.**

### **Introduction**

1. The Housing Panel pre-scrutinised the Private Sector Housing Policy 2016-2019 decision at its public meeting on 1 February 2016. The Panel would like to thank Ian Wright and Mike Browning for introducing the report supporting a lengthy and productive discussion.

### **Summary and recommendation**

2. The Panel heard that Oxford had a relatively high proportion of private rented accommodation and relatively low levels of owner-occupation. In an otherwise deregulatory era, Government was strengthening the regulation of this sector. The new private sector housing policy sat under the Council's Housing Strategy and the Panel supported the general approach taken.
3. The Panel asked a wide range of questions, including about; how the Council can identify other properties owned by landlords, whether more could be done to

return empty properties to use, what was being done to address the issue of beds in sheds and how any priority area for the selected licensing of non-HMO private rented sector accommodation would be evaluated. The Panel heard that the Council would need permission to introduce a selective licensing scheme covering more than 20% of the geographical area of the city. Any assessment of priority areas for selective licensing would be based on how best to maximise the stock that would be covered by the scheme, as well as the volumes of service requests and reports of anti-social behaviour in different parts of the city. Ideally the sector would pay for its own regulation, as happens with HMO licensing.

4. The Panel considered the list of stakeholders to be consulted with and suggest this should also include Parish Councils and a new lease-holders forum.

***Recommendation 1 – That direct invitations to comment should be sent to Parish Councils and any lease-holders forums, in addition to the stakeholders listed in the report.***

5. The Panel questioned how tenants in the private rented sector would be encouraged to engage in the consultation and heard that this was a challenge with the exception of students as private rented sector tenants were disparate and not formally organised in groups. To capture more potential respondents, the Panel suggest that the Council should promote the consultation through channels such as the Your Oxford newsletter. The Panel also suggest that an appreciative inquiry could be used to explore how the Council can overcome barriers to participation and ensure the best response from private rented sector tenants.

***Recommendation 2 – That the consultation should be promoted through channels such as the Your Oxford newsletter and that further consideration should be given to how the Council can best engage with private rented sector tenants, perhaps through an ‘appreciative enquiry’.***

6. The Panel noted that the Council’s primary focus to date had been on regulating the houses in multiple occupation (HMO) market. The Panel questioned the links and information sharing between the HMO enforcement and planning enforcement teams and found that while some checks were in place, the Council could not legally refuse a HMO license application on the basis that planning permission had not been sought or granted. Refusals could only be based on the condition of the property and a fit and proper person test.
7. The Panel questioned what could be done to address the issue of rubbish or bulky items being left outside HMOs, for example when students vacate these properties at the end of term. The Panel heard that there were various enforcement options the Council could use, including serving a notice on the landlord to remove items within 7 days and the option of works in default, where the Council could remove the items and bill the landlord. In the event that the landlord then refused to pay, a charge could be held against the property until such a time as it was sold. The Panel suggest that the Council should make fuller use of these powers.

***Recommendation 3 – That the Council should make fuller use of the powers available to it to enforce the removal of waste and bulky items left outside HMO properties.***

8. The Panel had previously recommended that additional free bulky item collections should be made available to address the iniquity whereby many tenants living in HMOs are unable to access any free bulky waste collections. The Panel suggest that an update should be provided on the feasibility of implementing this recommendation, including the feasibility of offering three free bulky items collections on a 'per household' rather than a 'per property' basis.

***Recommendation 4 – That Council Officers are asked to provide an update on the feasibility of increasing the number of free bulky items collections available to tenants living in HMOs. This should include the feasibility of offering free bulky items collections on a 'per household' rather than 'per property' basis.***

9. The Panel questioned how residents could report an unlicensed HMOs or an HMO in poor repair and heard that this facility was available online. The Panel suggest that HMO reporting could be promoted through Tenants in Touch.

***Recommendation 5 – That the facility to report suspected unlicensed HMOs should be promoted more widely, including through Tenants in Touch.***

#### **Further consideration**

10. The Panel will scrutinise a refresh of the Council's Empty Property Strategy and will have the opportunity to scrutinise the Private Sector Housing Strategy again following the public consultation.

#### **Name and contact details of author:-**

Andrew Brown on behalf of the Housing Panel  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**  
**Version number: 1.0**

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**To: City Executive Board**

**Date: 11 February 2016**

**Report of: Finance Panel (Panel of the Scrutiny Committee)**

**Title of Report: Scrutiny Budget Review 2016/17**

### **Summary and Recommendations**

**Purpose of report:** To present the conclusions and recommendations of the Finance Panel on the Budget and Medium Term Financial Strategy 2016-2020

**Scrutiny Lead Member:** Councillor Craig Simmons

**Executive Lead Member:** Councillor Ed Turner, Board Member for Finance, Asset Management and Public Health

**Recommendations:** The Finance Panel to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the twenty-four recommendations set out in the body of this report.**

### **Foreword by the Chair of the Finance Panel**

I welcome the opportunity to present these 2016/17 budget recommendations on behalf of the Scrutiny Committee's Finance Panel. I would like to extend my thanks to those Members who participated – including those Housing Panel Members who attended a special housing-themed panel meeting.

Our small panel has thoroughly reviewed the budget papers that were approved for consultation by the City Executive Board on 17 December 2015, with a view to understanding and commenting on the robustness of the budget proposals as well as offering any relevant guidance to the City Executive Board on key decisions.

During this process we have benefited from extensive officer support and covered all 137 pages of the budget papers. In total, we held 5 meetings and spoke to 11 directors, service heads and other senior staff. We requested some further supporting information (e.g. on staffing levels, income and reserves) but were unfortunately unable, due to a lack of time, to do a full zero-based review. I would also like to thank Democratic Services for keeping the whole process on-track.

This budget flows naturally from the last and follows the now familiar themes of diminishing Government Revenue Support Grant counteracted by increasing external income (from trading, grants, fees and charges).

The Finance Panel has been an enthusiastic supporter of external revenue generation as a means of shoring up service delivery in the face of Government cuts to local authority funding and is pleased to have contributed to identifying, encouraging and securing a number of new sources of funding over the past couple of years. Senior officers have wholeheartedly embraced this approach and have demonstrated exceptional entrepreneurial spirit. Personally, I think the Council should be making much more noise about its successful revenue generation efforts.

Largely as a result of steadily rising external revenues, the General Fund is, generally, in good shape. The same cannot be said of the Capital Programme which has been scaled back considerably from the ambitious plans announced last year in response to anticipated changes in Government housing policy. These may, or may not, end up as bad as predicted. But the Council is right to take the cautious approach set out in the four year Capital Programme which puts £20.1m aside to offset high value council housing (HVCH) sales and is shaped around a lower level of Council house rents.

The recommendations are the result of our deliberations.

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## Introduction

### Background

1. The Scrutiny Budget Review Group 2016/17 (RG) comprised of the members of the Finance Standing Panel; Councillors Simmons (Chair), Fooks, Fry and

Hayes. Members of the Housing Standing Panel joined the RG to scrutinise budget proposals relating to housing and the Housing Revenue Account, and their input was greatly appreciated.

2. The RG would like to thank the Chief Executive, Executive Directors, Assistant Chief Executive and their supporting officers for attending meetings to present their proposals and answer questions. In particular the RG would like to thank Nigel Kennedy and Anna Winship for their support and advice throughout the Budget Review process.
3. The RG's report and recommendations are based on the draft budget paperwork that was approved for consultation by the City Executive Board on 17 December 2015, rather than the revised proposals presented to the City Executive Board on 11 February 2016.

### **Aims**

4. The RG aimed to test the robustness of assumptions and underlying principles used in framing budget proposals, and the extent to which these proposals support the City Council's Corporate Plan priorities.
5. This report is intended to provide a considered second opinion on the budget proposals, with some constructive commentary and suggestions. The recommendations are aimed at challenging the City Council to strive to do even better where possible. The report and recommendations are structured around the following themes:
  - Overview
  - Presentation of proposals
  - Maximising income
  - New investments
  - Efficiency savings
  - General Fund pressures
  - Reserves
  - Capital Programme
  - Housing Revenue Account revenue and capital

### **Method**

6. Evidence gathering took place between 14 December 2015 and 28 January 2016. The RG took the following into consideration in scrutinising the budget proposals but due to the tight timescales for this review, the RG did not have an opportunity to review and react to feedback received in the public consultation:
  - a) A presentation and discussion with the City Council's Head of Finance on the draft budget proposals;
  - b) A thorough review of the budget paperwork that was approved for consultation by the City Executive Board on 17 December 2015;
  - c) Responses to written questions put to the Head of Financial Services and Executive Directors;
  - d) Discussions with each Executive Director and their supporting officers;
  - e) Additional information requested by the RG including breakdowns of gross income, expenditure and staffing establishment by service and transfers to and from earmarked reserves.

## Summary and recommendations

### Overview

7. The RG found that the proposed Council budget for 2016/17 and Medium Term Financial Plan (MTFP) for the following 3 years are balanced, robust and, as far as possible, support the delivery of the Council's Corporate Plan.
8. The budget proposals were developed in a difficult financial environment and in some respects, the recent budget round has been the most challenging the Council has faced. This is due to reducing funding from Government, which is further increasing the Council's reliance on income generated locally, and the high degree of uncertainty in a number of areas, most notably around the local implications of national housing policy changes.
9. As a result of Government policies such as annual reductions to social rent levels and the forced sale of high value council housing voids, important details of which have not yet been provided, the Council is having to significantly scale back its ambitions for meeting housing need in the city and is not able to proceed with a programme of new build council housing at this time. The Council is actively exploring other mechanisms for delivering a range of new housing but it is likely that pressure on homelessness in the city will continue to increase, and indeed additional revenue funding has been allocated for this.
10. There is also some good news in the budget proposals. The RG found that the Council has deliverable plans in place to continue to reduce costs through efficiency savings and to increase income from trading and its commercial property portfolio. These successes, together with a reduced Capital Programme (with a number of unfunded schemes initially placed on a 'reserve list'), have enabled the Council to protect services and ensure that there are again no compulsory redundancies amongst its workforce.
11. On the whole, the assumptions underlying the budget proposals appear to be prudent and cautious, which is reflective of the risks and uncertainties that the Council faces. These include uncertainties around the following;
  - the local impacts of Government housing policies;
  - future levels of Government grant funding, New Homes Bonus and Business Rates income;
  - the speed and phasing of Universal Credit roll-out;
  - whether local authorities will be exempt from paying a new Apprenticeship Levy (estimated to be £185k per year);
  - the level of the Council Tax threshold in future years; and
  - what the Government's devolution agenda might mean for Oxfordshire.
12. Other possible risks that could negatively impact the Council's MTFP include a possible economic downturn, stronger than expected wage inflation, failure to deliver planned efficiency savings and increased pressure on services such as homelessness, including as a result of County Council cuts.



### **Presentation of proposals**

13. Mindful that an important function of Scrutiny is to seek to open up Council decision making to the public, the RG identified a number of relatively minor changes that could be made in the presentation of future budget proposals to make them more accessible and transparent. These improvements would also assist elected members in scrutinising future budget proposals.
14. The RG requested and reviewed a breakdown of the total income and expenditure of each service and found that Council revenue expenditure totals £109m, which is largely offset by revenue income of over £89m, leaving a net budget requirement of £19.5m in 2016/17. Gross income and expenditure figures are not provided in the budget paperwork and the RG suggest that these should be included in future budget reports, along with details of other grant income achieved (e.g. from successful one-off bids for Government or EU funding).
15. Budget adjustments and staffing FTE impacts (e.g. from efficiency savings) contained in the proposals cannot currently be seen in proportion to the size of the budgets and teams that they relate to. The RG suggest that additional columns should be added to Appendix 3 that show budget allocations and FTE establishment at unit level. The RG also suggest that additional clarity should be provided where figures in the new investments / bids lines represent reversals of investments that have already been made.
16. The RG suggest that details should be provided as to how the Capital Budget (Appendix 6) as a whole is expected to be funded. Details should also be provided, perhaps in the Budget Report, as to how major individual capital schemes will be funded. The RG would also like to see the gross spend on individual capital schemes, given that some are part-funded by partners or other bodies.
17. The RG suggest that where service managers have discretion to set fees and charges (Appendix 8) based on hourly rates and/or what is considered to be reasonable, additional information could be included for transparency, such as indicative hourly rates. The RG also suggest that the descriptions of some of the new charges (e.g. cycling on a pavement) could be more specific.

***Recommendation 1 - That to improve the transparency and accessibility of the Council's budget proposals and in line with the increased reliance on external revenues and more uncertain Government support, the following should be provided in future years:***

- a) ***Details of gross revenue income and other grants received by service and how these relate to the gross expenditures on these services (Budget Report);***
- b) ***Staffing establishment (FTE) figures by service or team so that staffing changes can be seen in proportion to the size of the services or teams that are impacted (Appendix 3).***
- c) ***Net budget allocations in the Detailed General Fund Budget Proposals, so that adjustments can be seen in proportion to the size of the budgets impacted (Appendix 3);***

- d) **Clearer explanation where adjustments in new investments / bids budget lines are reversals of one-off investments that have already been made (Appendix 3);**
- e) **Details of how the Capital Programme as a whole and major individual capital schemes are expected to be funded (Appendix 6);**
- f) **The gross cost of capital schemes, indicating external funding, in addition to the City Council's contributions (Appendix 6);**
- g) **Indicative fees and charges rates where Service Managers have the discretion to set these (for example the typical hourly rate charged for a senior lawyer) (Appendix 8);**
- h) **More specific descriptions of what new fees and charges relate to in practice (Appendix 8).**

### Maximising income

18. The RG recognise that the Council has a good record of increasing income from trading, grants and fees and charges over recent years, which has helped to ensure that services have been maintained despite annual reductions in Government funding. The budget proposals continue on this trajectory and the challenge continues to grow. Homelessness prevention and other grants have been subsumed into the Revenue Support Grant, which reduces to zero in 2019/20 and could effectively 'go negative' thereafter. The RG identified a number of recommendations aimed at securing and maximising the Council's revenue income over the medium term.

### Revenue Support Grant

19. There is an opportunity for the Council to opt in to receiving a four-year 'minimum' Revenue Support Grant (RSG) settlement from Government. This would provide more funding certainty and stability over the coming years as RSG is phased-out, better enabling the Council to plan. However, Government reserves the right to reduce these 'minimum' settlements, for example if its deficit reduction targets are not met. A multi-year settlement would require the production of an efficiency plan and while details of what this involves have not yet been provided, the RG would support the Council opting-in on the basis that it is likely to already have many of the elements in-hand.

**Recommendation 2 - That the Council should look to opt in to receiving a four-year Revenue Support Grant settlement from Government in order to obtain additional (but not absolute) funding certainty and stability in the coming years as this grant funding reduces to zero by 2019/20.**

### Council Tax

20. Council Tax increases are planned of 1.99% in year one and 1.5% in years two, three and four of the MTFP. 1.5% was considered to be prudent given that there is uncertainty as to the future level the Government's referendum threshold, which is currently set at 2%. The RG note that the Government's own RSG calculations assume that local authorities will raise Council Tax by an average of 1.75% per year over the coming four years. The RG is in favour of increasing the level of the Council's base funding carried forwards by raising Council Tax by the maximum amount currently permitted by Government. In order to maximise income without significantly increasing risk, the RG suggest that Council Tax

increases should be modelled at 1.75% rather than 1.5% in years two, three and four. This equates to approximately £25k of additional revenue per year. A significant rise in the referendum threshold (or its removal altogether) is considered to be unlikely. In the event that the referendum threshold remains at its current level or even slightly higher, the RG would encourage the Council to raise Council Tax by the maximum amount permitted.

***Recommendation 3 - That Council Tax increases should be modelled at 1.75%, rather than 1.5%, in years two, three and four of the Medium Term Financial Plan and that if the Government's referendum threshold is set above 1.75% in those years, the Council should plan to increase Council Tax by the maximum amount permitted.***

### Business Rates

21. The Council's Head of Financial Services, in consultation with the Board Member for Finance, is expected to be delegated authority to determine whether the Council should enter into a Business Rates Distribution Agreement, once the relevant data on which a decision would be based is made available. An agreement would enable the Council to share in the proceeds of any additional business rates income retained in Oxfordshire but the Council would also share the risk of any losses above a safety net position. Losses could be incurred if one or more major rate payers ceased to operate in Oxfordshire. Last year a £1.7m maximum potential risk was not deemed worth £279k of additional income. The RG support the Council keeping its position under review each year in this way and would encourage a less risk-averse stance in the event that the likely gains of entering into an agreement were assessed as being more substantial than those on offer last year.

***Recommendation 4 - That annual assessments should continue to be made of the potential benefits and risks to the Council of entering into a Business Rates Distribution Agreement with other Oxfordshire Councils.***

### Trading

22. Trading income has become increasingly important to the Council. The RG found that although future Direct Services income will be impacted by reduced workload from the Housing Revenue Account, there are plans in place to increase this important income stream by 2.5% per year on average by building up the external customer base. The RG was assured that external trading activities are structured in a flexible and robust way and that Direct Services' contributions to Council overheads would be relatively secure in the event of an economic downturn.
23. The RG note that the Council is also beginning to trade 'white collar' services, such as selling legal advice to external customers. The Council is also expecting to generate £28k by working with Kent County Council to deliver HR support and advice to schools. The RG suggest that, given these are relatively new areas of trading for the Council, progress against these income targets should be closely monitored.

***Recommendation 5 - That progress against new income targets expected to be achieved by trading 'white collar' services (e.g. legal, HR) should be particularly closely monitored given that this is a relatively new area of trading for the Council.***

#### Commercial assets

24. The RG was pleased to note that income from the Council's commercial property portfolio has now surpassed £10m per annum. The RG found that projected additional commercial property lease income of £332k per year by 2019/20, which is assessed as being low risk, is based on a thorough review and considered to be prudent and achievable. The extension of Seacourt Park and Ride is expected to generate an additional £770k over the 4 years assuming the work is completed by January 2017. This projected additional income is rated as high risk due to a number of dependencies.
25. The RG suggest that there may be opportunities for the Council to generate additional income from its assets in innovate ways. One idea supported by a majority of the RG (but not unanimously) is to look for further opportunities to lease spaces above Council-owned car parks, either for buildings, as the Council has already done with St. Clement's Car Park, or for solar power generation.

***Recommendation 6 - That the Council should continue to maximise income from its commercial assets, including by actively exploring the feasibility of generating income by leasing spaces (so called 'air leases') above Council-owned car parks, for example for buildings or solar power generation.***

#### Income generation

26. The RG reviewed the revenue income achieved by each service against the revenue expenditures on those services. The RG suggest that there may be opportunities to generate more revenue income in Environmental Sustainability as that service, which generates £18k of revenue income per year against a total expenditure of £886k, has a good record of achieving one-off funding from external sources.

***Recommendation 7 - That Council Officers should explore whether there are opportunities to generate regular revenue income in Environmental Sustainability in order to reduce the net budget requirement of that service, which has a good record of achieving one-off funding.***

#### Fees and charges

27. The RG reviewed fees and charges income and found that the Council has robust fee setting processes in place. Service Heads are asked to benchmark fees and charges, receive training and have knowledge from competing in markets. The RG found that pest control is the last area where charging levels have been deliberately set below market rates but the Council is gradually increasing these charges towards a position of full cost recovery. Off-street parking income is also being increased significantly to support the Council's budget and the RG note that there is a need to balance the benefits of additional income from parking with other policy aims.

28. The Council is expecting to receive an additional £580k in higher park and ride charges (including £80k from the Seacourt extension) in 2018/19. This is equivalent to an increase in the daily parking charge from £2 to £3 (which the RG does not unanimously support) and assumes that the County Council will follow this price increase. The RG has previously recommended that agreement should be sought on common charging across all park and ride sites serving Oxford. To protect planned additional income from the proposed parking charge increase and to avoid incentivising commuters to drive further for cheaper parking, the RG recommend that the Council continues to engage with the County to achieve common charging, either through a formal agreement or otherwise.

***Recommendation 8 - That the Council should continue to engage constructively with Oxfordshire County Council in order to achieve common charging across all Oxford Park and Ride sites and protect planned additional income of £580k per annum from 2018/19.***

29. The RG identified some areas where the Council could look again at whether there is a case for raising fees and charges in order to maximise income.

30. Given the unique settings that Oxford provides, the RG suggest that there may be opportunities to increase income by charging higher rates for commercial filming in the City, including possibly by charging treble rather than double the normal rates for filming requests with less than 7 days' notice.

31. The RG suggest that charges for householder services such as bulky collections, which are being held at £25, could also be reconsidered.

32. The RG noted that Oxford Town Hall was fully booked in the run up to Christmas and suggest that there may be an opportunity to introduce a 'pre-Christmas premium' on events held in the Town Hall. A similar premium could also be applied to commercial events in prime city centre locations, such as Broad Street and Bonn Square.

***Recommendation 9 - That Council Officers should explore whether there are opportunities to increase income by charging 'premium' and/or seasonal fees and charges, including specifically for the following:***

- a) Commercial filming (including higher premiums for late notice requests);***
- b) Householder services – such as bulky items collection;***
- c) Pre-Christmas premiums for Town Hall bookings and commercial events in prime locations (e.g. Broad Street markets).***

### **New investments**

33. There are few proposals for new General Fund investments and a number of previous investments are due to drop out, with the net impact being a reduction in spending on items classified as 'new investments / bids' of £821k per year by 2019/20. The largest new investment items are in the Planning and Regulatory service. One off funding of £560k has been allocated in 2016/17 for the Grenoble Road planning application fee. This will pay for the Council's share (as one of the major landowners) of technical work, studies, modelling and a submission to the

planning authority. The RG also welcome proposals to increase base budget allocations for Planning Enforcement (£34k) and a Safeguarding Policy Officer post (£24k), both of which have previously been highlighted by Scrutiny as priorities for additional resources.

#### Employee Engagement Survey

34. A relatively modest spend of £11k every second year has been allocated to pay for a new 'Best Companies' staff survey. The RG heard that this survey would enable comparison with other employers and that results would be reported to the Board Member and service heads. The RG suggest that the results should also be made available to elected members.

***Recommendation 10 - That the anonymised results of the new biennial Best Companies employee engagement survey should be made available to elected members.***

#### Educational attainment

35. The Council's Educational Attainment funding will be £43k in 2016/17 and £23k in 2017/18. The RG heard that schools can bid for funding for schemes that promote learning and skills for teaching staff or good practice. There may be an under-spend this year and the RG suggest that if this is the case, the Council should look to phase out the remaining funding allocation sooner, perhaps removing it altogether a year earlier than currently planned.

***Recommendation 11 - That in light of a possible underspend this year, consideration should be given to removing part of the residual £43k of educational attainment funding sooner than planned.***

#### Efficiency savings

36. The proposals include efficiency savings totalling £2.3m per year by 2019/20, the majority of which are expected to be delivered in the first two years. The RG received assurances that officers are always looking for further efficiency savings but were not proposing many specific new savings for years three and four of the MTFP at this stage. Some of the more significant efficiency savings in the budget proposals include savings from; the Council's leisure contract, further office rationalisation, a new IT contract, the impacts of Universal Credit roll-out, the current low cost of fuel and Business Improvement staffing reductions. Some planned efficiencies, for example from combining planning and licensing enforcement functions, are not included in the proposals because they will enable service improvements rather than provide cash savings.

#### Impacts of Universal Credit

37. The roll-out of Universal Credit means that the Council will no longer be required to administer Housing Benefit for working age claimants. Expected savings are split between Financial Services and Business Improvement (which includes Customer Services) and total 9 staffing posts. The RG found that some savings, including the proposed closure of Templar's Square Customer Service Centre, which predominantly deals with Housing Benefit claimants, have been delayed due to uncertainties around the phasing and pace of Universal Credit roll-out.

The RG suggest that these savings should be kept under review and achieved sooner where possible.

***Recommendation 12 - That the delivery of efficiency savings in Business Improvement and Financial Services that are expected to be achieved as a result Universal Credit roll-out, including the closure of Templar's Square Customer Service Centre (which has been put back two years to 2019/20), should be kept under review with the aim of realising these savings earlier if possible.***

#### Promoting on-line self service

38. The RG noted that the Council has a new website and Tenant Portal, and questioned whether there is scope to achieve further savings from a greater focus on 'channel shift' (encouraging customers to interact with the Council in lower-cost ways such as online). Some planned savings are rolled in to a £126k efficiency saving that also includes the closure of Templar's Square Customer Service Centre and has been put back 2 years, from 2017/18 to 2019/20. The RG suggest that the Council should continue to look for opportunities to reduce costs in this way while making sure that services that are accessible to all customer groups, including older people and digitally excluded groups.

***Recommendation 13 - That the Council should continue to look for further opportunities to use IT to reduce the transactional costs of service delivery, whilst continuing to ensure that services are accessible to all customer groups.***

#### Invest to save

39. The RG questioned the lack of new items that are classified as 'invest to save' compared to previous years. The RG found that a number of savings classified as 'efficiency savings', such as recent savings from an admin review and management restructure, were facilitated by investments, so the invest to save classification does not capture everything the Council is doing in this regard. The Council is also investing in mitigating rising demand on services, for example through the work of the Welfare Reform Team. The RG express disappointment at the absence of more proposals that meet the narrower definition of 'invest to save' and, as last year, suggest that officers look again at what opportunities there are to make investments that will deliver revenue savings.

***Recommendation 14 – That Council Officers should be encouraged to look again at what potential there is to develop new invest to save initiatives.***

#### General Fund pressures

40. The RG reviewed the pressures contained in the budget proposals, including building materials inflation, an additional tree surveying resource, leisure equipment replacement costs, legal expertise and homelessness. The RG found that expected variations in 2015/16 have been factored in to these pressures and that they are based on sound assumptions.

### Waste and recycling

41. A £1m pressure has come to light due to an increase in the market price of disposal of co-mingled dry recyclate, which is linked to the current low cost of oil. This pressure is contractually fixed for the next 12 months after which there is a potential upside but also further risk. The Council will be bringing forward proposals to develop a waste transfer station, which is expected to provide £250k of cost mitigation in subsequent years. The RG suggest that the Council should seek to maximise revenues from the waste transfer station including by making the facility available to other bodies and if possible by the local reuse of materials.

***Recommendation 15 - That the Council should look to maximise revenues from the planned new waste transfer station, both by opening up the facility to others and by the local reuse of materials, if such outlets exist.***

### Homelessness

42. There is expected to be an over-spend of £200k this year (2015/16) on private rented and bed and breakfast accommodation for homeless people. Provision has been made to increase this revenue budget by £200k from next year and to cover the over-spend by drawing down the homelessness reserve, which will reduce from £1m to £800k. The RG suggest that given the risks and pressures around homelessness, this reserve should be replenished. This could be done by reducing revenue contributions to capital by £200k.

***Recommendation 16 - That given the pressures on homelessness and the risks around County Council cuts, it would be prudent to redirect £200k of revenue contributions to capital and instead use this to top up the homelessness reserve, which is expected to be reduced from £1m to £800k.***

### Reserves

43. The RG reviewed the Council's reserves and found that the total amount held in reserves as of March 2015 was £38.6m, over half of which was set aside to fund capital schemes and will have mostly been spent. The RG suggest that reserves should be reviewed and where they are held against risks or expenditure that will occur in a future year, funding should be freed up and invested.

***Recommendation 17 - That the Council's reserves and balances should continue to be reviewed at appropriate intervals with a view to investing any suitable funds, such as those held against a risk or item of expenditure occurring in a future year.***

### Capital Programme

44. The General Fund Capital Programme has been scaled back, with revenue contributions to capital reducing from £6.6m in 2015/16 alone to £10.6m over the following 4 years. The RG found that some sources of capital funding such as from New Homes Bonus and capital receipts (including from the sale of Temple Cowley Pools) were not accounted for in the draft budget proposals. A number of capital schemes were initially placed on a 'reserve list' until funding was secured. Nevertheless, funded schemes contained in the draft proposals still total £42.9m over 4 years, the bulk of which is planned for 2016/17.



45. The RG reviewed the Capital Programme and reserve list in detail and found that there have been some changes to funding and to the phasing of certain schemes, such as the £10.3m acquisition of investment properties, which will be spent over five or six years, rather than in one year. The RG suggest that these changes are reflected in the final budget proposals that are presented to Council.

***Recommendation 18 - That the Capital Programme and capital scheme reserve list should be revised in light of recent capital movements, grant income and the need to re-profile some schemes.***

46. The RG questioned how certain the costs of capital schemes are, finding that while a number of schemes have fixed costs, the cost of some schemes are more uncertain. To minimise cost inflation and uncertainty, the RG suggest that the Council should seek to contract the large capital schemes at the earliest opportunity. The RG also suggest that there may be a case for taking a more holistic approach to contracting capital works, rather than contracting capital schemes separately.

***Recommendation 19 - That the Council should seek to contract large capital schemes as soon as possible to minimise price inflation and uncertainty, and consider the case for taking a more programme-based approach to contracting capital works.***

#### **Housing Revenue Account and HRA capital**

47. The combined impact of national policies such as the introduction of a social rent decrease for 4 years and the forced sale of higher value council housing voids (HVCH) has resulted in significant and unknown pressures for the Council's Housing Revenue Account (HRA). The loss to the HRA over four years compared with previous expectations is estimated to be £33.6m. Given the major uncertainties around national policies beyond the four years, in particular in regards to the future direction of social rent levels, the Council has not produced a long term HRA business plan at this stage. To cover the impacts of these changes HRA capital investments have been reduced by over £50m, which includes the creation of a £20m contingency against the forced sale of HVCH.

#### **Social housing new build**

48. The Council's new build programme (excluding homes at Barton) has been removed entirely, reducing from £16.5m to zero. The RG heard that a proposed Housing Company for Oxford is pivotal to mitigating pressures on housing and received confirmation that set up costs have been factored in to the budget. The focus of the Housing Company will be on getting new a range of new housing built and it would also look to buy new build properties at Barton. Any transfer of existing Council stock to the Housing Company would require the Secretary of State's approval. The RG questioned whether there is scope for the Council to use some of its borrowing headroom to fund new build. The RG was advised that the risk of continuing to finance social housing schemes from this account were considered to be too great. A proposal was made to reduce the borrowing headroom from £20m to £10m to fund new build. A majority of members were not in favour of this proposal and a minority of members were in favour.

### Rent reductions

49. The Council has applied for an exemption from the Government's 1% per year rent reduction policy. The RG found that in the unlikely event that the Council is permitted to hold rents at their current level for four years, this would bring in an additional £3.5-4m over the period. The RG questioned whether there are opportunities to increase Council rents in the short term to minimise the impacts of the rent reduction policy but found that this is not possible. The RG also asked whether there is scope to increase service charges but found that these charges have been increased by more than inflation for the last 3 years, have recently been reviewed and need to be fair and reflect the cost of the services provided.

### Forced sale of high value council housing (HVCH)

50. The Government's forced sale of HVCH voids policy will take the form of an annual levy based on a formula and won't require that HVCH voids are actually sold. A £20.1m contingency has been created to enable the Council to retain its HVCH. Further important details of this policy are likely to be made available later in the year and the RG suggest that the Council should closely monitor these with a view to freeing up funds from the contingency where possible.

***Recommendation 20 - That the Council should keep the local impacts of the forced sale of high value council housing (HVCH) policy under review and consider any opportunities or mechanisms to free up funds from the new £20.1m contingency without affecting the Council's ability to retain HVCH.***

### HRA debt

51. The Council has a long-term £198.5m debt to service on its HRA, which is a legacy of the Council retaining ownership of its housing stock. The debt is currently subject to preferential interest rates but if and when portions of it are deferred rather than repaid, they will need to be refinanced at higher interest rates. Given the uncertainties around future rent levels and the Council's capacity to develop new social housing, the RG questioned whether there is a risk that this debt could become unsustainable in the very long term. The RG suggest that the decision to defer a £20m repayment due in 2021, which is outside of the current four-year planning period but was included in the thirty-year HRA Business Plan agreed last year, should be kept under review to ensure that it is still the best decision for the Council and tenants. The HRA surplus moves from £3.5m to £10.8m over plan period and this accumulation could be used towards a debt repayment, if that was assessed as being the best option.

***Recommendation 21 - That in the light of recent housing policy and budgetary changes, it would be prudent to keep the decision taken last year to defer a £20m debt repayment due in 2021 under review to ensure that it is still in the best long-term interests of the Council and Council tenants.***

### Blackbird Leys regeneration

52. HRA funding towards the regeneration of the centre of the Blackbird Leys estate has been reduced from £8.6m to £5.2m and while the scope of what was previously proposed will be reduced, the scheme is still expected to deliver new affordable housing and community facilities. The RG heard that the market will

be adjusting to national policy changes but that the Council may be in a position to go to market later in the calendar year.

#### Energy efficiency programme

53. The HRA Energy Efficiency programme is another area of HRA capital spending that has been significantly scaled back, from £8.6m to £1.2m. The Panel found that there is some uncertainty as to whether the renewable element of the energy efficiency programme could be delivered through a partnership with Low Carbon Hub, as indicated in the Budget Report, and suggest that clarity is provided.

***Recommendation 22 - That clarity should be provided on whether the renewable element of the HRA Energy Efficiency programme could be delivered in partnership with the Low Carbon Hub.***

#### Adaptions for disabled

54. Funding for disabled adaptions, which could be expected to trail off over time as more properties are adapted, increases slightly over each of the 4 years. The RG fully support this use of funding but suggest that it is reviewed to ensure that best value is being achieved. Regular audits should be undertaken of the number of adapted properties and the number of tenants requiring adaptions.

***Recommendation 23 - That HRA capital spending on adaptations for the disabled should be reviewed to ensure that best value is being achieved. An audit should be undertaken and updated regularly of the number of tenants living in adapted properties to ensure that they are used to house people who need them.***

#### Tower Block Refurbishment

55. The RG found that the cost of the Tower Block refurbishment scheme was now contractually fixed at £20m, a significant increase on earlier estimates of £12.1m. As no sinking fund was incorporated into historic leasehold agreements to cover capital works, leaseholders are required to contribute towards the cost of refurbishment, and have been offered a number of payment options. Whilst it would not be feasible to institute sinking funds into leasehold arrangements retrospectively, the RG suggest that these should be built in to future leasehold agreements.

***Recommendation 24 - That 'sinking funds' should be instituted into new build leasehold arrangements where appropriate (e.g. blocks of flats) to prevent potentially high bills for leaseholders when these properties require capital works.***

#### Further consideration

56. The RG agreed to keep the Council's budgetary performance, as well as the details and impacts of national policies, under close review during the year ahead. To enable this, 2016/17 Finance Panel meetings have provisionally been scheduled to coincide with, and enable scrutiny of, the quarterly performance reports that will be presented to the City Executive Board and Council. The RG

reserves the right to have a more detailed examination of the Council's financial position in the event that major changes have to be made during the year ahead.

**Name and contact details of author:**

Andrew Brown on behalf of the Finance Panel (Panel of the Scrutiny Committee)  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None;**  
**Version number: 1.0**

**To: City Executive Board**

**Date: 11 February 2016**

**Report of: Finance Panel (Panel of the Scrutiny Committee)**

**Title of Report: Capital Strategy**

### **Summary and Recommendations**

**Purpose of report:** To present recommendations of the Finance Panel on the Capital Strategy decision

**Scrutiny Lead Member:** Councillor Craig Simmons

**Executive lead members:** Councillor Ed Turner, Board Member for Finance

**Recommendation of the Finance Panel to the City Executive Board:**

**That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.**

### **Introduction**

1. The Finance Panel pre-scrutinised the Capital Strategy decision at its public meeting on 28 January 2016. The Panel would like to thank Nigel Kennedy and Anna Winship for introducing the report and answering questions.

### **Summary and recommendation**

2. The Panel heard that the definition of what constitutes Capital funding had been broadened to include loans and grants to other organisations for capital purposes. This would include loans or grants to a Housing Company owned by the Council. National housing policy changes meant that borrowing would be taken out to fund capital works on the HRA.
3. In response to a question, the Panel heard that the Council's ethical investment policy had not impacted its ability to work with its existing counter-parties.

4. The discussion focused on the Council's capital budget for the acquisition of land at Oxpens and how grant funding received for infrastructure at the site would be treated. This grant would be held in an earmarked reserve and while it could be used to support borrowing, it would not be generating a return. The Panel suggest that the Council should look carefully at the case for spending this grant on other things sooner, while considering potential risks and the need for liquidity.

***Recommendation 1 – That an evaluation should be undertaken of how the Council can make best use of its grant funding for infrastructure at Oxpens. This should include evaluating the risks and benefits of using all or part of the grant in the interim in order to fund other things or generate a return, potentially substituting this grant funding with prudential borrowing at a later date in the event that it was needed to fund infrastructure at Oxpens.***

**Name and contact details of author:-**

Andrew Brown on behalf of the Finance Panel  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**

**Version number: 1.0**

**To: City Executive Board**

**Date: 11 February 2016**

**Report of: Finance Panel (Panel of the Scrutiny Committee)**

**Title of Report: Treasury Management Strategy, Annual Report and Performance 2016/17**

### **Summary and Recommendations**

**Purpose of report:** To present recommendations of the Finance Panel on the Treasury Management Strategy, Annual Report and Performance 2016/17 decision

**Scrutiny Lead Member:** Councillor Craig Simmons

**Executive lead members:** Councillor Ed Turner, Board Member for Finance

**Recommendation** of the Finance Panel to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the two recommendations set out in the body of this report.**

### **Introduction**

1. The Finance Panel pre-scrutinised the Treasury Management Strategy, Annual Report and Performance 2016/17 decision at its public meeting on 28 January 2016. The Panel would like to thank Nigel Kennedy and Anna Winship for introducing the report and answering questions.

### **Summary and recommendations**

2. The Panel heard that the Strategy formalised the Council's ability to invest in 'real asset lettings', made provisions for loans to a Housing Company owned by the Council and reclassified loans to some government bodies. The Panel supported the Strategy.
3. The Panel questioned whether the Council's 'real asset lettings' homelessness properties should be included on its asset register and what provision would be made in the event that the value of these assets was to fall. The Panel heard

that the Council expected to benefit from capital appreciation as well as receive its initial £5m investment back in full after 7 years. For this reason it was not deemed necessary for the Council to make a Minimum Revenue Provision (MRP) and the Council's auditors were happy with this in principle. The Panel suggest that that this position should be kept under review and reassessed in the (unlikely) event that asset values were to drop in future.

***Recommendation 1 – That clarity should be provided as to whether the Council's 'real asset lettings' homelessness property investments should be included on its asset register and how a provision would be made in the event that the value of these 'assets' was to fall.***

4. The Panel noted that the Council's draft budget and medium term financial plan included a £23m borrowing requirement and that while the majority of this was expected to be funded by internal borrowing, there may now be a need for the Council to borrow from external sources. The Panel had previously recommended that the Council should consider making a £10k capital investment to become a minimum shareholder in the Municipal Bonds Agency before its first bond issuance, which may have enabled the Council to secure preferential rates on future borrowing from the Agency. The Panel suggest that all options for external borrowing should remain on the table including the option of borrowing from the Municipal Bonds Agency.

***Recommendation 2 – That the Council should continue to maintain a watching brief on the progress of the Municipal Bonds Agency (Local Capital Financing Company), as well as other relevant financial borrowing instruments.***

**Name and contact details of author:-**

Andrew Brown on behalf of the Finance Panel  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**  
**Version number: 1.0**



**To: City Executive Board**

**Date: 11 February 2016**

**Report of: Finance Panel (Panel of the Scrutiny Committee)**

**Title of Report: Energy and Water Supply Procurement 2016 - 2020**

### **Summary and Recommendations**

**Purpose of report:** To present recommendations of the Finance Panel on the Energy and Water Supply Procurement 2016 - 2020 decision

**Scrutiny Lead Member:** Councillor Craig Simmons

**Executive lead members:** Councillor John Tanner, Board Member for Cleaner Greener Oxford

**Recommendation** of the Finance Panel to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the two recommendations set out in the body of this report.**

### **Introduction**

1. The Finance Panel pre-scrutinised the Energy and Water Supply Procurement 2016 – 2020 decision at its public meeting on 28 January 2016. The Panel would like to thank Jo Colwell and Paul Spencer for introducing the report and answering questions.

### **Summary of the discussion**

2. The Panel heard that the Council spends £1.62m per year on utilities of which 60% is spent on electricity. Procuring electricity using a Public Buying Organisation (LASER) was considered to be best practice and had been a successful approach as it had enabled the Council to benefit from the agent's buying power and enabled the Council to better manage risk. The Panel supported the proposed continuation of this approach and welcomed the reduction in LASER costs to around £17k per year, saving the Council around

£11k in procurement charges, as well as the increased flexibility provided in terms of purchasing options.

3. The Panel heard that renewable energy was available through LASER at an additional cost (of up to £45k per year) but this energy was not fully traceable and there would be no guarantee of 100% availability. It was proposed that the Lead Member would determine the proportion of renewable energy purchased under the contract each year in consultation with officers. The Panel suggest that these decisions should be based on an evaluation of the costs and benefits of additional spend on renewable energy against the costs and benefits of investing in other energy efficiency and renewable energy projects.

***Recommendation 1 – That annual decisions on the proportion of renewable energy purchased through the LASER Public Buying Organisation should be informed by evaluations of the costs and benefits of this spend compared to other potential carbon reduction projects.***

4. The Panel noted that the Council’s internal Carbon and Natural Resources Board has a role in overseeing carbon reduction projects. The Board is not formally constituted and its membership includes both members and officers. The Panel suggest that it would be helpful if the notes or action points of Carbon and Natural Resources Board meetings could be made available to all elected members.

***Recommendation 2 – That notes or action points of meetings of the Council’s Carbon and Natural Resources Board should be made available to all elected Members.***

**Name and contact details of author:-**

Andrew Brown on behalf of the Finance Panel  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**  
**Version number: 1.0**

**To:** City Executive Board  
**Date:** 11 February 2016  
**Report of:** Assistant Chief Executive  
**Title of Report:** Corporate Plan 2016 - 2020

### Summary and Recommendations

**Purpose of report:** To report on the consultation on the draft Corporate Plan 2016 – 2020 and propose its adoption

**Key decision** Yes

**Executive lead member:** Councillor Bob Price

**Policy Framework:** Yes

**Recommendation(s):** That the City Executive Board resolves to:

1. approve the draft Corporate Plan 2016 -2020 as set out in Appendix 1; and
2. recommend Council to resolve to approve the draft Corporate Plan 2016 – 2020 and delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Corporate Plan 2016 – 2010 in advance of formal publication

### **Appendices**

Appendix 1 Draft Corporate Plan 2016 – 2020

Appendix 2 Corporate Plan Equalities Impact Assessment

Appendix 3 Proposed Corporate Performance Measures (to be added later)

Appendix 4 Draft Corporate Plan 2016 – 20 Consultation Report

## **Background**

1. The Corporate Plan is the Oxford City Council's overarching strategy for the organisation. It sets out a clear vision, corporate priorities and objectives and how we will achieve them.
2. Its primary function is as a plan for the Council, but it should also reflect and guide our work with partners and be an effective means of communicating our vision and priorities to partners and to the public. The aim this year is to produce a shorter, sharper document that is forward looking.
3. The draft Corporate Plan 2016 – 2020 has been drawn up with input from Service Heads and Directors and subject to discussion with Members and direction from Portfolio Holders. It was discussed by CEB and approved for consultation on the 17<sup>th</sup> December.
4. The draft Corporate Plan reflects our joint working and the plans we are developing with our partners, including business, community organisations, the health and education sectors and Oxfordshire County Council.
5. The content of the draft Corporate Plan 2016 - 2020 is attached in Appendix 1, and should be viewed alongside the draft Medium Term Financial Strategy, which will also be presented at the February 2016 meeting of the City Executive Board. The two are developed in tandem to ensure our resources are aligned behind our objectives.

## **This year's plan**

6. We remain committed to our core ambitions of building a world class city for everyone and continuing to transform our own performance. We believe that by creating successful places in which to live and work and supporting people to reach their potential we will create a strong local economy and a city in which all our residents can thrive.
7. The City Council's priorities for the next four years remain those identified in the previous corporate plan:
  - A Vibrant and Sustainable Economy
  - Meeting Housing Needs
  - Strong and Active Communities
  - A Clean and Green Oxford
  - An Efficient and Effective Council.
8. The Corporate Plan reflects the recognition 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. Achieving our objectives will require us to work in close partnership with other councils, public agencies, and our business and voluntary sector partners. This will be even more

important as reductions in public resources continue and new ways of delivering services are required. The Council's role will increasingly be about influencing the strategies and plans of our partners. The Corporate Plan therefore includes two cross-cutting priorities of Partnership and Devolution which will underpin our approach to all areas of work.

9. The Corporate Plan is being developed in the context of the Government's announcements about future changes to local government finance and in the light of changes to national housing policies which will have resource implications for the Council. The full implications and impact of these changes are not yet known. These uncertainties are reflected in the Corporate Plan which sets out at high level how we will seek to address them through long term financial planning, consideration of alternative models of delivery and through campaigning for devolution of funding and decision making.
10. The Corporate Plan sets out a one page summary of our vision and intended outcomes under each of the priorities. It then sets out for each of the priorities a summary of issues, challenges, and key facts and figures. It then provides an overview of key objectives under each priority and what the Council will do to achieve them and links to other strategies and information for further detail.
11. The Corporate Plan also includes success measures for each priority through which progress towards the objectives will be measured - these will become the corporate performance measures. The development of the Corporate Plan has included a review of measures with Service Heads and or delegates; they have been streamlined and focussed on the needs of each priority.
12. To ensure that the corporate performance measures for the period 2016/17 to 2019/20 are robust, aspirational and attainable, they are being developed by Service Heads and will be subject to review and challenge from the Corporate Management Team.
13. The proposed corporate performance measures were discussed with Directors and the Board Member during the week commencing 18<sup>th</sup> January, and are currently being finalised by Heads of Service, Since we have been unable to meet the 25<sup>th</sup> January deadline for papers, we have agreed with Committee and Member Services that the proposed performance measures can be added as a supplementary paper.
14. Following approval of the City Executive Board in December 2015, the draft Corporate Plan was circulated to key partners and made available to the general public for comment via the consultation portal on 18<sup>th</sup> December 2015.
15. Once approved for adoption, the Corporate Plan 2016 – 2020 will be available in a professionally designed, accessible format.

## **Legal Issues**

16. There are no direct legal implications relating to the draft Corporate Plan 2016 – 2020.

## **Financial Issues**

17. The draft Corporate Plan is underpinned by the Council's draft Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's draft Budget for 2016 - 2020 is presented elsewhere on this CEB agenda.

## **Environmental Impact**

18. The commitment to improving Oxford's environment and reducing the environmental impact of the city is directly reflected in the Clean and Green Oxford corporate priority and underpins all of the Council's activities.

## **Level of Risk**

19. The Corporate Plan is an overarching strategic document, which is underpinned by a series of supporting 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. Risks are detailed in service and corporate risk registers.

## **Equalities Impact**

20. An equalities impact assessment is attached. The City Council's overriding concern in formulating its budget and Corporate Plan has been to expand the options and opportunities available to the people of our city. We particularly aim to reduce inequalities and expand opportunities for those suffering from deprivation.

## **Consultation**

21. Consultation on the draft Corporate Plan 2016 – 2020 and draft Budget 2016-2020 took place between 18<sup>th</sup> December 2015 and 24<sup>th</sup> January 2016. Organisations and the general public have been invited to respond through our consultation portal or by email.
22. Responses to the draft Corporate Plan consultation are presented in Appendix 4 the Consultation Report. The main issues raised include housing delivery, provision for cyclists, community involvement in planning, the importance of the arts in achieving stronger communities, and a need to further emphasise partnership working with Oxfordshire County Council. An additional paper will be prepared that will work up the suggested responses to consultation comments, and be available by 29<sup>th</sup> January.

**Name and contact details of author:-**

Name: Sadie Paige

Job title: Policy Officer

Service Area / Department: Assistant Chief Executive

Tel: 01865 252250 e-mail: [spaige@oxford.gov.uk](mailto:spaige@oxford.gov.uk)

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## Oxford City Council's Corporate Plan 2016 - 20

With a population of 158,000 that grew by 12% in the decade 2004 - 2014, Oxford is the eighth fastest growing English city. As a global centre for research, education and health, and with a growing high-tech sector the city is the economic and cultural hub of Oxfordshire's world-class knowledge economy. The city's heritage environment and outstanding cultural attractions attract millions of visitors each year. It is an ethnically and culturally diverse city with the third highest ethnic minority population in the South East. And with the highest proportion of students in England and Wales, it is also a youthful and mobile city.

With our success come many opportunities, but also considerable challenges that must be addressed if the city is to achieve its full potential and make an appropriate contribution to the UK economy. A lack of land for housing and employment, transport infrastructure that is at full capacity, and major skills gaps threaten to constrain the city's growth potential. Key employers such as the BMW Group, the University of Oxford and the NHS cite high housing costs as a challenge to the recruitment and retention of staff. The housing crisis is causing increasing hardship for many people in the city, particularly the most vulnerable and least well paid.

For many of our residents Oxford offers great opportunities for work and leisure. But there are major inequalities in residents' life chances and life expectancy, and ten of the areas of the south and east of the city are among the 20% most deprived in England. People in these areas can expect to live on average six years less than those in the more affluent areas. While 43% of Oxford residents have degree level qualifications or above, 22% have no or low qualifications.

Our ambition, which has been developed with our partners among local businesses, community organisations, unions, the health and education sectors and the County Council, is to make Oxford a world-class city for all our citizens. This plan sets out our vision and strategy, focusing on five interlinked priorities which address the key needs of the city:

- A Vibrant and Sustainable Economy
- Meeting Housing Needs
- Strong and Active Communities
- A Clean and Green Oxford
- An Efficient and Effective Council

The City Council has achieved much already as is recognised as one of the best councils in the country for excellence of our services. We are proud to have achieved numerous awards including the MJ award for the highest achieving council in 2014; the APSE Overall Council of the Year in service delivery in 2015 and Investors in People Champion status acknowledging our achievements as an exemplar employer.

We continue to pursue this ambition in the context of a new era for Local Government. The City and County Councils face massive reductions in central Government funding whilst demand for our services increases. On-going cuts in social security systems and changes to central Government policy present new challenges to the way we deliver services and in particular, impact on our plans for investment in affordable housing.

Our approach in recent years of prudent long-term financial management and delivery of increasingly efficient and effective customer focused services stands us in good stead to manage the impact of these challenges. Since 2010, we have lost 47% of

our grant from Government and it will disappear altogether by 2020. The City Council has saved £8.5 million over the last four years and will achieve further cumulative efficiency savings of £7 million over the next four years. We aspire to maintaining all the services at their current level or better, so we will need to find new ways to manage demand and make access easier and cheaper. We will continue to increase income from asset management, trading and charging for services and seeking external funding.

The City Council will work to secure long term investment that supports growth and prosperity to benefit all our residents. Supporting vulnerable people and safeguarding people at risk of crime or exploitation is a priority. We aim for all our residents to benefit from good local services recognising that some people will require more support than others. We will target our resources proportionately to reflect different needs and reduce inequality.

We cannot achieve our vision without our partners - councils, public agencies, business and voluntary and community organisations. The City Council is focused on building strong partnerships, collaboration and influencing others. We play a lead role in the Oxford Strategic Partnership (OSP) that brings together key city organisations to focus on how we can best realise our shared ambitions for economic development, urban regeneration, tackling deprivation, improving education and skills, reducing crime and promoting a low carbon Oxford. With our neighbouring district councils, the County Council, the Local Enterprise Partnership (LEP) and other partners we are currently seeking greater local control over finances and decision making so we are better able to target our resources where they are needed most.

### **Oxford City Council - building a world class city for everyone**

By creating successful places in which to live and work and supporting people to reach their potential we will create a strong local economy and a city in which all our residents can thrive.

A Vibrant, Sustainable Economy	Meeting Housing Needs	Strong and Active Communities	A Clean and Green Oxford	An Efficient and Effective Council
<b>Partnership</b> – Building strong and effective partnerships with business, communities, universities and the public sector to join up investment and services				
<b>Devolution</b> – Working with neighbouring councils and our partners to ensure that Oxford has greater control over decisions on investment and services				
Oxford will be a centre of world-leading technology and business innovation, with growth and increased investment in enterprise and the knowledge economy.	A greater supply and more diverse mix of housing in and around the city with better, sustainable transport links will provide homes that are more affordable to all and help local employers to attract and retain employees.	All residents will have the opportunity to participate in high quality community, leisure and cultural activities that improve health and the quality of life and enable them to fulfil their potential.	The city's environmental performance will demonstrably improve, leading to an efficient and renewable energy rich, sustainable urban environment.	Residents will continue to benefit from high quality services due to strong financial management and new ways of working and despite reductions in Government funding.
Improvements to housing provision, infrastructure & public transport across the city will tackle affordability, congestion and support businesses to grow.	Investment in new affordable homes will help key workers, those on low incomes and the most vulnerable to find a home that they can afford and meets their needs.	Our diverse communities will benefit from high quality, safe neighbourhoods and good local services, with support targeted to reflect differing levels of need and deprivation across the city.	Better public transport and more opportunities to walk and cycle will mean that roads are less clogged with traffic and the air is cleaner and health is improved through exercise.	Customers will receive the assistance they need at the first point of contact and have greater access to services through the internet and phone apps.
Use of new technology and better data will enable the city to grow in a way that is efficient, environmentally sustainable and that benefits future generations.	People renting their home from a private landlord in Oxford will know that their home will be well maintained, safe and free from overcrowding.	Young people in Oxford will have a positive transition to adulthood through good education, skills training and opportunities for work and leisure.	Residents, visitors and commuters in Oxford will enjoy a high quality environment with streets, neighbourhoods and open spaces that are attractive, safe, clean and free from litter.	The City Council will actively manage its investment property portfolio to achieve higher returns to support further investment in our communities and services.
Residents in Oxford will be able to acquire the range of skills they need to join our world class workforce and meet employers' needs.	Council tenants will benefit from high quality, energy efficient homes in good quality environments.	Inequality will be reduced by providing low income households with support to maximise their income.	The amount of waste will be reduced, and more waste recycled through excellent recycling services, saving money and energy.	The City Council will build on its reputation for reliable and effective services and seek to provide them to external organisations to generate additional income.
Development in and around the city that will enable businesses and organisations to locate, start and grow locally.	There will be fewer rough sleepers and homeless people, and families will get appropriate accommodation and support to get back on their feet.	Our residents, especially the vulnerable and those at risk, will be protected from crime and anti-social behaviour.	The city will become more resilient to the impacts of climate change and extreme weather, for example, flooding.	The City Council will be an exemplar employer which champions innovation and diversity, pays a living wage, and has high quality staff who feel supported and perform to the best of their abilities.

**A Vibrant Sustainable Economy –a smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills**

Oxford is the economic and cultural hub of Oxfordshire’s world-class knowledge economy. The city’s economic output was valued at £6.1 billion in 2013, making it an important net contributor to the Treasury. It is a diverse economy: a global centre for education, health, bioscience, digital and car manufacturing; a lead area for publishing and creative industries and high performance engineering; and a growing high-tech sector.

However, this success brings challenges:

- there is a lack of land and premises for commercial and residential uses;
- shortage and cost of housing, transport costs and congestion are barriers to growth and staff recruitment and retention;
- labour shortages and skills needs are a barrier to entry level jobs;
- Oxford is constrained by its boundaries, and infrastructure is at full capacity.

Traffic congestion and pollution are already severe and significant investment in our transport networks and infrastructure is needed to attract businesses to the city and help them to grow. Half of Oxford’s workforce is employed in public services, including the two universities and four NHS hospitals; the City Council is seeking to improve the balance of the local economy by promoting growth in industry and enterprise. For this we need to protect and increase the amount of employment land available in the city, invest in transport infrastructure and ensure that the local workforce has the skills that businesses require. Oxford’s prosperity is not shared equally by all its residents with some areas of the city experiencing significant pockets of severe deprivation: for these reasons, a key priority for the City Council remains to ensure that all our residents benefit from the opportunities offered by a thriving local economy.

The City Council is addressing these issues by investing directly in improving the city’s infrastructure, working alongside our partners to develop smart city initiatives, to support local businesses and Small and Medium-sized Enterprises (SMEs) to grow, to improve the skills of the local workforce through investment in educational attainment, apprenticeships and training. These constraints cannot be tackled in isolation and the City Council will need to build on our strong partnerships with neighbouring authorities, public sector partners, developers and business to capitalise on the unique opportunities presented by the knowledge economy and concentration of high-tech businesses. The City Council plays a key role in promoting and shaping development, working with investors, developers and landowners. We will review our Local Plan in 2018 to make sure it continues to make the most of opportunities for development to meet the city’s needs. In partnership with the County and four Oxfordshire District Councils, the LE P and the universities, we have developed an ambitious Strategic Economic Plan to deliver 100,000 new homes and 85,600 new jobs across the County by 2031. We are working together to deliver the Oxford and Oxfordshire City and Growth Deals, agreed with Government that will see significant investment in infrastructure to boost growth.

These are strong foundations, but more is needed to achieve our full potential. In particular we are still unable to provide the infrastructure that is needed to support growth, and central control of skills funding does not adequately address the needs of our local economy. We are therefore working with the other Oxfordshire authorities and the LEP for a Devolution Deal that could provide greater local control over investment for transport, housing, skills training and health services.

**Key facts**

- Oxford has the ninth highest GVA per capita of cities in the UK.
- 73% of Oxford jobs are in ‘knowledge’ sectors.
- A third of Oxfordshire’s jobs are in Oxford and 46,000 people commute into the city each day.
- Oxford is the least affordable city in the UK for housing (Centre for Cities, 2015).
- Over the last five years, the city has lost an average of 2.5 hectares of employment land per annum, largely to development of residential and student accommodation.
- Oxford has a low unemployment benefit claimant rate of 0.6% however there are also 4,550 people on Employment Support Allowance many of whom need to be supported into work.
- While 43% of Oxford’s residents have degree-level qualifications or above, 22% have no or low qualifications and children in our state schools are under-performing compared with the national average.

**A Vibrant Sustainable Economy** –a smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

<p><b>Over the next four years and beyond we will work with our partners to:</b></p> <p><b>Make the case for greater local control and devolution</b> of decisions and investment in transport, housing, skills and business growth to better meet the needs of our economy.</p> <p><b>Promote growth</b> and increased investment in enterprise and the knowledge economy.</p> <p><b>Improve infrastructure</b>, public transport and opportunities for walking and cycling across the city to reduce congestion and support economic and housing growth.</p> <p><b>Deliver effective support</b> to attract new businesses and allow local businesses to prosper and grow.</p> <p><b>Improve workforce skills to meet local demand</b> by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.</p> <p><b>Promote and shape development</b> and unlock land for housing and employment sites to help meet the needs of the city.</p>	<p><b>What is going to happen as a result?</b></p> <p><b>We will</b></p> <ul style="list-style-type: none"> <li>• Work in partnership with the other councils in Oxfordshire, the LEP and others to negotiate an ambitious Devolution Deal with Government.</li> <li>• With our partners, deliver the Oxford and Oxfordshire City and Growth Deals to invest over £160 million to improve infrastructure, create 18,000 high tech jobs, 30,000 jobs in construction and accelerate the delivery of 7,500 new homes across the County by 2018.</li> <li>• Review our Local Plan to ensure our policies and plans for development reflect the needs of the city and set a framework for development up to 2036.</li> <li>• Work with developers, local residents and other stakeholders on development and regeneration of mixed use and employment-led sites, where possible within the city, such as the Oxford rail station, Northern Gateway, Barton, Headington, Westgate, Oxpens, and Osney Mead.</li> <li>• Develop partnerships with investors and landowners to increase the supply of commercial space and residential property, and make efficient use of our land and property assets.</li> <li>• Work with our neighbouring councils and partners to bring forward development outside the city boundaries.</li> <li>• Attract European and national funding to support innovation in the private, academic and public sectors.</li> <li>• Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlock transport blockages.</li> <li>• Invest £3.2 million in improvements to our car parks, and expand capacity at Seacourt Park and Ride so more people can travel into the city by public transport.</li> <li>• Work with the LEP and local businesses to improve skills training and create more apprenticeships and make the case for greater local control of funding for skills.</li> <li>• Support business start-ups and enable businesses to grow, through a coordinated approach to business advice and information services alongside the LEP and Oxfordshire councils.</li> <li>• Invest in improvements to the city centre, working with Experience Oxfordshire to improve the quality of the tourism offer and support city traders.</li> <li>• Work with our partners through the Oxford Strategic Partnership’s ‘Smart Oxford’ initiative to use data, new technology and new processes to deliver more efficient and effective services.</li> <li>• Grow the low-carbon economy through our OxFutures project to mobilise investment in renewable energy and work with the Oxford Strategic Partnership through the Low Carbon Oxford project to create a low-carbon economy.</li> <li>• Ensure that developments meet high environmental and energy performance standards.</li> </ul>	<p><b>Find out more –</b></p> <p><a href="#">City Council’s Economic Development page;</a>  <a href="#">Oxford Economic Growth Strategy;</a>  <a href="#">Oxford Strategic Partnership</a></p>
<p><b>How will we measure our progress?</b></p> <ul style="list-style-type: none"> <li>• Amount of employment space permitted for development</li> <li>• Number of jobs created or safeguarded in the city</li> <li>• Number of businesses starting up in the city</li> </ul>		

**Meeting Housing Need – improving Oxford residents’ access to affordable and high quality homes in good environments that are close to jobs and facilities.**

High demand for and scarce availability of homes mean there is a severe housing crisis in Oxford that is causing increasing hardship for people and families and threatening the local economy. The high cost and limited availability of housing is a major barrier to growth. Many of the main businesses in the local economy including the BMW Group, the universities and the NHS, as well as the growing high tech sector identify housing as the most significant barrier to the recruitment and retention of staff. Oxford is now the least affordable city to live in the UK both in terms of home ownership and private rented housing. Households are being priced out of the market and rising rents and restricted benefits are set to further squeeze households on the lowest incomes. There are also challenges in meeting the demand for housing from Oxford’s large student population. The scarcity of homes means that one in five of Oxford’s residents live in a Multi-Occupation dwelling. High demand and high rental values in Oxford have meant that private landlords can charge high rents for poorly managed and badly maintained properties. The City Council is tackling this through its HMO Licensing Scheme which since 2011 has seen around 3,000 homes improved by private landlords.

Lack of affordability puts severe strain on social housing; there are 3,300 households on the city’s housing waiting list. Homelessness is increasing despite our work to tackle it through the use of temporary accommodation. The effects of Government’s austerity measures and changes in social security provisions are imposing additional pressures on housing and increasing the incidence of homelessness and hidden homelessness. At the same time, the Government’s budget and housing policies including the reduction in social rents, extending the right to buy and the forced sale of council homes will mean a significant scaling back of the City Council’s ambitious plans to invest in improving homes and estates and in building new homes. Whilst the full impact of these new Government policies cannot yet be assessed, we estimate that it will reduce the amount that is available to invest in social housing by £54 million over the next four years. We know that the City Council will face difficult choices about how we continue to provide affordable housing in the future. We are exploring options, including a new Local Housing Company that could provide an alternative model for investment and delivery of homes for those on low and moderate incomes who cannot afford home ownership. This includes a wide range of employees who provide vital functions for the city and community - teachers, nurses, and academics.

To deal with our housing crisis, between 24,000 and 32,000 new homes are needed in the period 2011-2031. The city is constrained by its boundaries so not all of these homes can be built in Oxford and will need to be located in adjacent areas. The Districts have agreed 15,000 additional homes are needed beyond the city boundaries by 2031 to meet Oxford’s housing needs and we are working with them to identify locations for housing to sustainably meet these needs. Amongst the solutions which need to be considered is a review of current Green Belt boundaries so that homes can be located near to Oxford.

We will need significant investment in roads, public transport and cycle routes to support new housing within and around the city. We are working with neighbouring authorities and the LEP through the Oxford and Oxfordshire City Deal and our emerging Devolution Deal to secure the investment needed to deliver infrastructure and build 100,000 new homes across the county by 2031. We are playing an active role in promoting housing development in the city wherever possible, working through partnerships such as our joint venture with Grosvenor Development Ltd. to build nearly 900 homes at Barton Park; and building affordable homes on council land, for example in partnership with GreenSquare Housing Association at Cowley and Northway; and a prospective partnership for the development of the Oxpens site.

**Key facts**

- House prices in Oxford are 16 times average earnings (Average full-time earnings in Oxford are £26,500; average house prices are £426,700).
- The number of people who own their own home in Oxford is well below national average at 47% compared to 63% in England as a whole.
- 24% of Oxford’s adult population are students – this is the highest in England.
- The median private rent for a three-bedroom house is £300 per week, over half median earnings and 30% above the Local Housing Allowance Rate of £230 per week.
- There are over 3,300 people on Oxford City Council’s Housing Register.
- HMO Licensing Scheme has resulted in landlords investing over £3.2 million in home improvements.

**Meeting Housing Need – improving Oxford residents’ access to affordable and high quality homes in good environments that are close to jobs and facilities.**

**Over the next four years and beyond we will work with our partners to:**

**Tackle the city’s housing crisis** by promoting high quality development in the city and in locations near to Oxford with good transport links working in partnership with developers, universities, businesses and neighbouring District Councils to build the homes that Oxford needs.

**Build more affordable homes** in partnership with developers, housing associations, universities and health sector to meet the needs of different income groups and types of employment in the city, including those on low incomes and those who are vulnerable.

**Improve conditions for private tenants** by proactively enforcing standards for private landlords and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).

**Improve homes for our existing tenants** by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.

**Tackle homelessness and rough sleeping** by securing appropriate accommodation and support for those affected.

**What is going to happen as a result?**

**We will:**

- Work with neighbouring councils to bring forward sites and the investment needed to develop 24,000 – 32,000 new homes by 2031 to meet Oxford’s housing need.
- Work in partnership to build 900 homes at Barton Park through our joint venture company with Grosvenor Development Ltd. and to build further new homes at sites such as Cowley, Northway and Oxpens.
- Develop new models to secure future investment in and delivery of affordable homes including considering a local housing company to ensure the City Council can continue to invest in affordable homes in the light of changes to Government housing policies.
- Use our planning policies to ensure high quality development in good quality environments and to secure affordable housing.
- Work with partners to develop a greater range of housing options, such as co-housing, shared ownership schemes, and housing for key workers, to meet the varied requirements of people who work in the city, this includes continuation of our Equity Loan Scheme for teachers.
- Invest £46 million in refurbishing the five tower blocks and a programme to improve homes to the “Oxford Standard” improving kitchens, bathrooms, security, heating, and in making properties more energy efficient to save people money.
- Invest £13.5 million to improve the environment around our housing stock through our Great Estates programme and the regeneration of Blackbird Leys, Barton and Rose Hill.
- Investing £2 million over four years in Disabled Facilities Grants in adaptations to help disabled people have better access to and movement around their homes.
- Continuing to invest through our revolving fund to bring empty properties back into use.
- Expand our HMO Licensing Scheme to cover 85% of HMO properties in the city.
- Maintain our innovative partnership for the procurement of homes for homeless families with £5 million council investment matched by our partners to give a total investment of £10 million.
- Work to ensure sufficient homes for temporary accommodation to prevent homelessness and work with Oxfordshire County Council to redesign support for homeless people in the light of cuts to County Council’s budgets.
- Continue to support residents affected by changes to social security systems to support in finding work and by providing advice on housing and benefits.

**How will we measure our progress?**

- Number of new homes granted permission in the city
- The percentage of HMOs licensed in the city
- Limit our use of temporary accommodation at 2015 levels.

**Find out more -**

[City Council's Housing Strategy page](#), [Homelessness Strategy](#) [Asset Management Plan](#)

**Strong and Active Communities – socially cohesive and safe communities**

Oxford is steadily growing in population and diversity with the third-highest minority ethnic population in the south-east. Our communities are made up of many diverse groups and interact around place, cultural identity and shared interests.

Our aim is that everyone in the city has the opportunity to:

- be engaged in the diverse social and cultural life of the city
- be active and engaged in leisure and sporting activities in the city
- be protected from the risk of crime, exploitation and anti-social behaviour
- have the support they need to achieve their potential.

For many of its residents, Oxford is a thriving city with a wide range of opportunities for work and leisure; however there are also major inequalities in life chances and life expectancy. Ten areas of the city are among the 20% most deprived areas in England with low skills, low incomes and weaker levels of social integration. Child poverty is a key concern in six neighbourhoods which feature among the 10% worst-affected in England.

Addressing these inequalities in life chances and health is a key priority for the City Council. It underpins the ambition to increase prosperity and economic growth in ways which benefit all our residents, and our financial inclusion strategy which aims to support low income households to maximise their income. Our challenge is to understand the changing needs of our communities and to tailor our resources to the differing levels of support needed to help people achieve their potential. Our Area Forums and Community Partnerships bring together local councillors, the police, health and education providers, business and residents to ensure that services are responsive to local needs.

The City Council has invested heavily in developing high quality activities, services and facilities for our communities that have been recognised by a raft of awards. The award winning Youth Ambition programme invests £240,000 annually to support young people to develop the skills, experience and ambition to achieve their potential. We work with schools to ensure that young people secure social, cultural and health benefits from their education as well as academic achievement, for example by supporting the schools' sports programme in the city. We are investing in community centres across the city, including £4.7 million in the new Rose Hill community centre. Our £1.5 million annual grants programme supports voluntary and community groups across the city to deliver services and support vulnerable groups. In recent years use of our leisure centres has substantially increased and many more people are now taking part in regular physical activity. Looking to the future, we will need to work closely with the local authority and health partners to ensure that community services can be maintained in the face of Government cuts and reduced budgets.

Oxford should be a city where people feel safe, particularly the elderly and those who are in any way vulnerable. We recognise that investment in services for young people and early engagement is a very effective approach to dealing with these issues, backed by the capacity to take appropriate enforcement action. Building safer communities requires a coordinated approach to safeguarding vulnerable children, families and adults. We are recognised for our work in leading the Oxford Safer Communities Partnership and proactively engaging in the local safeguarding boards to ensure a multi-agency approach to protecting those at risk of abuse or exploitation.

**Key facts**

- 22% of Oxford residents are from a black or minority ethnic group and 14% are from a white but non-British ethnic background.
- Life expectancy is nine years lower for men and four years lower for women in the most deprived areas of Oxford, compared to the least deprived areas.
- Around 20% of Oxford's under 16s live in low-income households.
- In 2014/15 the City Council investment in cultural activities leveraged £6.6 million to the city's economy from grants, donations and income
- Visits to our leisure centres in 2014/15 have increased 53% since 2008 with the highest increases in our target groups; 98% of people are satisfied or very satisfied with our leisure centres.
- Over 6,000 young people have taken part in our Youth Ambition Programme.
- Despite falls in overall crime rates a small number of people in the city are at risk from trafficking, exploitation and abusive crimes.

**Strong and Active Communities** – socially cohesive and safe communities

<p><b>Over the next four years and beyond we will work with our partners to:</b></p> <p><b>Tackle inequality</b> through improved prosperity and by targeting resources to those who need most support.</p> <p><b>Provide high quality community and leisure facilities</b> and seek to increase participation in regular physical activity to improve people’s health and quality of life.</p> <p><b>Improve opportunities for young people</b> to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.</p> <p><b>Celebrate diversity and support our different communities</b> by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.</p> <p><b>Promote safe neighbourhoods and tackle anti-social behaviour</b> through education and early engagement with problems, backed by enforcement action if required.</p> <p><b>Safeguard and support vulnerable people</b> including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.</p>	<p><b>What is going to happen as a result?</b></p> <p><b>We will</b></p> <ul style="list-style-type: none"> <li>• Ensure that residents across the city benefit from economic growth and increased economic opportunity, and support low income households to maximise their income.</li> <li>• Ensure that our community buildings and spaces are well used, high quality and inclusive; including investing £220,000 in improving our community centres, £1.3 million in sports and recreation grounds and pavilions and £5 million in the Horspath Athletics Ground</li> <li>• Work with communities and partners to encourage participation and develop new models of service and develop the use of our public buildings for a wide range of community services.</li> <li>• Engage young people in our Youth Ambition programme to improve educational attainment, their skills and ambition; and work with schools to ensure that young people benefit from social, cultural and sports opportunities.</li> <li>• Provide a £1.5 million per annum budget to support voluntary and community organisations and the services they provide.</li> <li>• Invest in improvements to cemeteries and in developing new burial space.</li> <li>• Work with our partners in the Oxfordshire Strategic Partnership and the Health and Well-Being Board to reduce health inequalities, integrate services, and improve health and well-being of residents.</li> <li>• Through our leadership of the Oxford Cultural Partnership, continue to improve the opportunities for Oxford’s diverse communities to engage actively in a wide range of cultural activities.</li> <li>• Work with communities and residents to tackle problems of anti-social behaviour and nuisance and through education, engagement and appropriate enforcement create safer places.</li> <li>• Lead the Oxford Safer Communities Partnership through a change of focus and resources towards crimes such as trafficking, domestic violence, child sexual exploitation and all forms of grooming.</li> <li>• Continue to play a leading role in Oxfordshire’s Multi-Agency Safeguarding Hub and the Oxfordshire’s Safeguarding Board to coordinate and improve safeguarding.</li> </ul>
<p><b>How will we measure our progress?</b></p> <ul style="list-style-type: none"> <li>• Resident satisfaction with their area as a place to live</li> <li>• The number of people taking part in our Youth Ambition programme</li> <li>• Number of people using leisure centres and sports facilities</li> </ul>	<p><b>Find out more -</b>  <a href="#">Leisure and Well-being Strategy</a>,            Community Centres Strategy (new),  <a href="#">Culture Strategy</a>, <a href="#">Community Safety Strategy</a>.</p>



**A Clean and Green Oxford –an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution**

Environmental sustainability is key for the planet, the nation and the city. Our vision is for a city that is energy efficient, rich in biodiversity and has a growing resource of fossil free energy and a demonstrably lower environmental footprint. We use our environmental, planning and economic development roles to enhance the sustainability of the city and are working with partners through initiatives like Low Carbon Oxford to use new technology to improve the city’s environmental performance. We aim to be a European centre of innovation and excellence and will benchmark the city against other national and European cities.

The quality and cleanliness of the city is one of the most important factors in maintaining the health and quality of life of those who live and work in Oxford. Visitors to the city contribute £800 million per year to the local economy and clean, safe and attractive streets and open spaces encourage them to stay longer and return to the City. The City Council is working with partners to raise awareness and encourage behaviour that will help to tackle issues such as fly-tipping, littering, and dog fouling. Our achievements are reflected in high levels of satisfaction for our street cleaning service, the Purple Flag status for excellence in our services in the city centre, and six of our parks securing Green Flag awards.

High quality waste collection services are crucial to the quality of life in the city. Reducing total volumes of waste and increasing the proportion of waste that is recycled reduces the city’s environmental impact. Despite challenges of the high churn of our population, the high number of Houses of Multiple Occupation and self-contained flats, Oxford is one of the top-performing cities in the country for recycling. This is a result of our long term investment in improving recycling services, expanding recycling to cover food and garden waste and raising awareness of the importance of waste reduction. Disposal costs for waste and recycling are increasing and our challenge is to further reduce the amount of waste produced and drive down costs by using new technology to improve the efficiency of our workforce.

Reducing carbon emissions is a key element in our drive to minimise our environmental impact and helps to achieve wider priorities: ensuring that economic growth and development is sustainable; using financial resources effectively; and improving the health and quality of life for our residents. We strive to make our buildings, fleet and operations as energy and fuel-efficient as possible and continue to invest in renewable energy to power our offices and leisure centres. We are also investing in insulating social housing and installing solar panels to improve the health and wellbeing of our residents and save them money.

It is vital for Oxford as a growing, sustainable city that we continue our work to improve air quality. The Low Emission Zone has reduced emissions in the city centre and we will build on this in partnership with the County Council to reduce pollution and emissions in the city. For example through improvements to cycle lanes and parking and park and rides to encourage travel by bus and bicycle in the city.

We face enormous challenges dealing with climate change and extreme weather events, from droughts, to floods and storms. In 2013/14 over 70 properties flooded in the city causing damage to homes and the local economy. Through the Oxford Area Flood Partnership and with the Environment Agency we are investing in major flood protection projects to protect homes and businesses against flooding.

**Key facts**

- 79% of people are satisfied with the street cleaning service in Oxford.
- Recycling rates in Oxford have increased by more than 30% in the last 10 years to 46.5 % making us the third highest performing city in the country.
- Carbon emissions overall in Oxford reduced by 11.4% between 2005 and 2013.
- Each year the City Council successfully reduces emissions from our own estate by 5%, saving over £500,000 a year on utility bills.
- We have insulated 286 properties, and put solar panels on a further 69 houses in the past two years.
- Our Oxford Cycle City project has delivered over £250,000 worth of cycling improvements in Oxford.
- Nitrogen dioxide (NO2) levels have dropped by 35% at roadsides in the City centre over the last 10 years.
- Oxford has the first Low Emission Zone outside of London and is actively planning for the advent of a zero emission zone for the city centre.

<p><b>A Clean and Green Oxford – an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution</b></p>	
<p><b>Over the next four years and beyond we will work with our partners to:</b></p> <p><b>Save energy and reduce carbon emissions</b> through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city’s carbon footprint.</p> <p><b>Tackle congestion and pollution</b> that frustrates growth and damages peoples’ health through a better public transport offer, our low emission zone and by promoting cycling and walking.</p> <p><b>Improve cleanliness of our streets, neighbourhoods and open spaces</b> so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.</p> <p><b>Reduce the total amount of waste and increase the proportion of the waste stream that is recycled</b> providing excellent recycling services and facilities across the city and working with partners to promote recycling.</p> <p><b>Protect the city from extreme weather events and flooding</b> by working with partners to invest in effective flood defences.</p>	<p><b>What is going to happen as a result?</b>  <b>We will</b></p> <ul style="list-style-type: none"> <li>• Benchmark our environmental performance, implement the Covenant of Mayors in respect of climate change, and learn from the best in Europe to drive improvement.</li> <li>• Invest in energy efficiency, renewable energy to continue to reduce carbon emissions from our own estate by 5% each year and encourage others to follow suit.</li> <li>• Through Government Salix Scheme and our own Salix-plus fund we will invest in renewable energy, energy efficiency and water savings technology to reduce environmental impact and save money.</li> <li>• Continue to maximise energy efficiency of our tenants homes where possible, including a full upgrade of five tower blocks with external insulation and double glazing, improved loft insulation and a continued heating replacement programme. We will also investigate the feasibility of more solar panel installations.</li> <li>• The OxFutures programme, with a grant from the European Commission, will work to secure £20 million investment in local energy projects by the end of 2016.</li> <li>• Explore all forms of external funding (such as the EC, DEFRA) to make positive differences to environmental quality, health, and carbon reduction.</li> <li>• Increase capacity of our Park and Ride at Seacourt so more people take the bus into the city.</li> <li>• Continue to improve our air quality monitoring; work with the County Council as the highway authority, to tackle pollution hotspots in the city centre; and inform residents.</li> <li>• Continue to drive efficiency of our waste and street cleaning services through better use of technology and investment in our vehicles and machinery.</li> <li>• Continue to invest to maintain our Purple Flag status and Green Flag awards for our green spaces; cherish and enhance our green spaces and work to increase biodiversity.</li> <li>• Reduce the total amount of waste produced and increase the proportion of the waste stream that is recycled by providing incentives and raising awareness through our Blue Bin Recycling League, completing the roll out of our weekly food waste collection to include a further 19,000 flats and promoting recycling of garden waste.</li> <li>• Develop a more cost effective way to recycle waste products to help drive down costs whilst improving recycling levels including a waste transfer station for the city.</li> <li>• Reduce the flood risk to 110 properties in Northway and Marston £2.6 million</li> <li>• Work with partners to deliver the Oxford Flood Alleviation Scheme to protect businesses, households and important transport links in the western and southern parts of the city. £1.5 million</li> </ul>
<p><b>How will we measure our progress?</b></p> <ul style="list-style-type: none"> <li>• Satisfaction with our street cleaning services</li> <li>• Decrease in amount of waste produced in the city</li> </ul>	<p><b>Find out more -</b>  <a href="#">Low Emissions Strategy;</a>  <a href="#">Sustainability Strategy for Oxford 2011-2020</a></p>

• Annual reduction in the City Council's carbon footprint.	
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<p><b>An Efficient and Effective Council-</b> A customer focused organisation, delivering efficient; high quality services that meet people’s needs</p>	
<p>The City Council has a highly committed workforce with a track record of delivering excellent services that meet the needs of our customers; ensuring we get it “right first time”. We have lost 47% of our Government grant over the last 6 years and in response have achieved £8.5 million of cost savings over four years. We are aiming to achieve another £7 million of cumulative efficiencies on our non-housing budget over the next four years to deal with increasing costs of waste recycling and the cost of business rates appeals at a time when our Government grant will continue to decline, and the future funding arrangements for Local Government remain uncertain.</p>	<p><b>Key facts</b></p> <ul style="list-style-type: none"> <li>• Oxford City Council has achieved £8.5 million of efficiency savings in the last four years without compulsory redundancies.</li> </ul>
<p>The Government’s continuing changes and reductions in the systems of personal and family social security, and recently announced changes to housing policy create major new pressures for our forward budget. We are now planning for additional reductions of around £54 million in housing spending over the next four years. Whilst the full implications of the policy changes are uncertain, it is clear the City Council has to expect significant reductions in the net budget and face difficult decisions about maintaining our planned level of service to the community. At the same time, demand for these services will increase due to the effects of the Government’s housing policy and changes in social security systems and the reductions in the budgets of our partner organisations. The City Council’s aims to deal with these challenges through robust financial planning, continuous service improvement and finding new ways to deliver services. As all areas of the public sector face significant financial pressure we will work collaboratively with our partners to collectively make the best use of our resources, find new ways to improve the services we provide and to safeguard those who are most vulnerable to cuts in services.</p>	<ul style="list-style-type: none"> <li>• Our counter fraud team successfully prevented losses to the City Council of £3.8 million over the last 18 months</li> <li>• Our customer service centres help more than 40,000 people every year and deal with 260,000 calls every year.</li> </ul>
<p>We are implementing the Customer Service Excellence standard across the City Council to make sure our staff have the right skills to deliver an excellent customer service. We have reviewed services like waste collection and housing benefit and invested in new technology to streamline processes and reduce costs. Our investment in on line service provision including our Council App, new web site and a tenants’ portal enable customers to access services at a time which is convenient to them, costs less and thereby enables resources to be redirected to those who need more support.</p>	<ul style="list-style-type: none"> <li>• 91% of queries are resolved at the first point of contact and 89% of people are satisfied with the service they receive.</li> </ul>
<p>The high quality of our services is reflected in our numerous awards and the fact that we now provide these services to external organisations. We will continue to build our external business in areas in which we excel (building works, commercial waste and engineering services) in order to generate additional revenue for reinvestment.</p>	<ul style="list-style-type: none"> <li>• The City Council was awarded the MJ Award for the Highest Achieving Council in 2014 and the APSE Overall Council of the Year in service delivery in 2015.</li> </ul>
<p>We will also continue to protect the public purse; and have improved the way we procure goods and services and manage a procurement hub that operates across all councils in Oxfordshire. This, accompanied by training for staff to improve their skills and knowledge of procurement and contract management is delivering greater value for money from our supply chain. We have also reviewed the way we manage our buildings and invest in our property to generate on-going savings. Our counter fraud team have successfully prevented losses to the City Council of £3.8 million over the last 18 months and recent investment in new technology will increase their capability to do more.</p>	<ul style="list-style-type: none"> <li>• The City Council pays a living wage (£8.93 per hour in 2016/17) to all staff and require the same of our contractors and suppliers.</li> </ul>
<p>Our staff are key to our current and future success. We are proud to be seen as an exemplar employer and will continue to work with the union and invest in management and skills development to foster a more innovative, commercial culture within which staff are actively engaged in developing ideas to achieve our ambitions for the City.</p>	

<b>An Efficient and Effective Council-</b> A customer focused organisation, delivering efficient; high quality services that meet people's needs	
<p><b>Over the next four years and beyond we will:</b></p> <p><b>Continue to deliver high quality services to residents and businesses in the City</b> ensuring the flexibility to deal with uncertainty about future funding.</p> <p><b>Continue to invest in technology</b> to provide customers with more flexible and lower cost ways of accessing services.</p> <p><b>Manage our property and assets effectively</b> to generate savings and maximise returns.</p> <p><b>Manage our contracts and procurement processes effectively</b> to deliver maximum value for money and continue to develop our anti-fraud capability to protect public money.</p> <p><b>Recruit, develop and value a diverse workforce which reflects the make-up</b> of the community that we serve, tackling barriers to employment and career progression.</p>	<p><b>What is going to happen as a result?</b></p> <ul style="list-style-type: none"> <li>• Our Medium Term Financial Strategy will deliver £7 million of cumulative efficiency savings over the next four years, including: <ul style="list-style-type: none"> <li>- Changes to the way we deliver our business support, multi-skilling our staff and simplifying and automating our procedures will save around £400,000 per year;</li> <li>- Generating further efficiencies in our ICT service to save £220,000 per year.</li> </ul> </li> <li>• The new City Council website, the tenants' portal, eClaim and eBilling applications will make it easier for people to access information, report issues, and contact and transact with the City Council on-line.</li> <li>• We will identify opportunities to offer our professional and technical services to other organisations to generate additional resources.</li> <li>• We will invest in projects which generate on-going savings, including more cost effective ways to recycle waste products.</li> <li>• We will achieve Customer Services Excellence status for the whole organisation</li> <li>• We will improve value for money in the services and goods that we procure and ensure that 40% of the council's third party spend is with local SMEs so that it delivers wider benefits to the local economy.</li> <li>• Prioritise investment in our properties to maintain our assets and spend to save initiatives which generate increased income for the City Council.</li> <li>• Develop our investment property portfolio to obtain higher returns.</li> <li>• Our Leadership and Management Development Programme will improve management skill and performance across the organisation.</li> <li>• We will champion the diversity of our workforce and maintain our Investors in People Gold Champion Status.</li> <li>• We will work with the Unions to renegotiate the City Council's pay deal in 2017 to ensure a fair deal for staff and one which is affordable for the City Council.</li> </ul> <p><b>Find out more -</b>  <a href="#">Medium Term Financial Strategy</a> <a href="#">Budget Book</a></p>
<p><b>How will we measure our progress?</b></p> <ul style="list-style-type: none"> <li>• Percentage of customers satisfied at their first point of contact</li> <li>• Delivery of the City Council's identified savings and income targets</li> <li>• Levels of staff engagement based on staff survey results</li> </ul>	

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## Equalities Impact Assessment. Draft Corporate Plan 2016-2020

### **1. Within the aims and objectives of the policy or strategy which group(s) of people has been identified as being potentially 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 for 2015-2019 that were agreed by Council in February 2015. It sets the strategic direction of the Council for the next four years.

The Plan is subject to 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
- 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.

In addition, the Council has the following equalities considerations:

- Safeguarding/ welfare of children and vulnerable adults
- Mental wellbeing/ community resilience

Oxford City is a culturally and ethnically diverse city and there are significant challenges in reducing inequality in the city :

- Pockets of deprivation exist across the city. The Index of Multiple Deprivation 2015 places Oxford in the top half of the most deprived local authority areas in England. 10 areas, in the south and east of the city, are among the 20% most deprived areas in England. These areas experience multiple levels of deprivation - low skills, low incomes and relatively high levels of crime. People from these areas can expect to live on average six years less than those in the more affluent areas.

- While 43% of Oxford residents have degree-level qualifications or above, 22% have low or no qualifications at all.
- In 2011, 32% of the population was aged between 18 and 29 years (compared to a UK average of 16%), and the city has the youngest median age – 29.9 years – of any place in England & Wales.
- Although Oxford is prosperous in many ways, 12 of its 85 'Super Output Areas' are among the 20% most deprived areas in England. Over one-fifth of Oxford's children – 6,000 – live in poverty.
- Oxford experienced population growth of 12% over the decade 2004 to 2014.
- Oxford is a world-renowned education centre and over two-fifths (43%) of its adult residents have a university degree (2011 Census data), while 22% of no or low qualifications.
- At the 2011 Census, 24% of the city's adult population were full-time students (30,000 people) – the highest proportion in England and Wales. 31,900 students studied full time at the two universities in 2012/13 (HESA time series).
- Oxford is an ethnically diverse city, and it is also internationally diverse. 22% of residents were from a black or minority ethnic group in 2011, compared to 13% in England. An additional 14% of residents were from a white but non-British ethnic background.
- There is huge demand for housing, which contributes to Oxford being the least affordable place to live in the UK (according to the Centre for Cities 2014). Even at the lower end of the market, house prices are ten times average earnings. 28% of households rent their home at prices which are the most expensive outside London.
- There are over 3,300 people on The City Council's Housing Register.

The Corporate Plan 2016-2020 sets out the ways in which the Council will build upon its existing work programmes in order to address these and other challenges. It reinforces and will be supported by the [Council's 2012-2015 Corporate Equality Scheme](#).

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:

- Increasing prosperity and economic opportunity in the city which will benefit all residents
- 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

recognise that people need different levels of support and services depending on their circumstances

- promote new opportunities for people living in the more deprived



communities of our city, particularly through its programmes to increase apprenticeships, training and employment opportunities, especially for young people.

**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 Plan continues to have five key priorities:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Clean and Green Oxford
- An efficient and effective Council

The Corporate Plan recognises that to achieve the outcomes the council will need to work closely with partners including other councils, public agencies, business and voluntary and community organisations. The plan therefore includes two cross cutting priorities focusing on partnership and working collaboratively for devolution of funding and decision making to the local area.

The councils objectives, areas of focus, action and outcomes are set out in the Corporate Plan. The respective actions noted are embedded within annual service planning and performance is monitored through directorate meetings, wider leadership team, performance boards, scrutiny committee 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.

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 help those who are otherwise unable to secure decent housing at an affordable cost.

The Corporate Plan acknowledges that in order to deliver on its strategic objectives the City Council will need to play an influencing role through its partnership working. In the context of our equality ambitions this is particularly relevant, with the Safer Communities Partnership and the Stronger Communities

Board being of particular relevance.

**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.**

Consultation on the draft Corporate Plan 2016 – 2020 and draft Budget 2016-2020 will take place between 24th December 2015 and 24th January 2016. Organisations and the general public will be invited to respond through our consultation portal.

In addition to consultation on the draft Corporate Plan, consultation and research is carried on throughout the year as a routine part of developing policies, strategies and plans. This includes many of the significant housing investment/ regeneration projects where consultation has influenced design and spending issues.

**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 maintaining the quality and access to its services.

Key themes in this year's plan include:

- Investment in new affordable homes will help key workers, those on low incomes and the most vulnerable find a home that they can afford and meets their needs
- Our communities, especially vulnerable and at-risk groups, will be protected from crime and anti-social behaviour.
- All residents will have the opportunity to participate in high quality community, leisure and cultural activities that improve health and quality of life and enable them to fulfil their potential.
- Our diverse communities will benefit from high quality, safe neighbourhoods and good local services, with support targeted to reflect differing levels of need and deprivation across the city.
- Young people in Oxford will have a positive transition to adulthood through good education, skills training and opportunities for work and leisure.

- Council tenants will benefit from high quality, energy efficient homes in good quality environments.
- People renting their home from a private landlord in Oxford will know that their home will be well maintained, safe and free from overcrowding.
- There will be fewer rough sleepers and homeless people, and families will get appropriate accommodation and support to get back on their feet
- Inequality will be reduced by providing low income households with support to maximise their income.

This section will be updated when more details from the Medium Term Financial Plan are available.

**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-wide meetings, programme boards, and Directors' meetings. Progress is reported to the City Executive Board on a quarterly basis.

Lead officer responsible for signing off the EqIA: Sadie Paige  
Role: Policy Officer , Assistant Chief Executive  
Date: 1<sup>st</sup> December 2015.

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Success Measures					How will we measure our progress?	Comment and current achievement
	2016/17	2017/18	2018/19	2019/20		
<b>Vibrant and Sustainable Economy</b>						
Amount of employment floor space permitted for development	15,000 sqm	15,000 sqm	15,000 sqm	15,000 sqm	Amount of new employment (Class B) net increase in floor space granted full planning permission or reserved matters. Measured by indicator in the Annual Monitoring Report (AMR).	The measure is based on an estimate of the planning permissions coming forward over the next four years. This could potentially amount to a total of 60,000 sqm cumulatively over this period, including for example Phase 1 of Northern Gateway, Oxpens; Churchill Hospital, and Old Road. The total is split into annual assumptions however success should be measured over the four year period as a whole given cyclical fluctuations year on year.
69 Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	700	900	1100	1250	Recorded quarterly. Measured by <ul style="list-style-type: none"> <li>• Business support; and apprenticeships, OCC and partners,</li> <li>• jobs supported by council investment</li> <li>• Jobs supported by other spend</li> </ul>	The figures are based on jobs creation projections in the SQW forecast. The current year projection is 550 on course to be met.
Net increase in number of businesses operating in the city	200	200	200	200	Net number of VAT registered business starting and closing. Recorded annually VAT registrations (ONS)	Figs from 2009-14 range from 25-230. They are a wider economic measure rather than a target and fluctuate year on year so success should be measured across against cumulative figure for the four year period.
<b>Meeting Housing Needs</b>						

Number of new homes granted permission in the city	400	400	400	400	Recorded annually in the Annual Monitoring Report. Number of new homes granted full planning permission or reserved matters	<p>This measure is based on planning permissions granted rather than homes completed because it is within the councils influence whereas there are many factors that influence rate of completions not within our control and there would be a time lag on reporting completions whereas we can monitor progress on permissions continually.</p> <p>The target is based on what is achievable in the Local Plan. The amount of planning permissions will fluctuate year on year and success should be measured against the 4 year period as a whole. Between 2010/11 and 2014/15 the average number of homes granted was 404 per year.</p>
The percentage of HMOs licensed in the city	70	75	80	85	Comparison with base figure of 5,240 derived from the census 2011	<p>The current level is 68% HMOs licensed.</p> <p>Targets from PRS strategy adjusted in line with recommendation from Members.</p>
Limit our use of temporary accommodation at 2015 levels.	120	120	120	120	By counting how many we have in TA.	<p>This includes real lettings where they are used for TA, their prime purpose is prevention of homelessness.</p> <p>This is a continuation of current target at 120.</p>
<b>Clean and Green Oxford</b>						
The amount of non-recyclable waste produced in the city per household decreases each year	423Kg	421Kg	419Kg	418Kg	Monthly NI191 result - amount of non-recyclable waste produced per household	This continues trend from previous targets - current year target for 2015/16 is 425 kg per household.
Satisfaction with our street cleaning services	76%	76%	77%	77%	Streetscene Satisfaction Survey from LGA compliant Residents' Survey; carried out on a bi-annual basis. Next survey due for completion in 2016/17.	Current performance is 78.78% from last survey

	Implementation of measures to reduce the City Council's carbon footprint by 5% each year	5%	5%	5%	5%	We report the calculated annual reduction in CO2 emissions resulting from measures put into effect during the year.	This is continuation of existing target of 5% reduction year on year. The measure gives a direct indication of progress and activity in implementing carbon reduction measures in buildings and operations across the City Council estate.
<b>Strong and Active Communities</b>							
	Resident satisfaction with their area as a place to live	81%	>81%	>81%	>81%	LGA compliant Residents' Survey; carried out on a bi-annual basis from 2014/15. Survey therefore due for completion in 2016/17.	Current achievement is 80%
71	The number of people taking part in our Youth Ambition programme	5,500	5,700	>5,700	>5,700	Participant data across the Youth Ambition delivery programme	Whilst we recognise the value of measuring wider participation, these measures have been selected as proxy measures that are quantifiable. This reflects the priority the corporate plan gives to increasing engagement and improving life chance for young people in the city. Achievement against target for the current year so far is 4,708.
	Number of people using leisure centres	1.40 million visits	1.45 million visits	1.50 million visits	1.55 million visits	Monthly participation data received from our leisure provider.	This is a proxy for getting the wider population more active and measuring the value provided by our leisure services.  Forecast for year end 15/16 is 1.33 million visits.
<b>Efficient and Effective Council</b>							
	Level of staff engagement based on best companies staff survey results	positive	positive	positive	positive	Positive = an average positive score of 5 across the 8 factors.	A score of 5 is a stretching target. The survey is carried out once every 2 years, next due in 2016/17. Current score is a positive of 4.7

The percentage of customers satisfied at their first point of contact	82%	84%	85%	85%	Govmetric supply information as now.	Current score is 81%
Delivery of the Council's cost savings and income targets	£1845k	£1,093k	£1,326k	£489k	Success measured against achievement of savings and income targets set out in MTFS and progress assessed through budget monitoring	As set out in MTFS



## Draft Corporate Plan 2016 - 20 Consultation Report

Consultation on the draft Corporate Plan 2016-20 and draft Budget 2016-20 opened on 18<sup>th</sup> December 2015 and closed on 24<sup>th</sup> January 2016.

An invitation to take part in the consultation was sent to over 3,300 email addresses via the consultation portal and an invitation from the Assistant Chief Executive was sent to key stakeholders. An advert was placed in the Oxford Mail on 22<sup>nd</sup> December, 29<sup>th</sup> December and 5<sup>th</sup> January. Paper copies were available on request from the Consultation Officer in the Town Hall.

A total of 34 people have responded to the consultation online, of which six people have responded to Question 1 (which related to the draft Corporate Plan). In addition four responses have been received by email.

This report covers the responses that relate to the draft Corporate Plan 2016 -20 only. They are presented below, where comments have been taken verbatim (i.e. typos have not been corrected)

### Survey responses

#### 1. Draft Corporate Plan 2016 – 20.

The Corporate Plan is Oxford City Council's overarching strategy for the organisation and should be read alongside the draft Medium Term Financial Strategy. It sets out a clear vision, corporate priorities and objectives for the council, and how we will achieve them.

We welcome your comments, which will inform our next revision of the Corporate Plan.

#### Via the consultation portal

Respondent	User's Response: Free-Text (formatted)
1	The key objectives are good, but I feel 'Meeting Housing Needs' is by far the most important and should be listed first. Even the 'Improving the Economy' objective notes that this is impeded by a lack of affordable housing. I think the city needs to revise it's plans for growth and constrain these until the housing situation becomes more affordable and in more supply. Employment-led growth sites only put local housing under more pressure and place a greater burden on the road infrastrure that is already log-jammed. Such sites should be switched to include a far greater proportion of housing. Other areas such as vacant plots on the Business Park in Cowley should be re-designated for housing also, as should the

	Southfield Golf Course. For the least affordable city in the UK, Oxford's housing development plans are not bold enough by far!
2	In the light of recent flooding elsewhere in England we need to protect the flood plane and water meadows from development. Green spaces like Port Meadows protect buildings on television gravel ridges under several of tea main roads in Oxford. The other aims of the plan are laudable but need to be safe from flooding.
3	<p>Please consider improving Oxford cycle lanes - it is very scary cycling in Oxford and although more lanes have been opened, Oxford is still ridiculously pro-car and anti-cyclist. Even when new projects are considered, cyclists are often forgotten it seems. Also there are not enough parking spaces for bikes in the City - the few existing ones are always full. There seem to be masses of car parking spaces though. Doesn't the council want us to walk or cycle more? Far too little money seems to be spent on this. Please also consider more traffic calming measures such as in The Slade where traffic zooms by fast all day and night.</p> <p>Please consider reducing the speed limits on all roads within the City to 20mph or less so that it is safer for pedestrians and cyclists, and also this should reduce the disgustingly polluted Oxford air, full of petrol and diesel fumes.</p>
4	<p>Oxford CAB welcomes the opportunity to comment on the Council's draft corporate plan and draft budget. We are supportive of the overall approach taken in the plan and in particular:</p> <ol style="list-style-type: none"> <li>1. the recognition of the contribution a strong and mature partnership approach with the voluntary and community sector can make to delivery of the plan objectives, and commitment to financial support for the sector to ensure this contribution can continue</li> <li>2. the commitment to further work to protect the position of private rented sector tenants in the city, who are often at the mercy of poor practice amongst some private sector landlords</li> <li>3. the emphasis on tackling inequality in relation to health, income and opportunity, where increasing pressure on eg public health budgets may lead over the life of the plan to a reduction in some currently available services.</li> </ol>

5	<p>Quoting from the Corporate Plan PDF.</p> <p>p4 “Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion and support economic and housing growth” : - Whilst the current OTS seems to be good the City Centre Street Scene Manual has nothing whatsoever for the benefit of safer cycling and needs to be amended. This is a serious issue as in numerous projects the County officers and politicians refer to it as a reason for the lack of safe cycling provision.</p> <p>p4 “... over £160,000 to improve infrastructure” and also “.. regeneration of mixed use and employment led sites ...” : To date the plans for these developments have failed to include safe cycling, as such they are likely to contribute to added congestion and poor air quality</p> <p>p4 “Work with developers, local residents and other stakeholders on development and regeneration of mixed use and employment-led sites, where possible within the city, such as the Oxford station, Northern Gateway, Barton, Headington, Westgate, Oxpens, and Osney Mead.” To date the plans for these developments have failed to include safe cycling, as such they are likely to contribute to added congestion and poor air quality</p> <p>p4 “Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlock transport blockages”- This is of major importance - to makes sure the County aims are followed through.</p> <p>p4, re “£1.2m improvements to car parks” - and what of traveling into the city by cycle?</p> <p>p6 “Work in partnership to build 900 homes at Barton Park through our joint venture company with Grosvenor Development Ltd. and to build further new homes at sites such as Cowley, Northway and Oxpens” :- The development at Barton has not adequately made cycling a decent transport option. The City's 'hopes' were overstated and then under-pursued. The outcome is little more than 'de minimis'. Oxpens SPD (?) does not consider cycling as an important transport mode and alongside the disastrous provisions for cycling around Westgate, can still be changed.</p> <p>p9 “It is vital for Oxford as a growing, sustainable city that we continue our work to improve air quality. The Low Emission Zone has reduced emissions in the city centre and we will build on this in partnership with the County Council to reduce pollution and emissions in the city. For example through improvements to cycle lanes and parking and park and rides to encourage travel by bus and bicycle in the city” : - The City (Planning) must enhance its expectations for cycling as a transport mode. The on-street provision around the Westgate is a massive lost opportunity to demand safe cycling. A similar story seems to be the case at</p>
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	<p>Barton. Cycle parking is extremely poorly considered. At Westgate there is little convenient cycle-parking proposed and much of the amount is in the most inconvenient locations, even south of Opens Road. Clearly more emphasis is needed to deliver provision at entry points, not in dead left over spaces</p> <p>p10 “Tackle congestion and pollution that frustrates growth and damages peoples’ health through a better public transport offer, our low emission” - “Promote” is not an adequate word. what IS needed is a demand built-into development projects where experience suggests that cycling is a left-over and poorly delivered as a left-over.</p> <p>p10 “Increase capacity of our Park and Ride at Seacourt so more people take the bus into the city”: - Numbers of people already use P&amp;R to Park and then cycle into the centre. More effort is required to make cycling a transport mode of choice in the P&amp;R sites.</p>
6	<p>The plan identifies many of the challenges facing the City and outlines how the Council hopes to rise to them.</p> <p>In the light of the development of Oxford foreshadowed in creating a Vibrant and Sustainable Economy and Meeting Housing Need we strongly suggest that the section on Strong and Active Communities should include plans for Oxford to become world-class at involving those communities in how their areas will change. As we wrote in our submission to the City's consultation on Community Involvement in Planning Oxford is way behind the best Councils in this area and the aspirations laid out in Collaborative Planning for ALL (Civic Voice) and the National Planning Policy Framework (NPPF). Note a copy of our full response to that consultation can be found on the Society's website or is available from us.</p> <p>A more collaborative approach to Planning would be assisted by the repositioning of the Oxford Design Review Panel as a contributor to a public rather than a private dialogue. We feel this should be part of the Communities plan.</p> <p>We note the commitment to a review of the Local Plan but would urge an earlier update of the West End Area Action Plan.</p> <p>We note the aspiration to work with neighbouring councils but suggest that this bone needs more meat on it. The 'Futures Commission' suggested in our Oxford Futures Report suggest one possibility, perhaps the Combined Authority (CA) proposals suggest another. Curious that the Corporate Strategy is silent on the CA</p> <p>We note that promoting cycling and walking not only has Cleaner Greener benefits but also supports Active Communities and alleviates traffic constraints on growth.</p> <p>WE would urge the City Council to work with neighbouring District Councils, the County Council, the LEP, transport providers and Central Government to seek funding to set up a modern sustainable public transport network for central Oxfordshire and</p>

	<p>the Knowledge Arc, centred on Oxford, that will stand comparison with the best such systems elsewhere in Europe (think Grenoble, Freiburg im Breisgau) or the world (e.g. Singapore). This supports Vibrant Economy, Housing and Cleaner Greener objectives.</p> <p>We have been pleased to see some new waste bins that compact rubbish and signal in when nearly full. We would like to see the roll-out of more such bins in the Cleaner Greener plans - they may require less frequent emptying and look a lot better than an overflowing bin.</p>
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## Via email

“I cannot find your email offering to make comments on the Draft Corporate Plan to 2020 I have no specific comments except that I could not find a comment regarding the influx of people commuting to London from the new Ox Parkway station - increasing the demand for housing and other services in North Oxford adding to Oxfords Housing shortage.”

“Thank you for asking for comments on the draft corporate plan.

Overall I think the plan is well written, clear and provides excellent leadership, ambition and focus for the City.

With regard to tackling rough sleeping and homelessness (p6), I would suggest that more emphasis could be placed on the need to provide pathways for homeless people out of homelessness which means building confidence, skills and resilience as well as providing housing.

With regard to Strong and Active Communities (p7) it seems strange to have no mention of the value of the arts and cultural activity in bringing communities together  
And on p8 I support the use of the Cultural Partnership Group in helping diverse communities to access cultural activities and would suggest that you include involvement in cultural activity in your measures. One City Council led initiative that you could highlight is the Christmas Light Festival which presents an opportunity to bring all of Oxford together to celebrate.

I hope this is helpful and thanks again for asking for comments.”

“Oxfordshire County Council is grateful for the opportunity to comment on the City Council's Draft Corporate Plan and Medium Term Financial Strategy.

We welcome the development of a more strategic corporate plan across the City Council's areas of responsibility, and the references to working in partnership to address the challenges we face.

We recognise in particular that the City Council faces pressures on funding, common across local government, and also felt keenly at the County Council.

We appreciate the recognition of the County Council's funding pressures, which as you know we believe are now likely to be of the order of an additional £70m in savings, as opposed to the £50m anticipated at the time your draft corporate plan was prepared.

We welcome the constructive approach the City Council has taken towards joint working to mitigate those pressures and minimise the impact on residents when possible.

On a number of specific points:

- At page 4 with regard to a strong and vibrant economy, it would be good to see the county council explicitly referenced as a partner in development and regeneration work.
- Similarly, we would be keen to see reference to the overall ambitions of the Oxfordshire Local Transport Plan as well as the Oxford Transport Strategy.
- Likewise, page 5 references partners with a role in securing funding for, and delivering, the infrastructure associated with new housing, and again explicit mention of the County Council's role here would be welcome.
- The financial strategy proposes a commitment of £560k towards making a planning application for development at Grenoble Road. We would be keen to ensure that any such application is taken forward in a joined up way, and does not prejudge the outcome of work by South Oxfordshire District Council in regard to Oxford's "unmet need" from the SHMA process."

"Thank you for including me in the consultation. The planning work you do is extensive and technical so I concentrated on the main corporate plan document as something I can reasonably understand.

I can see the extent of challenges and limitations facing the council, not least the government's austerity cut on their grant, But I also the see that you are doing a good work in framing and coping with these challenges.

It is clear from your analyses and your priorities. that the housing and road transport issues are the most challenging as they have direct bearing on economic and employment growth. I tend to think this assessment also reflects the opinion of a majority of the citizens in Oxford.

Your approach in dealing with housing as a county issue and not just a city issue, while doing all possible within the city, seems to be the right way forward. Your plans for alleviating transport pressures including expanding some of the P&R facilities seem also to be very sensible. BTW the new design just implemented of the intersection in front of the Oxford railway station is amazingly successful. What a relief.

I am sorry my input is so limited and marginal but this is what I feel qualified to do. I am a satisfied end user of the Council services and think you people are doing a good job".

Sadie Paige  
25<sup>th</sup> January 2016

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**To:** City Executive Board  
Council

**Date:** 11 February 2016  
17 February 2016

**Report of:** Head of Financial Services

**Title of Report:** Medium Term Financial Strategy 2016-17 to 2019-20 and  
2016-17 Budget

## Summary and Recommendations

**Purpose of report:** To present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2016-20 and 2016-17 Budget for recommendation to Council

**Key decision:** Yes

**Executive lead member:** Councillor Ed Turner

**Policy Framework:** The Council's Corporate Plan

**Recommendation(s):** The City Executive Board is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget and recommend that Council resolves to:

- a) approve the General Fund Budget Requirement of £19.784 million for 2016/17 and an increase in the Band D Council Tax of 1.99% or £5.55 per annum as set out in Table 8 and Appendices 1-4, representing a Band D Council Tax of £284.52 per annum;
- b) approve the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit);
- c) approve the Housing Revenue Account budget for 2016/17 of £43.460 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4. (subject to the Welform Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to: 1) a further report to CEB and Council detailing the effect on the Housing Revenue Account budget and; 2) notice being given to tenants of the proposed rent increase ;

- d) approve the Capital Programme for 2016-20 as set out in Appendix 6 subject to funding availability from 2017-18 onwards;
- e) approve the Fees & Charges schedule as set out in Appendix 8; and
- f) delegate to the Section 151 Officer in consultation with the Board Member for Finance, Asset Management and Public Health the decision to apply for the four year funding settlement and determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13 and 17-18 below.

**Appendices to the report:**

- Appendix 1 Summary of General Fund Budget by Service 2016-17 to 2019-20
- Appendix 2 General Fund Revenue Budget by Service 2016-17 to 2019-20
- Appendix 3 Detailed General Fund Service Budgets Bids and Savings Proposals 2016-17 to 2019-20
- Appendix 4 Housing Revenue Account Budget 2016-17 to 2019-20
- Appendix 5 Housing Revenue Account Rent by property type
- Appendix 6 General Fund and HRA Capital Programme 2016-17 to 2019-20
- Appendix 7 Fees and Charges
- Appendix 8 Risk Register
- Appendix 9 Equalities Impact Assessment
- Appendix 10 Budget Consultation

**Comment from the portfolio holder for finance, Cllr. Ed Turner**

In this proposed budget (which may need amendment depending upon the final grant settlement from government) we have attempted to take on board comments from our consultation, as well as information in our final settlement.

The government's draft settlement for the next four years represents a further round of significant budget cuts to Oxford City Council. Income from grant and estimated retained business rates is expected to fall by 16.1% next year, and by 14.1%, 9.6% and 6.0% in each of the following years. This comes on top of hefty reductions in previous years. Nonetheless, the Council remains committed to mitigating the impact of these cuts as best it can – with a clear emphasis on providing services efficiently and raising other sources of income, and a relentless focus upon reducing stark levels of inequality in our city and supporting the most vulnerable.

The Housing and Planning Bill's requirements for the "forced sale" of council properties, and other associated measures such as the forced reduction in social rents, will have a profound impact upon our ability to build new houses. In this area, too, we are looking at mitigating the damage which will be caused (notably by investigating the establishment of a local housing company), but at the same time we are lobbying government to recognise the exceptional pressures Oxford faces in its housing market and support our attempts at mitigation.

The main change in this final budget is that, with a clear indication that New Homes Bonus will continue to be paid in some form throughout the MTFs period (and announcement of indicative figures), we have reviewed our Capital Programme, deleted the "waiting list" of capital schemes, and funded most of the schemes on that list (subject to this expected

funding coming forward). This should give greater clarity for staff working on projects and, importantly, for our communities wanting to know what the Council is proposing.

These are challenging times for anyone involved in a local authority, and I want to place on record my appreciation for the work of staff in the finance section in putting together this budget report, and more broadly all staff, across our organisation, for their tireless commitment to serving Oxford's citizens.

## **INTRODUCTION**

- 1 This report reflects the outcome of the consultation on the draft budget agreed by the City Executive Board at its meeting on 17<sup>th</sup> December 2015 as well as changes which have arisen since the consultation budget was published.
- 2 The consultation on the draft budget began on 18<sup>th</sup> December 2015 and ended on 31<sup>st</sup> January 2016. The consultation document was available on the Council's website. Paper copies were also available at the Town Hall.
- 3 For ease of reading; the report is split into three sections :
  - Section A General Fund Revenue Budget
  - Section B Housing Revenue Account (HRA) Budget
  - Section C Capital Programme

## **Section A – General Fund Revenue Budget**

- 4 Since the publication of the Consultation Budget a number of key issues have arisen which affect the budget, these are summarised below:

### **Provisional Local Government Finance Settlement 2016-17**

- 5 The Government published its Provisional Finance Settlement for 2016/17 on 18<sup>th</sup> December 2015, subject to a consultation period ending on 15<sup>th</sup> January 2016.

The key points include:

- For the period 2015/16 to 2019/20, there is an overall reduction to the England Settlement Funding Assessment (SFA) of 31.8% (based on the adjusted 2015/16 figure)
- The grant distribution formula takes into account the amount of council tax revenue and business rate income that can be raised by individual authorities and seeks to ensure different types of authority experience the same percentage reduction in funding.
- In addition to SFA funding, there will be additional funding for social care authority's starting in 2017/18 from the "Improved Better Care Fund" (£1.5bn per annum by 2019/20). This complements the new 2% Social Care Council Tax precept.
- The Council Tax referendum limit remains at 2%; this applies to local authorities and fire authorities. However, local authorities with social care responsibilities will be able to increase Council Tax by up to 3.99%, providing that 2% is spent on social care.

### Settlement Funding Assessment (SFA)

- 6 The Settlement Funding Assessment comprises authorities Revenue Support Grant (RSG) and their share of locally retained business rates (the baseline funding level). The figures for Oxford City Council are as follows:

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Total SFA</b>	<b>8,500</b>	<b>7,300</b>	<b>6,600</b>	<b>6,206</b>
of which				
Revenue Support Grant	2,790	1,460	630	0
Baseline Funding Level	5,710	5,840	5,970	6,206
<b>Reduced SFA</b>	<b>16.1%</b>	<b>14.1%</b>	<b>9.6%</b>	<b>6.0%</b>

### Council Tax Freeze Grant for 2015/16 and Impact of Referendum Level

- 7 Unlike previous years there is no Council Tax Freeze Grant on offer for 2016-17.
- 8 The referendum level for 2016/17 has been confirmed as 2% or above. The City Council's recommended Council Tax increase of 1.99% provides the optimum level of financial benefit without the expense of seeking a referendum. The Consultation Budget assumed Council Tax rises from 2017/18 of 1.5% per annum, this has been increased to 1.75% per annum, to reflect the average amount assumed by the Government over the next 4 years in calculating the authorities Revenue Support Grant.

### Revenue Support Grant

- 9 The methodology for the calculation of Revenue Support Grant has been changed to incorporate projections of future council tax increases and growth in individual authorities' Council Tax Bases.
- 10 Government grant for Homeless Prevention (£939k for 2015/16) and 2011 Council Tax Freeze Grant (£306k for 2015/16) are now subsumed into RSG and Business Rates. The element previously paid through RSG (£542k and £178k respectively), will taper away, disappearing entirely in 2019/20.
- 11 The Government has offered authorities a four year funding settlement which Councils are invited to apply for, subject to the submission of an 'Efficiency Statement'.
- 12 The Government have qualified the offer stating that future year's final grant determinations will be subject to changes including those arising from: business rates multiplier changes; transfers of function(s), mergers between authorities.

The process for making a request and the format of the Efficiency Statement have not yet been announced, but are likely to coincide with the publication of the Final Settlement for 2016/17, later this month. It is likely the Council will make such a request, in order to provide as far as possible a greater degree of stability. It is recommended that the decision to apply for the four year settlement is delegated to

the S151 Officer in consultation with the Executive Member for Finance, Asset Management and Public Health.

- 13 The changes to the Consultation Budget as a result of the Provisional Settlement are included in Table 2 below :

<b>Table 2 Change In Revenue Support Grant since Consultation Budget</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>Est</b>	<b>Est</b>	<b>Est</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Consultation Budget	2,974	1,488	0	0
Provisional Settlement Figures	2,790	1,460	630	0
<b>(Decrease)/ Increase</b>	<b>(184)</b>	<b>(28)</b>	<b>630</b>	<b>0</b>

- 14 Based on the Government's estimates, compared to the MTFS there is a favourable variance of £418k over the four year period primarily due to Revenue Support Grant continuing into 2019/20, one year more than previously assumed. Additionally, under the Government's methodology for the calculation of RSG the Council's Settlement is negative £295k in 2019/20 (so we are, in effect, in a position of "negative grant"). A technical adjustment has been made to the Council's Business Rate Tariff to reduce the Council's Business Rates income by an equivalent amount.

#### **Retained Business Rates**

- 15 The Government has issued authorities with their Retained Business Rates Baseline Funding Levels which for the City in 2016/17 is £5,710,000 some £553,891 higher than 2015-16. The actual amount of Retained Business Rates depends on a number of factors including the estimated amount of business rates income net of appeals and write offs, the tariff payable to the Government (which has increased from £27.480 million in 2015/16 to £27.710 million in 2016-17) and the levy paid on additional income above the Baseline, currently 50% for Oxford.
- 16 Almost certainly the Baseline Funding Level will not be the amount the authority eventually receives in Retained Business Rates. A summary of the changes is given below but it should be noted that there can be substantial volatility around these figures :

<b>Table 3 Change In Business Rates since Consultation Budget</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>Est</b>	<b>Est</b>	<b>Est</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Consultation Budget</b>	6,246	6,659	7,085	7,932
Provisional Finance Settlement *	6,372	6,972	7,114	7,823
<b>(Decrease)/ Increase</b>	<b>126</b>	<b>133</b>	<b>29</b>	<b>(109)</b>
Tariff	27,710	28,250	29,090	30,020
Tariff adjustment (negative RSG)	0	0	0	(295)
Safety net threshold (92.5% baseline)	5,300	5,400	5,560	5,740

\* 2016/17 figure is reduced by the Collection Fund deficit of £1.802 million

- 18 Unlike Revenue Support Grant there is no four year offer from the Government for Tariffs. From 1/4/2020 there will be a re-basing of all the figures when the Government introduces its promise of 100% retained business rates. This will be coupled with new burdens on local Government but it is unclear as yet what these will be.

#### **Business Rates Distribution Group**

- 19 The chief financial officers of the Oxfordshire councils have agreed that it would be sensible for the Pool's membership to be set to maximise its income for the good of Oxfordshire. They have also agreed that councils who would benefit from being in a pool (because the levy on business rates growth would be less than if they were outside the Pool) should not be excluded from sharing in the additional income generated by the Pool just because in any year their membership of the pool would not generate the optimum retained income for the Pool. It should be noted that whilst authorities would share in the benefits they would also take on some of the risk of Pool losses not covered by the safety net.
- 20 It is recommended that the decision to join the Business Rates Distribution Group is delegated to the Section 151 Officer in consultation with the Executive Member for Finance and Asset Management and Public Health once business rates estimates for 2016-17 are known for all Districts within Oxfordshire.
- 21 The summary effect of the Provisional Finance Settlement compared to the Consultation Budget is shown in Table 4 below:

<b>Table 4 Change In External Funding since Consultation Budget</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Increase/ (decrease) in Revenue Support Grant	(184)	(28)	630	0
Increase in Business Rates	126	133	29	(109)
<b>Net Variation</b>	<b>(58)</b>	<b>105</b>	<b>659</b>	<b>(109)</b>

### **New Homes Bonus**

- 22 New Homes Bonus is currently paid each year for 6 years. It is based on the amount of additional Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. On 17<sup>th</sup> December 2015 local authorities were issued with their provisional allocations for 2016-17 together with indicative totals for the subsequent three years. Indications of the full national level of New Homes Bonus available for local authorities were given as follows :

2016/17 £1.485 billion

2017/18 £1.493 billion

2018/19 £0.938 billion

2019/20 £0.900 billion

- 23 The amounts for Oxford City compared to the assumptions in the MTFS are shown in Table 5 below:

<b>Table 5 : New Homes Bonus Estimates</b>				
<b>New Homes Bonus</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Consultation Budget	2,942	2,919	0	0
Provisional Finance Settlement	2,944	2,919	1,900	1,800
<b>Variation</b>	<b>3</b>	<b>0</b>	<b>1,900</b>	<b>1,800</b>

- 24 The Government is currently consulting on New Homes Bonus with changes due to come into effect from 2017/18. The Government is consulting on three options:
- I. Its preferred option, to top-slice £800 million for social care and pay the bonus over 4 rather than 6 years, i.e. the 2012/13 payments will only have 5 payments and the 2013/14 payment and onwards would only have 4 payments.
  - II. To reduce the scheme from 6 to 4 years in 2017/18, without paying the fifth year of the 2012/13 payment.

III. To reduce the number of years paid down to either 3 or 2 years

25 The Government are also seeking views on:

- Withholding new allocations in areas where no local plan has been produced in accordance with the Planning and Compulsory Purchase Act 2004;
- Reducing payments for homes built on appeal; and
- Only making payments for delivery above a baseline

The consultation ends on 12<sup>th</sup> March and the Council will make a response.

26 As the Government have indicated New Homes Bonus will continue, the indicative figures have been incorporated into the Council's MTFS. The Council allocates New Homes Bonus to Capital funding as it is one off expenditure and so de-risks the MTFS. This additional funding has been used to finance the list of prioritised capital schemes that were previously unfunded and included on a 'Reserve List'. However, the phasing of the schemes has been profiled to match the expected receipt of the additional New Homes Bonus i.e. 2018-19 and 2019-20.

27 New Homes Bonus figures will be adjusted in subsequent iterations of the Council's MTFS once the results of the consultation are known. In the event that the grant is lower than estimated; or ceases altogether, mitigating action such as reducing the Council's Capital Programme or funding schemes by using prudential borrowing will be required, albeit the latter would create a revenue pressure.

#### Other Changes Arising

28 A summary of financial implications of other issues outside of the Finance Settlement is shown reflected in Table 6.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Variations in revenue contributions to support the Capital Programme	(36)	146	2,623	1,790
Office for Low Emmission Vehicles (OLEV)	16	0	0	0
OLEV grant funding	(16)	0	0	0
<b>Total</b>	<b>(36)</b>	<b>146</b>	<b>2,623</b>	<b>1,790</b>

29 The variations in revenue contributions shown above arise from the use of New Homes Bonus, Revenue Support Grant and the increase in Council Tax assumed for



future years to provide funding for new items of capital expenditure included in the Capital Programme.

### 30 **Summary of Changes to Medium Term Financial Strategy**

The Council's General Fund Medium Term Financial Strategy is shown in Appendices 1-3. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2015, taking account of the changes highlighted above is shown below:

<b>Table 7 : Summary General Fund Medium Term Financial Strategy 2016/17 to 2019/20</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Net Expenditure per Consultation Budget</b>	<b>19,823</b>	<b>20,777</b>	<b>20,044</b>	<b>21,217</b>
Additional New Homes Bonus per table 5	(3)	0	(1,900)	(1,800)
Summary of other changes per table 6	(36)	146	2,623	1,790
<b>Net Budget Requirement</b>	<b>19,784</b>	<b>20,923</b>	<b>20,767</b>	<b>21,207</b>
<b>FUNDING **</b>				
Council Tax	12,424	12,671	13,023	13,383
Revenue Support Grant	2,790	1,460	630	0
Retained Business Rates	4,570	6,792	7,114	7,824
<b>Total</b>	<b>19,784</b>	<b>20,923</b>	<b>20,767</b>	<b>21,207</b>
<b>Surplus/ (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL FUND WORKING BALANCE</b>				
Opening	3,621	3,621	3,621	3,621
Transferred to/(from)	0	0	0	0
<b>Closing</b>	<b>3,621</b>	<b>3,621</b>	<b>3,621</b>	<b>3,621</b>

\*\* Incorporates revised funding shown In Table 4

### 31 **Discretionary Housing Payment**

The Council has yet to receive its DHP grant allocation for 2016-17. In 2015/16 the grant allocation was £288,092 which the Council topped up with contributions from the Housing Revenue Account (£80k) and Homelessness Prevention Grant (£150k).. It is understood that the National allocation of DHP grant for 2016/17 is likely to be around £150 million, an increase of £30 million on last year's allocation. The Council

should receive increased grant but with the potential extension of Universal Credit in Autumn 2016, whether this is sufficient remains to be seen.

### **Budget Consultation Results**

32 The consultation concentrated on a number of key areas which are shown below. Thirty two responses were received. The results are shown in Appendix 10 with a summary shown below for each of the main areas:

- **Approach to Budget Setting**  
75% of respondents strongly agreed or agreed with the Council's approach to budget setting, which focuses Council spending on maintaining high quality frontline services, avoiding compulsory redundancies, increasing efficiency
- **Capital Investment**  
Most respondents agreed with the major capital investments undertaken by the Council. The investment scheme with the most support was external redecoration and roof repairs to the Covered Market which 81% of respondents strongly agreed or agreed with. The lowest-scoring scheme was the new sports pavilion at the Quarry recreation ground, but even in this case it was supported by 63% of respondents.
- **Revenue Investment**  
There was general agreement on all areas of major investment with 'continue to pay staff at least the Oxford Living Wage' having the most support and 'maintain the level of support that we give to local arts and culture organisations' getting the least support.
- **Fees and Charges**  
Respondents were in agreement to most increases in fees and charges with increases in leisure activities fees being the most popular and increases in car park charges being the least popular.
- **Council Tax**  
69% of respondents strongly agreed or agreed with the recommendation to increase council tax by 1.99% while 19% strongly disagreed or disagreed and 12% were neutral.
- **Council Tax Support Scheme**  
52% of respondents agreed that the Council should maintain the same Council Tax Support Scheme introduced in April 2013, with 27% disagreeing and 21% did not know.
- **Housing Revenue Account**  
In terms of prioritising the HRA Capital Programme the respondents agreed that maintaining the quality of existing homes was the top priority, although 97% of respondents were not council tenants

Detailed comments were made on a number of areas, in particular the prominence given to housing in the budget, the approach to the voluntary sector, the need for strong support for cycling, and the quality of Council services. These have been considered as part of the budget process and will also be shared with senior managers as appropriate.

33 There was a separate consultation included within the *Tenants In Touch* magazine about the HRA budget. Unfortunately the number of responses does not permit the

drawing of firm conclusions, but some tenants expressed concerns on the impact on services and also the introduction of the government's proposed "Pay to Stay" policy.

### **Risk Implications**

- 34 The main risks to the balanced position of the General Fund Consultation Budget (Appendix 8) are that:
- Significant variations in actual income and expenditure against budget occur
  - Business Rates income is lower than forecast
  - New Homes Bonus is lower in future years following the Consultation
  - Welfare Reform impacts the authority more adversely than assumed
  - Interest rates are lower than projected
  - Slippage, non-delivery of savings or additional pressures arise that have an on-going financial impact on the Council
  - The knock on implications of funding cuts being experienced by partner organisations

## **Section B Housing Revenue Account Budget**

### **Issues arising since the publication of the consultation budget**

- 35 There have been no issues arising since the publication of the Consultation Budget agreed by City Executive Board on 17<sup>th</sup> December 2015 which will affect the Housing Revenue Account Budget. The budget for the Housing Revenue Account is as detailed in Appendices 4 and 5 attached.

### **Assumptions made in preparing the HRA budget for 2016/17 – 2016/20**

- 36 There are no changes in any of the assumptions on the HRA budget from those made in the Consultation Budget.

### **Housing Revenue Account Budget 2016/17 to 2019/20**

- 37 Appendix 6 details the HRA Budget for the period 2016/17 to 2019/20 which is summarised below for the next four year period:

## **Housing Revenue Account 2016-17 to 2019-20**

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
	£000's	£000's	£000's	£000's
<b>Income</b>				
<b>Total Income</b>	<b>(43,460)</b>	<b>(41,039)</b>	<b>(39,974)</b>	<b>(39,657)</b>
<b>Total Expenditure</b>	<b>34,704</b>	<b>35,138</b>	<b>35,969</b>	<b>36,743</b>
<b>Net Operating Expenditure</b>	<b>(8,756)</b>	<b>(5,902)</b>	<b>(4,005)</b>	<b>(2,914)</b>
<b>Appropriations</b>				
Transfer (to)/from Major Repairs/Other Reserves	8,912	(6,070)	0	0
Revenue Contributions towards Capital	0	11,976	4,107	2,985
<b>(Surplus)/Deficit for the Year</b>	<b>157</b>	<b>4</b>	<b>102</b>	<b>71</b>
<b>(Surplus)/Deficit b/fwd</b>	<b>(3,500)</b>	<b>(3,504)</b>	<b>(3,602)</b>	<b>(3,571)</b>
Investment Income	(161)	(102)	(71)	(71)
<b>(Surplus)/Deficit c/fwd</b>	<b>(3,504)</b>	<b>(3,602)</b>	<b>(3,571)</b>	<b>(3,571)</b>

### **Risk Implications**

- 38 The main risks to the balanced position of HRA is summarised below and detailed in Appendix 8:
- Liability arising from forced sale of High Value Council Housing (HVCH) is more than estimated
  - Rent increase in year four is insufficient to sustain the HRA BP over the 30 year trajectory.
  - Increased arrears due to benefit changes arising from the roll out of universal credit
  - Non-achievement of assumed Right To Buy sales now required to fund the increased capital spend commitments.
  - Non-achievement of planned efficiencies.
  - Variations in estimates causing cash flow problems

### **Section C Capital Programme**

- 39 The Council's Draft Capital Programme for consultation amounted to over £132 million over the four year period 2016/17 to 2019/20.
- 40 Appendix 6 attached details the Council's Capital Programme for 2016/17 to 2019/20. The changes to the Consultation Budget reported in December 2015 are summarised in Table 9 below.

<b>Table 9 Changes to Capital Programme 2016/17 to 2019/20 compared to previously published version</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>GENERAL FUND</b>				
<b>Consultation Budget Spend</b>	<b>28,880</b>	<b>6,838</b>	<b>2,402</b>	<b>4,917</b>
Slippage in existing schemes since December 2015 <b>(7)</b>	(1,014)	5,781	0	0
<b>Additional Schemes</b>				
Stage 2 Museum of Oxford <b>(1)</b>	35	0	2,220	0
Cuttslow Splash <b>(2)</b>	200			
Renovation Grants	25	25	25	25
CCTV St Clements	25			
Allotments	61			
Leisure depots	19			
East Oxford Community Centre			500	1500
South Oxford Community Cafe	100			
Wood Farm Neighbourhood Community Facility Improvements				50
All weather area Leys Leisure Centre			228	
Biomass store Cuttslow Park			53	
Upgrade tennis courts	97			
Upgrade MUGA	37			
Parks Works	50			
Car Parks equipment	50			
Solar Compacting Bins	0	0	50	25
Community Centres			750	750
Parks and Cemeteries repairs	150			
Skate parks Northway, Bertie Place, and Rosehill		70	70	70
Re-profile of Burial Site	(750)	(200)	750	200
OLEV <b>(3)</b>	800			
Health and Safety works SAC <b>(4)</b>	370			
Invest in leisure to save <b>(5)</b>	500			
Reprofiling Property spend <b>(6)</b>	(9,712)	3,260	5,039	708
<b>Total General Fund</b>	<b>19,923</b>	<b>15,774</b>	<b>12,087</b>	<b>8,245</b>
<b>HRA</b>				
<b>Consultation Budget Spend</b>	<b>22,168</b>	<b>24,452</b>	<b>17,858</b>	<b>17,946</b>
Slippage	0	0	0	0
<b>Total HRA</b>	<b>22,168</b>	<b>24,452</b>	<b>17,858</b>	<b>17,946</b>
<b>Total Revised Programme</b>	<b>42,091</b>	<b>40,226</b>	<b>29,945</b>	<b>26,191</b>

- 41 Given the additional RSG and NHB included within the Provisional Finance Settlement, capital projects previously on the 'Reserved List' are now included within the Capital Programme. However, those in later years can only be finally confirmed when New Homes Bonus, or alternative monies, become available.
- 42 Other notes to Table 9 above include :
- (1) **Museum of Oxford** – Shortly before Christmas 2015 the Council were advised of a successful bid for Heritage Lottery Fund Grant. The scheme for the installation of museum facilities at the Town Hall will cost in the region of £2.2 million with approximately £1.5 million from grant and the balance from sponsorship, crowd funding and Council funding of around £300k. The development stage is currently being worked up with the operational stage due to take place in 18 months.
  - (2) **Cuttslow Splash Feature** - The Council has recently been awarded £50k WREN funding to undertake the installation of a splash feature in Cuttslow Park. The overall cost of the scheme is £150k with the Council funding £100k of the cost. As a result this scheme has been moved forward within the programme.
  - (3) **Office for Low Emissions Vehicles (OLEV)** - In 2014 OLEV announced the Go Ultra Low City Scheme programme to allocate funding for cities to deliver a step-change in the uptake of ultra-low emission vehicles. The council submitted a bid and was awarded £800k capital and £16k revenue funding to deliver the 'Overcoming challenges: on-street charging' work package of our bid. Further details are contained in a report elsewhere on the agenda
  - (4) **Health and Safety Works** - As part of the of the Council's office accommodation rationalisation, St Aldates Chambers is planned to accommodate the majority of our office based staff. Further essential fire safety works to improve evacuation arrangements are required. The works are planned to be carried out in the first quarter of 16/17.
  - (5) **Invest to save in Leisure** – Investment in schemes to be developed in Leisure Services which generate a return for the Council.
  - (6) **Re-profiling of property spend** - Within the Consultation Budget a provision of £10.3 million was made for investment in property. This expenditure has been re-profiled over the next 4 years to align with the spend.
  - (7) **Slippage** – Since the preparation of the Consultation Budget there have been changes in the Capital Programme where schemes have been either slipped from 2015/16 to 2016/17 or from 2016/17 to 2017/18. The detail of this will be reflected in subsequent monitoring reports.

### **Funding of the Capital Programme**

- 43 The funding of the Capital Programme is shown in Table 10 below

<b>Table 10 Capital Programme 2016/17 to 2019/20</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>GENERAL FUND</b>				
Capital Receipts	4,428	5,134	0	1,330
Revenue Funding	3,771	4,331	3,697	5,306
Section 106	582	0	0	0
Community Infrastructure Levy	3,052	1,567	950	400
Grants	2,502	1,482	2,001	501
Borrowing	5,588	3,260	5,039	708
Sponsorship	0	0	400	0
<b>TOTAL GENERAL FUND</b>	<b>19,923</b>	<b>15,774</b>	<b>12,087</b>	<b>8,245</b>
<b>HRA</b>				
Major Repairs Reserve	20,105	4,760	6,157	6,194
Capital Receipts	2,063	1,977	2,113	2,121
Revenue Funding	0	11,203	3,334	2,212
Borrowing	0	6,512	6,254	7,419
<b>TOTAL HRA</b>	<b>22,168</b>	<b>24,452</b>	<b>17,858</b>	<b>17,946</b>
<b>TOTAL FUNDING</b>	<b>42,091</b>	<b>40,226</b>	<b>29,945</b>	<b>26,191</b>

44 The main risks to the Capital Programme are set out in Appendix 8 and summarised below:

- Disposals as detailed before are not secured causing a shortfall in funding of schemes
- Estimate for payment to Government in respect of HVCH is insufficient
- Slippage in Capital Programme and impact on delivery of priorities
- Robustness of estimates

#### **Financial Implications**

45 These are covered within the main body of the report

#### **Legal Implications**

46 The Council is required to set a balanced budget and agree the Council Tax and rent before the beginning of the financial year.

#### **Risk Implications**

47 These are shown in Appendix 8 of the report and highlighted within the body of the report

#### **Equalities Impact Assessment**

48 A copy of the Equalities Impact Assessment is given in Appendix 9 attached to this report

**Name and contact details of author:-**

Name : Nigel Kennedy

Job title : Head of Financial Services

Service Area / Department : Finance

Tel: 01865 252708 e-mail: [nkennedy@oxford.gov.uk](mailto:nkennedy@oxford.gov.uk)

**List of background papers: None**



### Oxford City Council's General Fund Revenue Budget 2016/17 for Consultation and Future Year Control Totals

	Recommended Budget 2016/17		Proposed Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
<b>Chief Executive</b>	<b>142</b>	<b>1%</b>	<b>119</b>	<b>1%</b>	<b>119</b>	<b>1%</b>	<b>119</b>	<b>1%</b>
<b>Assistant Chief Executive</b>	<b>142</b>	<b>1%</b>	<b>119</b>	<b>1%</b>	<b>119</b>	<b>1%</b>	<b>119</b>	<b>1%</b>
Assistant Chief Exec	119	1%	119	1%	119	1%	119	1%
Communications	0	%	0	%	0	%	0	%
Culture	0	%	0	%	0	%	0	%
Policy & Partnerships	23	%	0	%	0	%	0	%
<b>Regeneration &amp; Housing</b>	<b>(1,662)</b>	<b>(8%)</b>	<b>(2,656)</b>	<b>(15%)</b>	<b>(2,748)</b>	<b>(17%)</b>	<b>(2,910)</b>	<b>(18%)</b>
<b>Partnership Team</b>	<b>516</b>	<b>3%</b>	<b>382</b>	<b>2%</b>	<b>374</b>	<b>2%</b>	<b>367</b>	<b>2%</b>
Partnership Team	516	3%	382	2%	374	2%	367	2%
<b>Planning &amp; Regulatory</b>	<b>2,971</b>	<b>15%</b>	<b>2,356</b>	<b>13%</b>	<b>2,306</b>	<b>14%</b>	<b>2,296</b>	<b>14%</b>
Cultural Development	(1)	(%)	(1)	(%)	(1)	(%)	(1)	(%)
Development	41	%	31	%	(19)	(%)	(29)	(%)
Support Services	470	2%	470	3%	470	3%	470	3%
Information Services	(77)	(%)	(77)	(%)	(77)	(%)	(77)	(%)
Spatial Development	1,664	8%	1,104	6%	1,104	7%	1,104	7%
Environmental Health	872	4%	827	5%	827	5%	827	5%
<b>Housing &amp; Property</b>	<b>(5,148)</b>	<b>(26%)</b>	<b>(5,393)</b>	<b>(30%)</b>	<b>(5,427)</b>	<b>(33%)</b>	<b>(5,572)</b>	<b>(34%)</b>
Community Housing & Strategy	694	4%	694	4%	694	4%	694	4%
Housing Needs	3,672	19%	3,672	21%	3,672	22%	3,672	23%
Property Services	(532)	(3%)	(727)	(4%)	(722)	(4%)	(717)	(4%)
Commercial Property	(9,307)	(47%)	(9,357)	(53%)	(9,396)	(57%)	(9,546)	(59%)
Office Accommodation	4	%	4	%	4	%	4	%
Property Support Services	321	2%	321	2%	321	2%	321	2%
<b>Organisational Development &amp; Corporate Services</b>	<b>4,598</b>	<b>23%</b>	<b>4,369</b>	<b>25%</b>	<b>4,252</b>	<b>26%</b>	<b>4,155</b>	<b>26%</b>
<b>Business Improvement</b>	<b>705</b>	<b>4%</b>	<b>465</b>	<b>3%</b>	<b>400</b>	<b>2%</b>	<b>264</b>	<b>2%</b>
Transformation Projects	340	2%	340	2%	340	2%	340	2%
Business Improvement & Performance	215	1%	100	1%	100	1%	100	1%
Technology	12	%	(53)	(%)	(53)	(%)	(53)	(%)
Customer Services	(31)	(%)	(86)	(%)	(141)	(1%)	(267)	(2%)
Human Resources	169	1%	164	1%	154	1%	144	1%
<b>Organisation Development</b>	<b>3</b>	<b>%</b>	<b>7</b>	<b>%</b>	<b>3</b>	<b>%</b>	<b>(8)</b>	<b>(%)</b>
Organisation Development	3	%	7	%	3	%	(8)	(%)
<b>Welfare Reform Team</b>	<b>158</b>	<b>1%</b>	<b>158</b>	<b>1%</b>	<b>158</b>	<b>1%</b>	<b>158</b>	<b>1%</b>
Welfare Reform	158	1%	158	1%	158	1%	158	1%
<b>Financial Services</b>	<b>3,467</b>	<b>18%</b>	<b>3,506</b>	<b>20%</b>	<b>3,458</b>	<b>21%</b>	<b>3,508</b>	<b>22%</b>
Accountancy	0	%	(40)	(%)	(40)	(%)	(40)	(%)
Corporate Finance	0	%	0	%	0	%	0	%
Investigations	227	1%	227	1%	227	1%	227	1%
Contracts & Procurement	10	%	(30)	(%)	(100)	(1%)	(120)	(1%)
Revenues & Benefits	3,169	16%	3,288	19%	3,310	20%	3,380	21%
Incomes	60	%	60	%	60	%	60	%
<b>Law &amp; Governance</b>	<b>265</b>	<b>1%</b>	<b>233</b>	<b>1%</b>	<b>233</b>	<b>1%</b>	<b>233</b>	<b>1%</b>
Committees	0	%	0	%	0	%	0	%
Election Services	353	2%	353	2%	353	2%	353	2%
Legal Services	(80)	(%)	(112)	(1%)	(112)	(1%)	(112)	(1%)
Member Services	0	%	0	%	0	%	0	%
Scrutiny	0	%	0	%	0	%	0	%
Executive Support	(9)	(%)	(9)	(%)	(9)	(%)	(9)	(%)
<b>Community Services</b>	<b>16,551</b>	<b>84%</b>	<b>15,873</b>	<b>90%</b>	<b>14,837</b>	<b>90%</b>	<b>14,794</b>	<b>92%</b>
<b>Community Services</b>	<b>7,662</b>	<b>39%</b>	<b>7,508</b>	<b>42%</b>	<b>7,452</b>	<b>45%</b>	<b>7,452</b>	<b>46%</b>
Leisure Management	1,661	8%	1,536	9%	1,516	9%	1,516	9%
Oxford Sport & Physical Activity	127	1%	127	1%	127	1%	127	1%
Sports Development	178	1%	168	1%	158	1%	158	1%
Parks Development	733	4%	733	4%	733	4%	733	5%
Community Centres	2,639	13%	2,636	15%	2,616	16%	2,616	16%
Youth Ambition	442	2%	442	2%	442	3%	442	3%
Town Hall & Facilities	309	2%	288	2%	282	2%	282	2%
Culture	458	2%	463	3%	463	3%	463	3%
Community Safety	1,116	6%	1,116	6%	1,116	7%	1,116	7%
<b>Direct Services</b>	<b>8,040</b>	<b>41%</b>	<b>7,516</b>	<b>42%</b>	<b>6,536</b>	<b>40%</b>	<b>6,493</b>	<b>40%</b>
Building Planned Operations	(1,437)	(7%)	(1,437)	(8%)	(1,437)	(9%)	(1,437)	(9%)
Building - Responsive Operations	392	2%	392	2%	392	2%	392	2%
Off Street Parking	(2,444)	(12%)	(2,677)	(15%)	(3,690)	(22%)	(3,840)	(24%)
Waste & Recycling Domestic	5,244	27%	5,000	28%	4,984	30%	4,968	31%
Waste & Recycling Commercial	(1,049)	(5%)	(1,209)	(7%)	(1,259)	(8%)	(1,259)	(8%)
Engineering	(243)	(1%)	(280)	(2%)	(267)	(2%)	(254)	(2%)
Street Scenes	4,551	23%	4,553	26%	4,555	28%	4,557	28%
Motor Transport	(188)	(1%)	(170)	(1%)	(151)	(1%)	(108)	(1%)
Garages	(0)	(%)	(0)	(%)	(0)	(%)	(0)	(%)
Caretaking & Miscellaneous	(83)	(%)	(83)	(%)	(83)	(1%)	(83)	(1%)
Local Overheads	(284)	(1%)	(214)	(1%)	(214)	(1%)	(214)	(1%)
Direct Building Services Stores	725	4%	785	4%	845	5%	905	6%
Pest Control & Dog Wardens	168	1%	163	1%	163	1%	163	1%
Parks - DS	2,689	14%	2,694	15%	2,699	16%	2,704	17%
<b>Environmental Sustainability</b>	<b>849</b>	<b>4%</b>	<b>849</b>	<b>5%</b>	<b>849</b>	<b>5%</b>	<b>849</b>	<b>5%</b>
Environmental Quality	390	2%	390	2%	390	2%	390	2%
Energy & Natural Resources	404	2%	404	2%	404	2%	404	3%
Smart, Sustainable Cities	55	%	55	%	55	%	55	%
<b>Total Portfolio Budget</b>	<b>19,630</b>	<b>100%</b>	<b>17,706</b>	<b>100%</b>	<b>16,461</b>	<b>100%</b>	<b>16,159</b>	<b>100%</b>
<b>Below the line</b>								
Corporate Accounts	(197)	(1%)	2,635	15%	3,455	21%	4,079	25%
Contingencies	351	2%	582	3%	851	5%	969	6%

**Oxford City Council's General Fund Revenue Budget 2016/17 for Consultation and Future Year Control Totals**

	Recommended Budget 2016/17		Proposed Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
<b>Net Expenditure Budget</b>	<b>19,783</b>	<b>101%</b>	<b>20,923</b>	<b>118%</b>	<b>20,767</b>	<b>126%</b>	<b>21,207</b>	<b>131%</b>
<b>General Fund Working Balances</b>								
Transfer to / (from) General Fund Working Balances	0	%	0	%	0	%	0	%
<b>Net Budget Requirement</b>	<b>19,783</b>	<b>101%</b>	<b>20,923</b>	<b>118%</b>	<b>20,767</b>	<b>126%</b>	<b>21,207</b>	<b>131%</b>
<b>Financed by</b>	<b>(19,784)</b>	<b>(101%)</b>	<b>(20,924)</b>	<b>(118%)</b>	<b>(20,766)</b>	<b>(126%)</b>	<b>(21,207)</b>	<b>(131%)</b>
Revenue Support Grant	(2,790)	(14%)	(1,460)	(8%)	(630)	(4%)	0	%
Business Rates retention	(6,372)	(32%)	(6,792)	(38%)	(7,114)	(43%)	(7,824)	(48%)
Section 31 Grants	0	%	0	%	0	%	0	%
Council tax	(12,596)	(64%)	(12,843)	(73%)	(13,194)	(80%)	(13,554)	(84%)
Less Parish Precept	172	1%	172	1%	172	1%	172	1%
Collection Fund Surplus	0	%	0	%	0	%	0	%
Business Rates Collection Fund (Surplus) / Deficit	1,802	9%	0	%	0	%	0	%
Over / (Under) Allocated budget	(0)	(%)	(0)	(%)	0	%	(0)	(%)

# Oxford City Council's Revenue Budget at Portfolio Level 2016-17

# Appendix 2

	Approved Budget 2015/16	Structural Changes in 2015/16	Approved Budget 2015/16	MTFP assumptions	Establishment Realignment	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2016/17
	£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>23</b>	<b>147</b>	<b>170</b>	-	0	-	-	-	-	-	(20)	(8)	<b>142</b>
<b>Assistant Chief Executive</b>	<b>23</b>	<b>147</b>	<b>170</b>	-	0	-	-	-	-	-	(20)	(8)	<b>142</b>
Assistant Chief Exec	0	119	119	-	-	-	-	-	-	-	-	-	119
Communications	0	8	8	-	-	-	-	-	-	-	-	(8)	0
Policy & Partnerships	23	20	43	-	-	-	-	-	-	-	(20)	-	23
<b>Regeneration &amp; Housing</b>	<b>(1,128)</b>	<b>(1,019)</b>	<b>(2,147)</b>	-	0	-	358	(106)	2	(178)	(10)	419	<b>(1,662)</b>
<b>Partnership Team</b>	<b>530</b>	<b>(4)</b>	<b>526</b>	-	0	-	-	-	-	-	(10)	-	<b>516</b>
Partnership Team	530	(4)	526	-	-	-	-	-	-	-	(10)	-	516
<b>Planning &amp; Regulatory</b>	<b>3,198</b>	<b>(626)</b>	<b>2,572</b>	-	0	-	70	(45)	-	(45)	-	419	<b>2,971</b>
Cultural Development	(1)	(1)	(1)	-	-	-	-	-	-	-	-	-	(1)
Development	320	(229)	91	-	-	-	-	-	-	(25)	-	(25)	41
Support Services	624	(154)	470	-	-	-	-	-	-	-	-	-	470
Information Services	(17)	(60)	(77)	-	-	-	-	-	-	-	-	-	(77)
Spatial Development	1,224	(54)	1,170	-	-	70	-	-	-	(20)	-	444	1,664
Environmental Health	1,047	(129)	917	-	-	-	-	(45)	-	-	-	-	872
<b>Housing &amp; Property</b>	<b>(4,856)</b>	<b>(389)</b>	<b>(5,244)</b>	-	0	-	288	(61)	2	(133)	-	-	<b>(5,148)</b>
Community Housing & Strategy	693	7	700	-	-	-	-	(6)	-	-	-	-	694
Housing Needs	3,689	(152)	3,537	-	-	200	(55)	-	-	(10)	-	-	3,672
Property Services	(536)	(48)	(584)	-	-	50	-	-	2	-	-	-	(532)
Commercial Property	(9,025)	(198)	(9,222)	-	-	38	-	-	-	(123)	-	-	(9,307)
Office Accommodation	0	4	4	-	-	-	-	-	-	-	-	-	4
Property Support Services	323	(2)	321	-	-	-	-	-	-	-	-	-	321
<b>Organisational Development &amp; Corporate</b>	<b>4,859</b>	<b>463</b>	<b>5,322</b>	-	0	5	87	(389)	-	(73)	(25)	(329)	<b>4,598</b>
<b>Business Improvement</b>	<b>782</b>	<b>332</b>	<b>1,113</b>	-	0	5	-	(200)	-	(3)	(25)	(185)	<b>705</b>
Transformation Projects	491	(1)	490	-	-	-	-	-	-	-	-	(150)	340
Business Improvement & Performance	236	(21)	215	-	-	-	-	-	-	-	-	-	215
Technology	12	145	157	-	-	5	-	(150)	-	-	-	-	12
Customer Services	(5)	59	54	-	-	-	-	(50)	-	-	-	(35)	(31)
Human Resources	47	149	197	-	-	-	-	-	-	(3)	(25)	-	169
<b>Organisation Development</b>	<b>0</b>	<b>177</b>	<b>177</b>	-	0	-	-	(30)	-	0	-	(144)	<b>3</b>
Organisation Development	0	177	177	-	-	-	-	(30)	-	-	-	(144)	3
<b>Welfare Reform Team</b>	<b>156</b>	<b>2</b>	<b>158</b>	-	0	-	-	-	-	-	-	-	<b>158</b>
Welfare Reform	156	2	158	-	-	-	-	-	-	-	-	-	158
<b>Financial Services</b>	<b>3,688</b>	<b>(180)</b>	<b>3,508</b>	-	0	-	78	(119)	-	-	-	-	<b>3,467</b>
Accountancy	1	67	68	-	-	-	-	(68)	-	-	-	-	0
Investigations	235	(8)	227	-	-	-	-	-	-	-	-	-	227
Contracts & Procurement	28	14	41	-	-	-	-	(31)	-	-	-	-	10
Revenues & Benefits	3,425	(313)	3,111	-	-	-	78	(20)	-	-	-	-	3,169
Incomes	0	60	60	-	-	-	-	-	-	-	-	-	60
<b>Law &amp; Governance</b>	<b>232</b>	<b>134</b>	<b>366</b>	-	-	-	9	(40)	-	(70)	-	-	<b>265</b>

# Oxford City Council's Revenue Budget at Portfolio Level 2016-17

# Appendix 2

	Approved Budget 2015/16	Structural Changes in 2015/16	Approved Budget 2015/16	MTFP assumptions	Establishment Realignment	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2016/17
	£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Election Services	360	(7)	353	-		-	-	-	-	-	-	-	353
Legal Services	0	21	21	-		-	9	(40)	-	(70)	-	-	(80)
Member Services	1	(1)	0	-		-	-	-	-	-	-	-	0
Executive Support	(130)	121	(9)	-		-	-	-	-	-	-	-	(9)
<b>Community Services</b>	<b>16,677</b>	<b>(247)</b>	<b>16,430</b>	-	<b>0</b>	<b>155</b>	<b>1,110</b>	<b>(487)</b>	<b>(50)</b>	<b>(480)</b>	-	<b>(127)</b>	<b>16,551</b>
<b>Community Services</b>	<b>7,923</b>	<b>67</b>	<b>7,990</b>	-	<b>0</b>	<b>36</b>	<b>(40)</b>	<b>(270)</b>	-	<b>(27)</b>	-	<b>(27)</b>	<b>7,662</b>
Leisure Management	1,940	(44)	1,895	-		36	-	(270)	-	-	-	-	1,661
Oxford Sport & Physical Activity	139	(12)	127	-		-	-	-	-	-	-	-	127
Sports Development	188	(2)	186	-		-	-	-	-	(8)	-	-	178
Parks Development	580	152	733	-		-	-	-	-	-	-	-	733
Community Centres	2,698	(29)	2,669	-		-	-	-	-	(3)	-	(27)	2,639
Youth Ambition	443	(1)	442	-		-	-	-	-	-	-	-	442
Town Hall & Facilities	351	5	356	-		-	(40)	-	-	(7)	-	-	309
Culture	452	15	467	-		-	-	-	-	(9)	-	-	458
Community Safety	1,131	(15)	1,116	-		-	-	-	-	-	-	-	1,116
<b>Direct Services</b>	<b>7,731</b>	<b>(191)</b>	<b>7,539</b>	-	<b>0</b>	<b>119</b>	<b>1,085</b>	<b>(200)</b>	<b>(50)</b>	<b>(453)</b>	-	-	<b>8,040</b>
Building Planned Operations	(2,062)	625	(1,437)	-		-	-	-	-	-	-	-	(1,437)
Building - Responsive Operations	713	(321)	392	-		-	-	-	-	-	-	-	392
Off Street Parking	(2,181)	(48)	(2,230)	-		-	-	-	(50)	(164)	-	-	(2,444)
Waste & Recycling Domestic	4,238	(5)	4,232	-		-	1,028	-	-	(16)	-	-	5,244
Waste & Recycling Commercial	(1,018)	19	(999)	-		-	-	-	-	(50)	-	-	(1,049)
Engineering	(206)	31	(175)	-		12	-	-	-	(80)	-	-	(243)
Street Scenes	4,448	102	4,549	-		2	-	-	-	-	-	-	4,551
Motor Transport	(162)	20	(142)	-		42	-	-	-	(88)	-	-	(188)
Garages	0	(0)	(0)	-		-	-	-	-	-	-	-	(0)
Caretaking & Miscellaneous	(83)	0	(83)	-		-	-	-	-	-	-	-	(83)
Local Overheads	422	(577)	(154)	-		-	20	(150)	-	-	-	-	(284)
Direct Building Services Stores	783	(117)	667	-		58	-	-	-	-	-	-	725
Pest Control & Dog Wardens	125	54	179	-		-	-	-	-	(11)	-	-	168
Parks	2,714	28	2,741	-		5	37	(50)	-	(44)	-	-	2,689
<b>Environmental Sustainability</b>	<b>1,024</b>	<b>(123)</b>	<b>901</b>	-	<b>-</b>	<b>-</b>	<b>65</b>	<b>(17)</b>	-	-	-	<b>(100)</b>	<b>849</b>
Environmental Quality	661	(154)	507	-		-	-	(17)	-	-	-	(100)	390
Energy & Natural Resources	307	32	339	-		-	65	-	-	-	-	-	404
Smart, Sustainable Cities	55	(1)	55	-		-	-	-	-	-	-	-	55
<b>Total Budget at Portfolio Level</b>	<b>20,430</b>	<b>(655)</b>	<b>19,776</b>	-	<b>0</b>	<b>160</b>	<b>1,555</b>	<b>(982)</b>	<b>(48)</b>	<b>(731)</b>	<b>(55)</b>	<b>(45)</b>	<b>19,630</b>

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## Oxford City Council's Revenue Budget at Portfolio Level 2017-18    Appendix 2

	Recommended Budget 2016/17	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	142	-	-	-	-	-	(23)	-	119
<b>Assistant Chief Executive</b>	142	-	-	-	-	-	(23)	-	119
Assistant Chief Exec	119	-	-	-	-	-	-	-	119
Communications	0	-	-	-	-	-	-	-	0
Policy & Partnerships	23	-	-	-	-	-	(23)	-	0
<b>Regeneration &amp; Housing</b>	(1,662)	-	5	(245)	-	(60)	(9)	(685)	(2,656)
<b>Partnership Team</b>	516	-	-	-	-	-	(9)	(125)	382
Partnership Team	516	-	-	-	-	-	(9)	(125)	382
<b>Planning &amp; Regulatory</b>	2,971	-	-	(45)	-	(10)	-	(560)	2,356
Cultural Development	(1)	-	-	-	-	-	-	-	(1)
Development	41	-	-	-	-	(10)	-	-	31
Support Services	470	-	-	-	-	-	-	-	470
Information Services	(77)	-	-	-	-	-	-	-	(77)
Spatial Development	1,664	-	-	-	-	-	-	(560)	1,104
Environmental Health	872	-	-	(45)	-	-	-	-	827
<b>Housing &amp; Property</b>	(5,148)	-	5	(200)	-	(50)	-	-	(5,393)
Community Housing & Strategy	694	-	-	-	-	-	-	-	694
Housing Needs	3,672	-	-	-	-	-	-	-	3,672
Property Services	(532)	-	5	(200)	-	-	-	-	(727)
Commercial Property	(9,307)	-	-	-	-	(50)	-	-	(9,357)
Office Accommodation	4	-	-	-	-	-	-	-	4
Property Support Services	321	-	-	-	-	-	-	-	321
<b>Organisational Development &amp; Corporate</b>	4,598	5	222	(385)	(38)	(5)	-	(28)	4,369
<b>Business Improvement</b>	705	5	-	(240)	-	(5)	-	-	465
Transformation Projects	340	-	-	-	-	-	-	-	340
Business Improvement & Performance	215	-	-	(115)	-	-	-	-	100
Technology	12	5	-	(70)	-	-	-	-	(53)
Customer Services	(31)	-	-	(55)	-	-	-	-	(86)
Human Resources	169	-	-	-	-	(5)	-	-	164
<b>Organisation Development</b>	3	-	-	-	-	-	-	4	7
Organisation Development	3	-	-	-	-	-	-	4	7
<b>Welfare Reform Team</b>	158	-	-	-	-	-	-	-	158
Welfare Reform	158	-	-	-	-	-	-	-	158
<b>Financial Services</b>	3,467	-	222	(145)	(38)	-	-	-	3,506
Accountancy	0	-	-	(40)	-	-	-	-	(40)
Investigations	227	-	-	-	-	-	-	-	227
Contracts & Procurement	10	-	-	(40)	-	-	-	-	(30)
Revenues & Benefits	3,169	-	222	(65)	(38)	-	-	-	3,288
Incomes	60	-	-	-	-	-	-	-	60

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## Oxford City Council's Revenue Budget at Portfolio Level 2017-18    Appendix 2

	Recommended Budget 2016/17	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Law &amp; Governance</b>	265	-	-	-	-	-	-	(32)	233
Election Services	353	-	-	-	-	-	-	-	353
Legal Services	(80)	-	-	-	-	-	-	(32)	(112)
Member Services	0	-	-	-	-	-	-	-	0
Executive Support	(9)	-	-	-	-	-	-	-	(9)
<b>Community Services</b>	<b>16,551</b>	<b>120</b>	<b>(244)</b>	<b>(156)</b>	<b>(190)</b>	<b>(195)</b>	<b>(15)</b>	<b>2</b>	<b>15,873</b>
<b>Community Services</b>	<b>7,662</b>	<b>(3)</b>	<b>74</b>	<b>(206)</b>	<b>-</b>	<b>(6)</b>	<b>(15)</b>	<b>2</b>	<b>7,508</b>
Leisure Management	1,661	(3)	74	(196)	-	-	-	-	1,536
Oxford Sport & Physical Activity	127	-	-	-	-	-	-	-	127
Sports Development	178	-	-	(10)	-	-	-	-	168
Parks Development	733	-	-	-	-	-	-	-	733
Community Centres	2,639	-	-	-	-	-	-	(3)	2,636
Youth Ambition	442	-	-	-	-	-	-	-	442
Town Hall & Facilities	309	-	-	-	-	(6)	(15)	-	288
Culture	458	-	-	-	-	-	-	5	463
Community Safety	1,116	-	-	-	-	-	-	-	1,116
<b>Direct Services</b>	<b>8,040</b>	<b>123</b>	<b>(318)</b>	<b>50</b>	<b>(190)</b>	<b>(189)</b>	<b>-</b>	<b>-</b>	<b>7,516</b>
Building Planned Operations	(1,437)	-	-	-	-	-	-	-	(1,437)
Building - Responsive Operations	392	-	-	-	-	-	-	-	392
Off Street Parking	(2,444)	-	-	-	(190)	(43)	-	-	(2,677)
Waste & Recycling Domestic	5,244	-	(228)	-	-	(16)	-	-	5,000
Waste & Recycling Commercial	(1,049)	-	(110)	-	-	(50)	-	-	(1,209)
Engineering	(243)	13	-	-	-	(50)	-	-	(280)
Street Scenes	4,551	2	-	-	-	-	-	-	4,553
Motor Transport	(188)	43	-	-	-	(25)	-	-	(170)
Garages	(0)	-	-	-	-	-	-	-	(0)
Caretaking & Miscellaneous	(83)	-	-	-	-	-	-	-	(83)
Local Overheads	(284)	-	20	50	-	-	-	-	(214)
Direct Building Services Stores	725	60	-	-	-	-	-	-	785
Pest Control & Dog Wardens	168	-	-	-	-	(5)	-	-	163
Parks - DS	2,689	5	-	-	-	-	-	-	2,694
<b>Environmental Sustainability</b>	<b>849</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>849</b>
Environmental Quality	390	-	-	-	-	-	-	-	390
Energy & Natural Resources	404	-	-	-	-	-	-	-	404
Smart, Sustainable Cities	55	-	-	-	-	-	-	-	55
<b>Total Portfolio Budget</b>	<b>19,630</b>	<b>125</b>	<b>(17)</b>	<b>(786)</b>	<b>(228)</b>	<b>(260)</b>	<b>(47)</b>	<b>(711)</b>	<b>17,706</b>

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# Oxford City Council's Revenue Budget at Portfolio Level 2018-19

# Appendix 2

	Proposed Budget 2017/18	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>119</b>	-	-	-	-	-	-	-	<b>119</b>
<b>Assistant Chief Executive</b>	<b>119</b>	-	-	-	-	-	-	-	<b>119</b>
Assistant Chief Exec	119	-	-	-	-	-	-	-	119
Communications	0	-	-	-	-	-	-	-	0
Policy & Partnerships	0	-	-	-	-	-	-	-	0
<b>Regeneration &amp; Housing</b>	<b>(2,656)</b>	-	<b>5</b>	-	-	<b>(59)</b>	<b>(8)</b>	<b>(30)</b>	<b>(2,748)</b>
<b>Partnership Team</b>	<b>382</b>	-	-	-	-	-	<b>(8)</b>	-	<b>374</b>
Partnership Team	382	-	-	-	-	-	<b>(8)</b>	-	374
<b>Planning &amp; Regulatory</b>	<b>2,356</b>	-	-	-	-	<b>(50)</b>	-	-	<b>2,306</b>
Cultural Development	(1)	-	-	-	-	-	-	-	(1)
Development	31	-	-	-	-	<b>(50)</b>	-	-	<b>(19)</b>
Support Services	470	-	-	-	-	-	-	-	470
Information Services	(77)	-	-	-	-	-	-	-	<b>(77)</b>
Spatial Development	1,104	-	-	-	-	-	-	-	1,104
Environmental Health	827	-	-	-	-	-	-	-	827
<b>Housing &amp; Property</b>	<b>(5,393)</b>	-	<b>5</b>	-	-	<b>(9)</b>	<b>0</b>	<b>(30)</b>	<b>(5,427)</b>
Community Housing & Strategy	694	-	-	-	-	-	-	-	694
Housing Needs	3,672	-	-	-	-	-	-	-	3,672
Property Services	(727)	-	<b>5</b>	-	-	-	-	-	<b>(722)</b>
Commercial Property	(9,357)	-	-	-	-	<b>(9)</b>	-	<b>(30)</b>	<b>(9,396)</b>
Office Accommodation	4	-	-	-	-	-	-	-	4
Property Support Services	321	-	-	-	-	-	-	-	321
<b>Organisational Development &amp; Corporate Services</b>	<b>4,369</b>	-	<b>87</b>	<b>(190)</b>	-	<b>(10)</b>	-	<b>(4)</b>	<b>4,252</b>
<b>Business Improvement</b>	<b>465</b>	-	-	<b>(55)</b>	-	<b>(10)</b>	-	-	<b>400</b>
Transformation Projects	340	-	-	-	-	-	-	-	340
Business Improvement & Performance	100	-	-	-	-	-	-	-	100
Technology	(53)	-	-	-	-	-	-	-	<b>(53)</b>
Customer Services	(86)	-	-	<b>(55)</b>	-	-	-	-	<b>(141)</b>
Human Resources	164	-	-	-	-	<b>(10)</b>	-	-	154
<b>Organisation Development</b>	<b>7</b>	-	-	-	-	-	-	<b>(4)</b>	<b>3</b>
Organisation Development	7	-	-	-	-	-	-	<b>(4)</b>	3
<b>Welfare Reform Team</b>	<b>158</b>	-	-	-	-	-	-	-	<b>158</b>
Welfare Reform	158	-	-	-	-	-	-	-	158
<b>Financial Services</b>	<b>3,506</b>	-	<b>87</b>	<b>(135)</b>	-	-	-	-	<b>3,458</b>
Accountancy	(40)	-	-	-	-	-	-	-	<b>(40)</b>
Investigations	227	-	-	-	-	-	-	-	227
Contracts & Procurement	(30)	-	-	<b>(70)</b>	-	-	-	-	<b>(100)</b>
Revenues & Benefits	3,288	-	<b>87</b>	<b>(65)</b>	-	-	-	-	3,310

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# Oxford City Council's Revenue Budget at Portfolio Level 2018-19

# Appendix 2

	Proposed Budget 2017/18	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Incomes	60	-	-	-	-	-	-	-	60
<b>Law &amp; Governance</b>	<b>233</b>	-	-	-	-	-	-	-	<b>233</b>
Election Services	353	-	-	-	-	-	-	-	353
Legal Services	(112)	-	-	-	-	-	-	-	(112)
Member Services	0	-	-	-	-	-	-	-	0
Executive Support	(9)	-	-	-	-	-	-	-	(9)
<b>Community Services</b>	<b>15,873</b>	<b>123</b>	-	<b>(30)</b>	<b>(80)</b>	<b>(1,029)</b>	-	<b>(20)</b>	<b>14,837</b>
<b>Community Services</b>	<b>7,508</b>	-	-	<b>(30)</b>	-	<b>(6)</b>	-	<b>(20)</b>	<b>7,452</b>
Leisure Management	1,536	-	-	(20)	-	-	-	-	1,516
Oxford Sport & Physical Activity	127	-	-	-	-	-	-	-	127
Sports Development	168	-	-	(10)	-	-	-	-	158
Parks Development	733	-	-	-	-	-	-	-	733
Community Centres	2,636	-	-	-	-	-	-	(20)	2,616
Youth Ambition	442	-	-	-	-	-	-	-	442
Town Hall & Facilities	288	-	-	-	-	(6)	-	-	282
Culture	463	-	-	-	-	-	-	-	463
Community Safety	1,116	-	-	-	-	-	-	-	1,116
<b>Direct Services</b>	<b>7,516</b>	<b>123</b>	-	-	<b>(80)</b>	<b>(1,023)</b>	-	-	<b>6,536</b>
Building Planned Operations	(1,437)	-	-	-	-	-	-	-	(1,437)
Building - Responsive Operations	392	-	-	-	-	-	-	-	392
Off Street Parking	(2,677)	-	-	-	(80)	(933)	-	-	(3,690)
Waste & Recycling Domestic	5,000	-	-	-	-	(16)	-	-	4,984
Waste & Recycling Commercial	(1,209)	-	-	-	-	(50)	-	-	(1,259)
Engineering	(280)	13	-	-	-	-	-	-	(267)
Street Scenes	4,553	2	-	-	-	-	-	-	4,555
Motor Transport	(170)	43	-	-	-	(24)	-	-	(151)
Garages	(0)	-	-	-	-	-	-	-	(0)
Caretaking & Miscellaneous	(83)	-	-	-	-	-	-	-	(83)
Local Overheads	(214)	-	-	-	-	-	-	-	(214)
Direct Building Services Stores	785	60	-	-	-	-	-	-	845
Pest Control & Dog Wardens	163	-	-	-	-	-	-	-	163
Parks - DS	2,694	5	-	-	-	-	-	-	2,699
<b>Environmental Sustainability</b>	<b>849</b>	-	-	-	-	-	-	-	<b>849</b>
Environmental Quality	390	-	-	-	-	-	-	-	390
Energy & Natural Resources	404	-	-	-	-	-	-	-	404
Smart, Sustainable Cities	55	-	-	-	-	-	-	-	55
<b>Total Portfolio Budget</b>	<b>17,706</b>	<b>123</b>	<b>92</b>	<b>(220)</b>	<b>(80)</b>	<b>(1,098)</b>	<b>(8)</b>	<b>(54)</b>	<b>16,461</b>

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# Oxford City Council's Revenue Budget at Portfolio Level 2019-20

# Appendix 2

	Proposed Budget 2018/19	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>119</b>	-	-	-	-	-	-	-	<b>119</b>
<b>Assistant Chief Executive</b>	<b>119</b>	-	-	-	-	-	-	-	<b>119</b>
Assistant Chief Exec	119	-	-	-	-	-	-	-	119
Communications	0	-	-	-	-	-	-	-	0
Policy & Partnerships	0	-	-	-	-	-	-	-	0
<b>Regeneration &amp; Housing</b>	<b>(2,748)</b>	-	<b>5</b>	-	-	<b>(160)</b>	<b>(7)</b>	-	<b>(2,910)</b>
<b>Partnership Team</b>	<b>374</b>	-	-	-	-	-	<b>(7)</b>	-	<b>367</b>
Partnership Team	374	-	-	-	-	-	<b>(7)</b>	-	367
<b>Planning &amp; Regulatory</b>	<b>2,306</b>	-	-	-	-	<b>(10)</b>	-	-	<b>2,296</b>
Cultural Development	(1)	-	-	-	-	-	-	-	(1)
Development	(19)	-	-	-	-	<b>(10)</b>	-	-	(29)
Support Services	470	-	-	-	-	-	-	-	470
Information Services	(77)	-	-	-	-	-	-	-	(77)
Spatial Development	1,104	-	-	-	-	-	-	-	1,104
Environmental Health	827	-	-	-	-	-	-	-	827
<b>Housing &amp; Property</b>	<b>(5,427)</b>	-	<b>5</b>	-	-	<b>(150)</b>	-	-	<b>(5,572)</b>
Community Housing & Strategy	694	-	-	-	-	-	-	-	694
Housing Needs	3,672	-	-	-	-	-	-	-	3,672
Property Services	(722)	-	<b>5</b>	-	-	-	-	-	(717)
Commercial Property	(9,396)	-	-	-	-	<b>(150)</b>	-	-	(9,546)
Office Accommodation	4	-	-	-	-	-	-	-	4
Property Support Services	321	-	-	-	-	-	-	-	321
<b>Organisational Development &amp; Corporate Services</b>	<b>4,252</b>	-	<b>70</b>	<b>(146)</b>	-	<b>(10)</b>	-	<b>(11)</b>	<b>4,155</b>
<b>Business Improvement</b>	<b>400</b>	-	-	<b>(126)</b>	-	<b>(10)</b>	-	-	<b>264</b>
Transformation Projects	340	-	-	-	-	-	-	-	340
Business Improvement & Performance	100	-	-	-	-	-	-	-	100
Technology	(53)	-	-	-	-	-	-	-	(53)
Customer Services	(141)	-	-	<b>(126)</b>	-	-	-	-	(267)
Human Resources	154	-	-	-	-	<b>(10)</b>	-	-	144
<b>Organisation Development</b>	<b>3</b>	-	-	-	-	-	-	<b>(11)</b>	<b>(8)</b>
Organisation Development	3	-	-	-	-	-	-	<b>(11)</b>	<b>(8)</b>
<b>Welfare Reform Team</b>	<b>158</b>	-	-	-	-	-	-	-	<b>158</b>
Welfare Reform	158	-	-	-	-	-	-	-	158
<b>Financial Services</b>	<b>3,458</b>	-	<b>70</b>	<b>(20)</b>	-	-	-	-	<b>3,508</b>
Accountancy	(40)	-	-	-	-	-	-	-	(40)
Investigations	227	-	-	-	-	-	-	-	227
Contracts & Procurement	(100)	-	-	<b>(20)</b>	-	-	-	-	(120)
Revenues & Benefits	3,310	-	<b>70</b>	-	-	-	-	-	3,380

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# Oxford City Council's Revenue Budget at Portfolio Level 2019-20

# Appendix 2

	Proposed Budget 2018/19	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Incomes	60	-	-	-	-	-	-	-	60
<b>Law &amp; Governance</b>	<b>233</b>	-	-	-	-	-	-	-	<b>233</b>
Election Services	353	-	-	-	-	-	-	-	353
Legal Services	(112)	-	-	-	-	-	-	-	(112)
Member Services	0	-	-	-	-	-	-	-	0
Executive Support	(9)	-	-	-	-	-	-	-	(9)
<b>Community Services</b>	<b>14,837</b>	<b>123</b>	-	-	-	<b>(166)</b>	-	-	<b>14,794</b>
<b>Community Services</b>	<b>7,452</b>	-	-	-	-	-	-	-	<b>7,452</b>
Leisure Management	1,516	-	-	-	-	-	-	-	1,516
Oxford Sport & Physical Activity	127	-	-	-	-	-	-	-	127
Sports Development	158	-	-	-	-	-	-	-	158
Parks Development	733	-	-	-	-	-	-	-	733
Community Centres	2,616	-	-	-	-	-	-	-	2,616
Youth Ambition	442	-	-	-	-	-	-	-	442
Town Hall & Facilities	282	-	-	-	-	-	-	-	282
Culture	463	-	-	-	-	-	-	-	463
Community Safety	1,116	-	-	-	-	-	-	-	1,116
<b>Direct Services</b>	<b>6,536</b>	<b>123</b>	-	-	-	<b>(166)</b>	-	-	<b>6,493</b>
Building Planned Operations	(1,437)	-	-	-	-	-	-	-	(1,437)
Building - Responsive Operations	392	-	-	-	-	-	-	-	392
Off Street Parking	(3,690)	-	-	-	-	(150)	-	-	(3,840)
Waste & Recycling Domestic	4,984	-	-	-	-	(16)	-	-	4,968
Waste & Recycling Commercial	(1,259)	-	-	-	-	-	-	-	(1,259)
Engineering	(267)	13	-	-	-	-	-	-	(254)
Street Scenes	4,555	2	-	-	-	-	-	-	4,557
Motor Transport	(151)	43	-	-	-	-	-	-	(108)
Garages	(0)	-	-	-	-	-	-	-	(0)
Caretaking & Miscellaneous	(83)	-	-	-	-	-	-	-	(83)
Local Overheads	(214)	-	-	-	-	-	-	-	(214)
Direct Building Services Stores	845	60	-	-	-	-	-	-	905
Pest Control & Dog Wardens	163	-	-	-	-	-	-	-	163
Parks - DS	2,699	5	-	-	-	-	-	-	2,704
<b>Environmental Sustainability</b>	<b>849</b>	-	-	-	-	-	-	-	<b>849</b>
Environmental Quality	390	-	-	-	-	-	-	-	390
Energy & Natural Resources	404	-	-	-	-	-	-	-	404
Smart, Sustainable Cities	55	-	-	-	-	-	-	-	55
<b>Total Portfolio Budget</b>	<b>16,461</b>	<b>123</b>	<b>75</b>	<b>(146)</b>	-	<b>(336)</b>	<b>(7)</b>	<b>(11)</b>	<b>16,159</b>

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# Appendix 3 General Fund & HRA Budget Proposals 2016-17 to 2019-20

**General Fund Budget Proposals Summary  
2016-17 to 2019-20**

**2016/17**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	(20)	0	(8)	0	(28)
Partnerships Team	0	0	0	0	0	0	0	0	0	(10)	0	0	0	(10)
Planning & Regulatory	0	70	0	(45)	0	0	0	(45)	0	0	0	419	0	399
Housing & Property	0	288	0	(61)	0	2	0	(133)	0	0	0	0	0	96
Environmental Sustainability	0	65	0	(17)	0	0	0	0	0	0	0	(100)	(2)	(52)
Community Services	36	(40)	0	(270)	(2)	0	0	(27)	0	0	0	(27)	0	(328)
Direct Services	119	1,085	1	(200)	0	(50)	0	(453)	2	0	0	0	0	501
Business Improvement	5	0	0	(200)	(2)	0	0	(3)	0	(25)	(1)	(185)	(1)	(408)
Organisational Development	0	0	0	(30)	0	0	0	0	0	0	0	(144)	0	(174)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	78	0	(119)	(1)	0	0	0	0	0	0	0	0	(41)
Law & Governance	0	9	1	(40)	0	0	0	(70)	0	0	0	0	0	(101)
<b>Total</b>	<b>160</b>	<b>1,555</b>	<b>2.00</b>	<b>(982)</b>	<b>(4.00)</b>	<b>(48)</b>	<b>0</b>	<b>(731)</b>	<b>2.00</b>	<b>(55)</b>	<b>(1.00)</b>	<b>(45)</b>	<b>(3.00)</b>	<b>(146)</b>

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	(23)	0	0	0	(23)
Partnerships Team	0	0	0	0	0	0	0	0	0	(9)	0	(125)	0	(134)
Planning & Regulatory	0	0	0	(45)	0	0	0	(10)	0	0	0	(560)	0	(615)
Housing & Property	0	5	0	(200)	0	0	0	(50)	0	0	0	0	0	(245)
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	(3)	74	0	(206)	0	0	0	(6)	0	(15)	0	2	0	(154)
Direct Services	123	(318)	0	50	0	(190)	0	(189)	0	0	0	0	0	(524)
Business Improvement	5	0	0	(240)	(4)	0	0	(5)	0	0	0	0	0	(240)
Organisational Development	0	0	0	0	0	0	0	0	0	0	0	4	0	4
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	222	0	(145)	(3)	(38)	(1)	0	0	0	0	0	0	39
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	(32)	0	(32)
<b>Total</b>	<b>125</b>	<b>(17)</b>	<b>0.00</b>	<b>(786)</b>	<b>(7.25)</b>	<b>(228)</b>	<b>(1)</b>	<b>(260)</b>	<b>0.00</b>	<b>(47)</b>	<b>0.00</b>	<b>(711)</b>	<b>0</b>	<b>(1,924)</b>

**General Fund Budget Proposals Summary  
2016-17 to 2019-20**

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(8)	0	0	0	(8)
Planning & Regulatory	0	0	0	0	0	0	0	(50)	0	0	0	0	0	(50)
Housing & Property	0	5	0	0	0	0	0	(9)	0	0	0	(30)	0	(34)
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	0	0	(30)	0	0	0	(6)	0	0	0	(20)	0	(56)
Direct Services	123	0	0	0	0	(80)	0	(1,023)	0	0	0	0	0	(980)
Business Improvement	0	0	0	(55)	(2)	0	0	(10)	0	0	0	0	0	(65)
Organisational Development	0	0	0	0	0	0	0	0	0	0	0	(4)	0	(4)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	87	0	(135)	(3)	0	0	0	0	0	0	0	0	(48)
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>92</b>	<b>0.00</b>	<b>(220)</b>	<b>(4.75)</b>	<b>(80)</b>	<b>0</b>	<b>(1,098)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(54)</b>	<b>0.00</b>	<b>(1,245)</b>

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2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(7)	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	(10)	0	0	0	0	0	(10)
Housing & Property	0	5	0	0	0	0	0	(150)	0	0	0	0	0	(145)
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	123	0	0	0	0	0	0	(166)	0	0	0	0	0	(43)
Business Improvement	0	0	0	(126)	(3)	0	0	(10)	0	0	0	0	0	(136)
Organisational Development	0	0	0	0	0	0	0	0	0	0	0	(11)	0	(11)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	70	0	(20)	0	0	0	0	0	0	0	0	0	50
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>75</b>	<b>0.00</b>	<b>(146)</b>	<b>(3.00)</b>	<b>0</b>	<b>0</b>	<b>(336)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>(11)</b>	<b>0.00</b>	<b>(302)</b>

**General Fund Budget Proposals Summary  
2016-17 to 2019-20**

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	(43)	0.00	(8)	0.00	(51)
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(34)	0.00	(125)	0.00	(159)
Planning & Regulatory	0	70	0.00	(90)	0.00	0	0	(115)	0.00	0	0.00	(141)	0.00	(276)
Housing & Property	0	303	0.00	(261)	0.00	2	0	(342)	0.00	0	0.00	(30)	0.00	(328)
Environmental Sustainability	0	65	0.00	(17)	0.00	0	0	0	0.00	0	0.00	(100)	(2.00)	(52)
Community Services	33	34	0.00	(506)	(1.50)	0	0	(39)	0.00	(15)	0.00	(45)	0.00	(538)
Direct Services	488	767	1.00	(150)	0.00	(320)	0	(1,831)	2.00	0	0.00	0	0.00	(1,046)
Business Improvement	10	0	0.00	(621)	(11.00)	0	0	(28)	0.00	(25)	(1.00)	(185)	(1.00)	(849)
Organisational Development	0	0	0.00	(30)	0.00	0	0	0	0.00	0	0.00	(155)	0.00	(185)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	457	0.00	(419)	(6.50)	(38)	(1)	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	9	1.00	(40)	0.00	0	0	(70)	0.00	0	0.00	(32)	0.00	(133)
<b>Total</b>	<b>531</b>	<b>1,705</b>	<b>2.00</b>	<b>(2,134)</b>	<b>(19.00)</b>	<b>(356)</b>	<b>(1)</b>	<b>(2,425)</b>	<b>2.00</b>	<b>(117)</b>	<b>(1.00)</b>	<b>(821)</b>	<b>(3.00)</b>	<b>(3,617)</b>

**Regeneration & Housing Budget Proposals Summary  
2016-17 to 2019-20**

**2016/17**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(10)	0.00	0	0.00	(10)
Planning & Regulatory	0	70	0.00	(45)	0.00	0	0	(45)	0.00	0	0.00	419	0.00	399
Housing & Property	0	288	0.00	(61)	0.00	2	0	(133)	0.00	0	0.00	0	0.00	96
<b>Total</b>	<b>0</b>	<b>358</b>	<b>0.00</b>	<b>(106)</b>	<b>0.00</b>	<b>2</b>	<b>0</b>	<b>(178)</b>	<b>0.00</b>	<b>(10)</b>	<b>0.00</b>	<b>419</b>	<b>0.00</b>	<b>485</b>

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(9)	0.00	(125)	0	(134)
Planning & Regulatory	0	0	0.00	(45)	0.00	0	0	(10)	0.00	0	0.00	(560)	0	(615)
Housing & Property	0	5	0.00	(200)	0.00	0	0	(50)	0.00	0	0.00	0	0	(245)
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0.00</b>	<b>(245)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(60)</b>	<b>0.00</b>	<b>(9)</b>	<b>0.00</b>	<b>(685)</b>	<b>0</b>	<b>(994)</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(8)	0.00	0	0.00	(8)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	(50)	0.00	0	0.00	0	0.00	(50)
Housing & Property	0	5	0.00	0	0.00	0	0	(9)	0.00	0	0.00	(30)	0.00	(34)
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(59)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(30)</b>	<b>0.00</b>	<b>(92)</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	(10)	0.00	0	0.00	0	0.00	(10)
Housing & Property	0	5	0.00	0	0.00	0	0	(150)	0.00	0	0.00	0	0.00	(145)
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(160)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(162)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(34)	0.00	(125)	0.00	(159)
Planning & Regulatory	0	70	0.00	(90)	0.00	0	0	(115)	0.00	0	0.00	(141)	0.00	(276)
Housing & Property	0	303	0.00	(261)	0.00	2	0	(342)	0.00	0	0.00	(30)	0.00	(328)
<b>Total</b>	<b>0</b>	<b>373</b>	<b>0.00</b>	<b>(351)</b>	<b>0.00</b>	<b>2</b>	<b>0</b>	<b>(457)</b>	<b>0.00</b>	<b>(34)</b>	<b>0.00</b>	<b>(296)</b>	<b>0.00</b>	<b>(763)</b>

**Partnership Team**

112

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3											
4											
<b>Total Pressures</b>											
<b>Efficiencies</b>											
5											
6											
<b>Total Efficiencies</b>											
<b>Invest to Save</b>											
7											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reduction</b>											
11	Partnership Team										
	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	L	(10)	(9)	(8)	(7)					
12											
<b>Total Service Reduction</b>			(10)	(9)	(8)	(7)					
<b>New Investments / Bids</b>											



**Partnership Team**

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				Total
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	
13 Partnership Team			(25)							
Oxford Station contribution to Governance for railway investment projects (GRIP) stage 3 - reversal of previous year bid										
14 Partnership Team			(100)							
Oxpens Development Partner Procurement - Resversal of previous year bid										
<b>Total New Investment/Bids</b>			<b>(125)</b>							
<b>Total Partnership Team Bids &amp; Savings</b>		<b>(10)</b>	<b>(134)</b>	<b>(8)</b>	<b>(7)</b>					

**New/Amended Bids & Savings**

**Planning & Regulatory**

114

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	2016-17	FTE Impact			Total
							2016-17	2017-18	2018-19	2019-20	
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>			<hr/>				<hr/>				
<b>Pressures</b>											
3	Spatial Development	NEW - pressure as external income has not been possible to be raised	70								
<b>Total Pressures</b>			<hr/>				<hr/>				
<b>Efficiencies</b>											
4	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year)	(45)	(45)							
5											
<b>Total Efficiencies</b>			<hr/>				<hr/>				
<b>Invest to Save</b>											
6											
7											
<b>Total Invest to Save</b>			<hr/>				<hr/>				
<b>Fees and Charges</b>											
8	Development	ADJUSTED - Re-base budget income estimate for Building Control.			(40)						
9	Development	NEW - Pre-application planning advice	(15)								
10	Development	NEW - Pre-application householder developments	(10)								
11	Spatial Development	NEW - Pre-application listed buildings	(20)								
12	Development	NEW - Planning Performance Agreements		(10)	(10)	(10)					
<b>Total Fees and Charges</b>			<hr/>				<hr/>				
<b>Service Reduction</b>											
13											
14											

**Planning & Regulatory**

115

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				Total
							2016-17	2017-18	2018-19	2019-20	
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
15	Development	Planning design and review panel - Reversal of previous years bid	(25)								
16	Spatial Development	Oxford Growth - Local Plan work - Reversal of previous years bid	(170)								
17	Spatial Development	Oxford Growth - Housing Growth Work - Reversal of previous years bid	(80)								
18	Spatial Development	NEW - Preparation work in readiness of the production of a new Local Plan	100								
19	Spatial Development	NEW - Grenoble Road Planning application fee	560	(560)							
20	Spatial Development	NEW - Planning Enforcement-Unauthorised Dwellings	34								
<b>Total New Investment/Bids</b>			<b>419</b>	<b>(560)</b>							
<b>Total Planning &amp; Regulatory Bids &amp; Savings</b>			<b>399</b>	<b>(615)</b>	<b>(50)</b>	<b>(10)</b>					
<b>New/Amended Bids &amp; Savings</b>											

### Housing & Property

116

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Commercial Properties		10								
4	Property Services			500							
5	Property Services			(500)							
6	Housing Needs		200	0		0					
7	Property Services		50	5	5	5					
8	Commercial Properties		28								
<b>Total Pressures</b>			<b>288</b>	<b>5</b>	<b>5</b>	<b>5</b>					
<b>Efficiencies</b>											
9	Housing & Strategy	L	(6)								
10	Housing Needs	L	(10)								
11											
12	Property Services	H		(200)							
13	Housing Needs	L	(45)								
<b>Total Efficiencies</b>			<b>(61)</b>	<b>(200)</b>							
<b>Invest to Save</b>											
14	Property Services		2								
15											
<b>Total Invest to Save</b>			<b>2</b>								
<b>Fees and Charges</b>											
16	Commercial Property	L	(123)	(50)	(9)	(150)					
17	Housing Needs	H	(10)								

### Housing & Property

Proposal	H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact					
						2016-17	2017-18	2018-19	2019-20	Total	
<b>Total Fees and Charges</b>											
		(133)	(50)	(9)	(150)						
<b>Service Reductions</b>											
18											
19											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											
20	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid						(30)			
21											
<b>Total New Investment/Bids</b>								(30)			
<b>Total Housing &amp; Property Bids &amp; Savings</b>											
		96	(245)	(34)	(145)						
<b>New/Amended Bids &amp; Savings</b>											

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**Organisational Development & Corporate Services Budget Proposals Summary  
2016-17 to 2019-20**

2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	5	0	0.00	(200)	(1.50)	0	0	(3)	0.00	(25)	(1.00)	(185)	(1.00)	(408)
Organisational Development	0	0	0.00	(30)	0.00	0	0	0	0.00	0	0.00	(144)	0.00	(174)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	78	0.00	(119)	(1.00)	0	0	0	0.00	0	0.00	0	0.00	(41)
Law & Governance	0	9	1.00	(40)	0.00	0	0	(70)	0.00	0	0.00	0	0.00	(101)
<b>Total</b>	<b>5</b>	<b>87</b>	<b>1.00</b>	<b>(389)</b>	<b>(2.50)</b>	<b>0</b>	<b>0</b>	<b>(73)</b>	<b>0.00</b>	<b>(25)</b>	<b>(1.00)</b>	<b>(329)</b>	<b>(1.00)</b>	<b>(724)</b>

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	5	0	0.00	(240)	(4.25)	0	0	(5)	0.00	0	0.00	0	0	(240)
Organisational Development	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	4	0	4
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
Financial Services	0	222	0.00	(145)	(3.00)	(38)	(1)	0	0.00	0	0.00	0	0	39
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0	(32)
<b>Total</b>	<b>5</b>	<b>222</b>	<b>0.00</b>	<b>(385)</b>	<b>(7.25)</b>	<b>(38)</b>	<b>(1)</b>	<b>(5)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(28)</b>	<b>0</b>	<b>(229)</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(55)	(2.25)	0	0	(10)	0.00	0	0.00	0	0.00	(65)
Organisational Development	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(4)	0.00	(4)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	87	0.00	(135)	(2.50)	0	0	0	0.00	0	0.00	0	0.00	(48)
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>87</b>	<b>0.00</b>	<b>(190)</b>	<b>(4.75)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(4)</b>	<b>0.00</b>	<b>(117)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(126)	(3.00)	0	0	(10)	0.00	0	0.00	0	0.00	(136)
Organisational Development	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(11)	0.00	(11)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	70	0.00	(20)	0.00	0	0	0	0.00	0	0.00	0	0.00	50
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>70</b>	<b>0.00</b>	<b>(146)</b>	<b>(3.00)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(11)</b>	<b>0.00</b>	<b>(97)</b>

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	10	0	0.00	(621)	(11.00)	0	0	(28)	0.00	(25)	(1.00)	(185)	(1.00)	(849)
Organisational Development	0	0	0.00	(30)	0.00	0	0	0	0.00	0	0.00	(155)	0.00	(185)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	457	0.00	(419)	(6.50)	(38)	(1)	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	9	1.00	(40)	0.00	0	0	(70)	0.00	0	0.00	(32)	0.00	(133)
<b>Total</b>	<b>10</b>	<b>466</b>	<b>1.00</b>	<b>(1,110)</b>	<b>(17.50)</b>	<b>(38)</b>	<b>(1)</b>	<b>(98)</b>	<b>0.00</b>	<b>(25)</b>	<b>(1.00)</b>	<b>(372)</b>	<b>(1.00)</b>	<b>(1,167)</b>

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**Business Improvement**

119

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				Total	
							2016-17	2017-18	2018-19	2019-20		
<b>Contractual Inflation</b>												
1	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	5	5								
2												
<b>Total Contractual Inflation</b>			<b>5</b>	<b>5</b>								
<b>Pressures</b>												
3												
4												
<b>Total Pressures</b>												
<b>Efficiencies</b>												
7	Customer Contact	Efficiencies from combined contact centre (Multi-skilling of contact centre staff, process improvements and new telephony system)	M	(50)			(1.50)				(1.50)	
8	Customer Contact	Impact of Universal Credit rollout on Contact Centre	M		(55)	(55)		(2.25)	(2.25)		(4.50)	
9	Customer Contact	Shifting Service towards community settings and online self service	M							(3.00)	(3.00)	
10	Technology	Replacement of the County ICT contract and optimisation of the Cloud	H	(150)								
11	Technology	Idox contract	L		(70)							
12	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions	L		(115)			(2.00)			(2.00)	
13												
<b>Total Efficiencies</b>				<b>(200)</b>	<b>(240)</b>	<b>(55)</b>	<b>(126)</b>	<b>(1.50)</b>	<b>(4.25)</b>	<b>(2.25)</b>	<b>(3.00)</b>	<b>(11.00)</b>
<b>Invest to Save</b>												
14												
15												
<b>Total Invest to Save</b>												
<b>Fees and Charges</b>												
16			M									

### Business Improvement

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total
17 Human Resources Working in Partnership with other Local Authorities to offer employee related services	M	(3)	(5)	(10)	(10)					
<b>Total Fees and Charges</b>		<b>(3)</b>	<b>(5)</b>	<b>(10)</b>	<b>(10)</b>					
<b>Service Reduction</b>										
18 Human Resources Reduce HR Support	L	(25)				(1.00)				(1.00)
19										
<b>Total Service Reduction</b>		<b>(25)</b>				<b>(1.00)</b>				<b>(1.00)</b>
<b>New Investments / Bids</b>										
20 Customer Contact Customer Service Excellence Project Manager - reversal of previous years bid		(35)				(1.00)				(1.00)
21 Transformation Transformation Funding - reversal of previous years bid		(150)								
22										
<b>Total New Investment/Bids</b>		<b>(185)</b>				<b>(1.00)</b>				<b>(1.00)</b>
<b>Total Business Improvement Bids &amp; Savings</b>		<b>(408)</b>	<b>(240)</b>	<b>(65)</b>	<b>(136)</b>	<b>(3.50)</b>	<b>(4.25)</b>	<b>(2.25)</b>	<b>(3.00)</b>	<b>(13.00)</b>
<b>New/Amended Bids &amp; Savings</b>										

120



**Organisational Development**

121

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	2016-17	FTE Impact			Total
								2017-18	2018-19	2019-20	
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3											
4											
<b>Total Pressures</b>											
<b>Efficiencies</b>											
5	Organisational Development	L	(30)								
6	Savings derived from more efficient use of transport for business										
<b>Total Efficiencies</b>			<b>(30)</b>								
<b>Invest to Save</b>											
7											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reductions</b>											
11											
12											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											
13	Organisational Development		(100)								
14	Organisational Development		(75)								
<b>Total New Investments / Bids</b>			<b>(175)</b>								

**Organisational Development**

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
15											
16											
17	Organisational Development	Health & well-being programme (e.g. health MOT's, diet, relaxation classes which are highly regarded by staff and having a positive impact on their well-being)	20								
18											
19	Organisational Development	Staff survey - support to run the 2016 'Best companies' employee engagement survey	11	(11)	11	(11)					
20	Organisational Development	Apprentice Training		15	(15)						
<b>Total New Investment/Bids</b>			<b>(144)</b>	<b>4</b>	<b>(4)</b>	<b>(11)</b>					
<b>Total Organisational Development Bids &amp; Savings</b>			<b>(174)</b>	<b>4</b>	<b>(4)</b>	<b>(11)</b>					
<b>New/Amended Bids &amp; Savings</b>											

**Welfare Reform Team**

123

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				Total
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	
<b>Contractual Inflation</b>										
1										
2										
<b>Total Contractual Inflation</b>										
<b>Pressures</b>										
3										
4										
<b>Total Pressures</b>										
<b>Efficiencies</b>										
5										
6										
<b>Total Efficiencies</b>										
<b>Invest to Save</b>										
7										
8										
<b>Total Invest to Save</b>										
<b>Fees and Charges</b>										
9										
10										
<b>Total Fees and Charges</b>										
<b>Service Reduction</b>										
11										
12										
<b>Total Service Reduction</b>										
<b>New Investments / Bids</b>										
13										
14										
<b>Total New Investment/Bids</b>										

**Welfare Reform Team**

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				Total
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	
<b>Total Welfare Reform Team Bids &amp; Savings</b>										
 <b>New/Amended Bids &amp; Savings</b>		0								

Financial Services

125

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Revenues & Benefits			(25)							
4	Revenues & Benefits		78	247	87	70					
<b>Total Pressures</b>			<b>78</b>	<b>222</b>	<b>87</b>	<b>70</b>					
<b>Efficiencies</b>											
5	Revenues & Benefits	H		(65)	(65)			(2.0)	(1.5)		(3.5)
6	Accountancy	H	(40)				(1.00)				(1.0)
7	Accountancy	H		(40)				(1.00)			(1.0)
8	Contracts & Procurement	L	(31)	(40)	(20)	(20)					
9	Contracts & Procurement	L			(50)			0.00	(1.00)		(1.00)
10	Accountancy	L	(28)								
11	Revenues & Benefits	L	(20)								
<b>Total Efficiencies</b>			<b>(119)</b>	<b>(145)</b>	<b>(135)</b>	<b>(20)</b>	<b>(1.00)</b>	<b>(3.0)</b>	<b>(2.5)</b>		<b>(6.5)</b>
<b>Invest to Save</b>											
12	Revenues & Benefits			(38)				(1.00)			(1.00)
<b>Total Invest to Save</b>							<b>(1.00)</b>			<b>(1.00)</b>	
<b>Fees and Charges</b>											
13											
14											
<b>Total Fees and Charges</b>											

**Financial Services**

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total
<b>Service Reduction</b>										
15: _____										
16: _____										
<b>Total Service Reduction</b>										
<b>New Investments / Bids</b>										
17: _____										
18: _____										
<b>Total New Investment/Bids</b>										
<b>Total Financial Services Bids &amp; Savings</b>		<b>(41)</b>	<b>39</b>	<b>(48)</b>	<b>50</b>	<b>(1.00)</b>	<b>(4.00)</b>	<b>(2.50)</b>		<b>(7.50)</b>
<b>New/Amended Bids &amp; Savings</b>										

**Law & Governance**

127

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	2016-17	FTE Impact		Total
							2017-18	2018-19	2019-20	
<b>Contractual Inflation</b>										
1										
2										
<b>Total Contractual Inflation</b>										
<b>Pressures</b>										
3	Legal Services		(70)							
4	Legal Services		9							
5	Legal Services		70				1.00			1.00
<b>Total Pressures</b>			<b>9</b>				<b>1.00</b>			<b>1.00</b>
<b>Efficiencies</b>										
6	Legal Services	M	(40)							
7										
<b>Total Efficiencies</b>			<b>(40)</b>							
<b>Invest to Save</b>										
8										
9										
<b>Total Invest to Save</b>										
<b>Fees &amp; Charges</b>										
10	Legal Services	H	(70)							
11										
<b>Total Fees &amp; Charges</b>			<b>(70)</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>Service Reduction</b>										

**Law & Governance**

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
12											
13											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
14	Legal Services	This is the cessation of funding for an Archivist to be seconded to work on cataloguing that part of the City archive which is held in the Town Hall basement.		(32)							
15											
<b>Total New Investment/Bids</b>				(32)							
<b>Total Law &amp; Governance Bids &amp; Savings</b>			(101)	(32)			1.00				1.0
<b>New/Amended Bids &amp; Savings</b>											



**Community Services Budget Proposals Summary  
2016-17 to 2019-20**

2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	65	0.00	(17)	0.00	0	0	0	0.00	0	0.00	(100)	(2.00)	(52)
Community Services	36	(40)	0.00	(270)	(1.50)	0	0	(27)	0.00	0	0.00	(27)	0.00	(328)
Direct Services	119	1,085	1.00	(200)	0.00	(50)	0	(453)	2.00	0	0.00	0	0.00	501
<b>Total</b>	<b>155</b>	<b>1,110</b>	<b>1.00</b>	<b>(487)</b>	<b>(1.50)</b>	<b>(50)</b>	<b>0</b>	<b>(480)</b>	<b>2.00</b>	<b>0</b>	<b>0.00</b>	<b>(127)</b>	<b>(2.00)</b>	<b>121</b>

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
Community Services	(3)	74	0.00	(206)	0.00	0	0	(6)	0.00	(15)	0.00	2	0	(154)
Direct Services	123	(318)	0.00	50	0.00	(190)	0	(189)	0.00	0	0.00	0	0	(524)
<b>Total</b>	<b>120</b>	<b>(244)</b>	<b>0.00</b>	<b>(156)</b>	<b>0.00</b>	<b>(190)</b>	<b>0</b>	<b>(195)</b>	<b>0.00</b>	<b>(15)</b>	<b>0.00</b>	<b>2</b>	<b>0</b>	<b>(678)</b>

129

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Community Services	0	0	0.00	(30)	0.00	0	0	(6)	0.00	0	0.00	(20)	0.00	(56)
Direct Services	123	0	0.00	0	0.00	(80)	0	(1,023)	0.00	0	0.00	0	0.00	(980)
<b>Total</b>	<b>123</b>	<b>0</b>	<b>0.00</b>	<b>(30)</b>	<b>0.00</b>	<b>(80)</b>	<b>0</b>	<b>(1,029)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(20)</b>	<b>0.00</b>	<b>(1,036)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Direct Services	123	0	0.00	0	0.00	0	0	(166)	0.00	0	0.00	0	0.00	(43)
<b>Total</b>	<b>123</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(166)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(43)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	65	0.00	(17)	0.00	0	0	0	0.00	0	0.00	(100)	(2.00)	(52)
Community Services	33	34	0.00	(506)	(1.50)	0	0	(39)	0.00	(15)	0.00	(45)	0.00	(538)
Direct Services	488	767	1.00	(150)	0.00	(320)	0	(1,831)	2.00	0	0.00	0	0.00	(1,046)
<b>Total</b>	<b>521</b>	<b>866</b>	<b>1.00</b>	<b>(673)</b>	<b>(1.50)</b>	<b>(320)</b>	<b>0</b>	<b>(1,870)</b>	<b>2.00</b>	<b>(15)</b>	<b>0.00</b>	<b>(145)</b>	<b>(2.00)</b>	<b>(1,636)</b>

**Environmental Sustainability**

130

Proposal		H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact					
			£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total	
<b>Contractual Inflation</b>												
1												
2												
<b>Total Contractual Inflation</b>												
<b>Pressures</b>												
4	Energy & Natural Resources	To enable delivery of Sustainability programme, to continue to bring in-house the low carbon oxford work from the low carbon hub (alternative ouwld be to cease this programme)	65									
<b>Total Pressures</b>			65									
<b>Efficiencies</b>												
5	Environmental Quality	Environmental Development Efficiencies - primarily additional income		(17)								
6												
<b>Total Efficiencies</b>				(17)								
<b>Invest to Save</b>												
7												
8												
<b>Total Invest to Save</b>												
<b>Fees and Charges</b>												
9												
10												
<b>Total Fees and Charges</b>												
<b>Service Reduction</b>												
11												
12												
<b>Total Service Reduction</b>												
<b>New Investments / Bids</b>												

**Environmental Sustainability**

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				Total
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	
13 Environmental Quality Advice on Thames Water Catchment Study - reversal of previous years bid		(100)				(2.00)				(2.00)
14										
<b>Total New Investment/Bids</b>		<b>(100)</b>				<b>(2.00)</b>				<b>(2.00)</b>
<b>Total Environmental Sustainability Bids &amp; Savings</b>		<b>(52)</b>				<b>(2.00)</b>				<b>(2.00)</b>

Community Services

Proposal		H/M/L	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	FTE Impact				
							2016-17	2017-18	2018-19	2019-20	Total
<b>Contractual Inflation</b>											
1	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption). 2013-14 decrease based on reductions to overall contract.	(4)	(3)							
2	Leisure Management	Oxford Living Wage (Finance estimate awaiting Fusion info)	40								
<b>Total Contractual Inflation</b>			<b>36</b>	<b>(3)</b>							
<b>Pressures</b>											
3	Town Hall & Facilities	Main Hall out of action for 3 months over summer whilst ceiling redecorated - Reversal of previous year pressure	(40)								
4	Leisure Management	Increased fee payable to Fusion under original contract due to equipment replacement costs		74							
5											
<b>Total Pressures</b>			<b>(40)</b>	<b>74</b>							
<b>Efficiencies</b>											
6	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	L (185)	(196)	(20)						
7	Leisure Management	Establishment saving following restructure	L (85)				(1.50)				(1.5)
8	Parks	Review and development of sports facilities	M	(10)	(10)						
<b>Total Efficiencies</b>			<b>(270)</b>	<b>(206)</b>	<b>(30)</b>		<b>(1.5)</b>				<b>(1.5)</b>
<b>Invest to Save</b>											
9											
10											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
11	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge	L (7)	(6)	(6)						
12	Sports Dev	Commission Sports Development to deliver activities to schools and other districts etc	L (3)								
13	Culture	Increase events income	M (9)								
14	Parks	Deliver tennis coaching / tennis contracts for coaches to hire our courts	L (5)								
15	Community Safety	Community Response Team Fixed Penalty notices. Scheduled operations with Thames Valley Police.	L (3)								
16											

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**Community Services**

Proposal		H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact			
			£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20
<b>Total Fees and Charges</b>			<b>(27)</b>	<b>(6)</b>	<b>(6)</b>					
<b>Service Reduction</b>										
17	Town Hall & Facilities	Reduce Facilities Management - impact on 1.0 FTE		(15)						
18										
<b>Total Service Reduction</b>				<b>(15)</b>						
<b>New Investment / Bids</b>										
19	Communities and Neighbourhoods	Exploring youth and community delivery models (reversal of previous years bid)	(25)							
20	Communities and Neighbourhoods	Rose Hill Operating Costs (General Fund Share)	(2)	(3)	(20)					
21	Culture	Pegasus Theatre / MESH Festival		5						
22										
<b>Total New Investment/Bids</b>			<b>(27)</b>	<b>2</b>	<b>(20)</b>					
<b>Total Community Services Bids &amp; Savings</b>			<b>(328)</b>	<b>(154)</b>	<b>(56)</b>		<b>(1.5)</b>			<b>(1.5)</b>
<b>New/Amended Bids &amp; Savings</b>										

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**Direct Services**

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Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total
<b>Contractual Inflation</b>										
1 Engineering Materials @ 2.8%		12	13	13	13					
2 Street Scene Materials @ 2.8%		2	2	2	2					
3 Motor Transport Materials @ 2.8%		42	43	43	43					
4 Building services stores Materials @ 5%		103	108	108	108					
5 Building services stores Potential Procurement Savings on price increases		(45)	(48)	(48)	(48)					
6 Parks Materials @ 2.8%		5	5	5	5					
<b>Total Contractual Inflation</b>		<b>119</b>	<b>123</b>	<b>123</b>	<b>123</b>					
<b>Pressures</b>										
7 Waste and Recycling Domestic Impact of Waste Changes		28	22							
8 Commercial Waste Additional waste disposal costs which will be subject to legal challenge			(110)							
9 Waste and Recycling Domestic Increase in the Price of Dry-Recyclate Disposal Cost, reducing in 2017/18 if a transfer station within the city boundaries is built.		1,000	(250)							
10 Parks Tree Surveying Resource		37				1.00				1.00
11 Local Overheads Pension Cost Saving from Employees not in Pension Scheme		20	20							
<b>Total Pressures</b>		<b>1,085</b>	<b>(318)</b>			<b>1.0</b>				<b>1.0</b>
<b>Efficiencies</b>										
12 Parks Increased income and increased productivity	H	(50)								
13 Local Overheads Fuel Savings whilst prices are at a low point	L	(150)	50							
<b>Total Efficiencies</b>		<b>(200)</b>	<b>50</b>							
<b>Invest to Save</b>										

**Direct Services**

Proposal		2016-17	2017-18	2018-19	2019-20	FTE Impact				
H/M/L		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total
14	Off Street Parking	Seacourt Park & Ride Extension parking charges currently £2.00 raising to £3.00 in 2018/19	(50)	(190)	(80)					
15										
<b>Total Invest to Save</b>		<b>(50)</b>	<b>(190)</b>	<b>(80)</b>						
<b>Fees and Charges</b>										
16	Off Street Parking	Additional income from car parking charges	(225)	(43)	(83)	(40)				
17	Off Street Parking	Increase Park & Ride Charges			(500)					
18	Off Street Parking	Review of Off Street Parking (additional income moved back through various reasons including development delays and planning)			(350)	(110)				
19	Off Street Parking	Reduction due to Closure of Westgate in relation to increases in parking charges	61							
20	Waste and Recycling Domestic	Garden Waste 5% increase in charges	(16)	(16)	(16)	(16)				
21	Waste and Recycling Commercial	Net effect of Price Increase	(25)							
22	Waste and Recycling Commercial	Growth and Development of the Business - potential additional net contribution	(25)	(50)	(50)					
23										
24	Engineering	Additional Works net contribution	(30)				1.00			1.00
25	Engineering	Additional Works net contribution	(50)	(50)			0.00			
26	Motor Transport	DVSA Lane net contribution	(58)	(25)	(24)		0.00			
27	Parks	Commissioned tree team to do other work to help to subsidise their costs.	(18)							
28	Parks	Grounds Maintenance team to undertake works for other organisations to help to subsidise their operating costs.	(13)							
29	Parks	Commission Landscaping team to undertake works for other organisations to help to subsidise their operating costs.	(13)							
30	Motor Transport	Additional Private Works net contribution	(30)				1.00			1.00
31	Pest Control	Reduction in subsidy in relation to pest control works	(11)	(5)						

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**Direct Services**

Proposal	H/M/L	2016-17	2017-18	2018-19	2019-20	FTE Impact				
		£000s	£000s	£000s	£000s	2016-17	2017-18	2018-19	2019-20	Total
<b>Total Fees and Charges</b>		<b>(453)</b>	<b>(189)</b>	<b>(1,023)</b>	<b>(166)</b>	<b>2.00</b>				<b>2.00</b>
<b>Service Reductions</b>										
32										
33										
<b>Total Service Reductions</b>										
<b>New Investments / Bids</b>										
34										
35										
<b>Total New Investment/Bids</b>										
<b>Total Direct Services Bids &amp; Savings</b>		<b>501</b>	<b>(524)</b>	<b>(980)</b>	<b>(43)</b>	<b>3.0</b>				<b>3.00</b>
<b>New/Amended Bids &amp; Savings</b>										

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## APPENDIX 4

### Housing Revenue Account 2016-17 to 2019-20

	<u>2016/17</u> £m	<u>2017/18</u> £m	<u>2018/19</u> £m	<u>2019/20</u> £m
<b><u>Income</u></b>				
Dwelling Rents	(41,233)	(38,774)	(37,681)	(37,312)
Service Charges	(1,267)	(1,293)	(1,313)	(1,358)
Garage Income	(206)	(212)	(219)	(225)
Miscellaneous Income	(702)	(702)	(703)	(704)
Right to Buy (Retained Admin Fee)	(52)	(59)	(59)	(59)
<b>Total Income</b>	<b>(43,460)</b>	<b>(41,039)</b>	<b>(39,974)</b>	<b>(39,657)</b>
<b><u>Expenditure</u></b>				
Management and Services (Stock Related)	9,886	9,980	10,076	10,176
Other Revenue Spend (Stock Related)	191	(37)	35	17
Miscellaneous Expenditure (Not Stock Related)	296	302	307	313
Responsive & Cyclical Repairs	10,416	10,677	10,944	11,217
Interest Paid	7,920	8,099	8,451	8,827
Depreciation	5,994	6,117	6,157	6,194
<b>Total Expenditure</b>	<b>34,704</b>	<b>35,138</b>	<b>35,969</b>	<b>36,743</b>
<b>Net Operating Expenditure</b>	<b>(8,756)</b>	<b>(5,902)</b>	<b>(4,005)</b>	<b>(2,914)</b>
Transfer (to)/from Major Repairs/Other Reserves	8,912	(6,070)	0	0
Revenue Contributions towards Capital	0	11,976	4,107	2,985
<b>(Surplus)/Deficit for the Year</b>	<b>157</b>	<b>4</b>	<b>102</b>	<b>71</b>
<b>(Surplus)/Deficit b/fwd</b>	<b>(3,500)</b>	<b>(3,504)</b>	<b>(3,602)</b>	<b>(3,571)</b>
Investment Income	(161)	(102)	(71)	(71)
<b>(Surplus)/Deficit c/fwd</b>	<b>(3,504)</b>	<b>(3,602)</b>	<b>(3,571)</b>	<b>(3,571)</b>

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	2016.17	2016.17	2016.17
Category	Formula Rent	Actual Rent	Actual Rent Increase %
2B House	116.11	109.97	-1.00%
3B House	126.51	114.93	-1.00%
1B Flat	89.02	88.76	-1.00%
Bedsit	68.46	67.34	-1.00%
2B Flat	100.68	99.54	-1.00%
5B House	165.38	128.13	-1.00%
3B Flat	114.20	109.13	-1.00%
1B Hostel	80.98	76.44	-1.00%
2B Hostel	92.18	100.00	-1.00%
4B House	140.97	121.31	-1.00%
2B Bungalow	127.69	116.98	-1.00%
1B Sheltered Accommodation	95.89	92.67	-1.00%
2B Sheltered Accommodation	106.60	103.01	-1.00%
6B House	179.09	126.04	-1.00%
3B Maisonette	122.58	111.51	-1.00%
2B Maisonette	101.64	100.35	-1.00%
1B Bungalow	96.24	96.18	-1.00%
3B Bungalow	127.73	116.38	-1.00%
1B Tower Flat	83.79	83.95	-1.00%
2B Tower Flat	97.50	97.48	-1.00%
4B Shared Ownership House	140.16	90.60	-1.01%
4B Flat	134.39	126.56	-1.00%
1B House	95.23	95.20	-1.00%
4B Bungalow	156.90	135.96	-1.00%
4B Maisonette	138.11	115.55	-1.00%
3B Shared Ownership House	122.58	82.62	-1.01%
2B Service Accommodation	101.68	101.57	-1.00%
	<b>111.14</b>	<b>104.79</b>	<b>-1.00%</b>

	2016.17	2016.17	2016.17
Estate	Formula Rent	Actual Rent	Actual Rent Increase %
Jericho And Osney Ward	121.62	108.12	-1.00%
Churchill Ward	108.84	103.90	-1.00%
Hinksey Park Ward	121.15	103.60	-1.00%
Iffley Fields	107.30	103.82	-1.00%
Barton And Sandhills Ward	112.46	107.44	-1.00%
Summertown Ward	111.44	103.27	-1.00%
Headington Hill And Northway Ward	109.02	103.98	-1.00%
Littlemore Ward	105.39	101.48	-1.00%
Blackbird Leys Ward	107.83	103.38	-1.00%
St Clements	115.23	109.67	-1.00%
Cowley	99.45	96.54	-1.00%
Rosehill And Iffley Ward	112.53	105.56	-1.00%
Quarry And Risinghurst Ward	109.72	105.55	-1.00%
Cowley Marsh Ward	106.96	103.96	-1.00%
Kidlington Ward	109.56	108.00	-1.00%
Northfield Brook	106.94	102.40	-1.00%
Carfax Ward	129.56	111.29	-1.00%
Wolvercote Ward	104.92	100.02	-1.00%
St Mary'S Ward	114.06	108.66	-1.00%
Lye Valley Ward	106.47	101.26	-1.00%
Headington Ward	109.35	106.01	-1.00%
Headington	134.77	109.56	-1.00%
Abingdon Abbey & Barton Ward	129.78	117.56	-1.00%
Marston Ward	121.32	109.51	-1.00%
Lye Valley	125.01	122.71	-1.00%
North Ward	121.55	114.52	-1.00%
Holywell Ward	105.34	102.66	-1.00%
Abingdon Ward	125.21	125.21	-1.00%
Churchill	97.54	97.56	-1.00%
Rose Hill and Iffley	171.23	137.65	-1.00%
Littlemore	142.06	126.67	-1.00%
<b>OVERALL</b>	<b>111.14</b>	<b>104.79</b>	<b>-1.00%</b>

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## CAPITAL BUDGET 2016/17-2019/20

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
<b>General Fund Capital Programme</b>				
B0075 Stage 2 Museum of Oxford Development	35,000		2,220,000	
<b>Assistant Chief Executive</b>	<b>35,000</b>	<b>-</b>	<b>2,220,000</b>	<b>-</b>
C3039/44 ICT Software, Infrastructure and Licences	790,000	750,000	450,000	250,000
<b>Business Improvement</b>	<b>790,000</b>	<b>750,000</b>	<b>450,000</b>	<b>250,000</b>
F1323 Bridge Over Fiddlers Stream	223,000			
F7007 Woodfarm / Headington Community Centre - Improvements	20,000			
F7009 CCTV Gipsy Lane Campus	60,000			
F7020 Work of Art Shotover View	14,635			
F7022 Wyatt Road Recreation Ground	1,830			
F7024 St Clements Environmental Improvements	50,000			
E3511 Renovation Grants	25,000	25,000	25,000	25,000
E3521 Disabled Facilities Grants	501,000	501,000	501,000	501,000
E3554 Additional SALIX Plus funding	304,649			
E3555 Flood Alleviation at Northway & Marston	1,100,000	1,581,000		
Oxford Low Emission Vehicle	800,000			
G6014 CCTV Project (St Clements)	25,000			
NEW Oxford and Abingdon flood alleviation scheme	500,000	200,000	200,000	200,000
Westgate area public realm improvements	567,000	567,000		
Oxpens Regeneration	1,400,000			
<b>Planning &amp; Regulatory</b>	<b>5,592,114</b>	<b>2,874,000</b>	<b>726,000</b>	<b>726,000</b>
<b>Community Centres</b>				
B0033 Community Centres	-	-	750,000	750,000
B0083 East Oxford Project (community centre)			500,000	1,500,000
B0084 Jericho Community Centre)	200,000			
<b>Miscellaneous Council Properties</b>				
B0041 Miscellaneous Properties	14,360			
B0078 Allotments	61,000			
B0079 Street Sports Sites	10,720			
B0082 Garages	103,309			
<b>Parks &amp; Cemeteries</b>				
B0048 Leisure - Cemeteries	29,097			
B0050 Leisure - Depots	19,000			
B0065 Parks & Cemeteries - Infrastructure	150,000			
<b>Town Hall &amp; St Aldates Chambers</b>				
B0054 Town Hall	50,000			
St Aldates Chambers Health and Safety	370,000			
<b>Housing Projects</b>				
National Homelessness Property Fund	5,000,000			
Acquisition of Investment Properties	588,000	3,260,000	5,039,000	708,000
M5021 Equity Loan Scheme for Teachers	150,000	150,000	150,000	
M5020 Empty Homes CPO Revolving Fund	750,000			
<b>Housing &amp; Property</b>	<b>7,495,486</b>	<b>3,410,000</b>	<b>6,439,000</b>	<b>2,958,000</b>
<b>Community Facilities</b>				
G3015 NE Marston Croft Road Recreation Ground	13,151			
G3017 South Oxford Community Café	100,000			
G3019 Wood Farm Neighbourhood Facility				50,000
Verti Drain	15,000			

## CAPITAL BUDGET 2016/17-2019/20

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
<b>Sports Pavilions</b>				
A4832 Blackbird Leys; Leisure Centre Pavilion	28,000			
Cotteslowe Park Lower Pavilion	48,000			
A4837 Quarry Pavilion	1,200,000			
A4835 Biomass Store at Cotteslowe Park			53,000	
All Weather Area Leys Leisure Centre			228,000	
<b>Outdoor Sports</b>				
A3129 Donnington Recreation Ground Improvements	44,375			
A4820 Upgrade Existing Tennis Courts	97,000			
A4821 Upgrade Existing Multi-Use Games Area	37,000			
A4833 Horspath Athletics Ground	30,000	5,000,000		
A4834 Cotteslowe Splash Feature	200,000			
Hinksey Splash Park parts replacement	40,000			
A4836 Improve Court Place Farm Car Park	80,000			
A4839 New Skate Park - Northway, Bertie Place and Rosehill		70,000	70,000	70,000
Invest to Save in Leisure Service	500,000			
Cycling	50,000			
<b>Community Services</b>	<b>2,482,526</b>	<b>5,070,000</b>	<b>351,000</b>	<b>120,000</b>
<b>Vehicles</b>				
R0005 MT Vehicles/Plant Replacement Programme.	1,373,945	1,069,750	801,000	3,665,500
<b>Cleansing Services</b>				
Solar Compacting Bins			50,000	25,000
T2277 Food waste collection from flats	155,000			
NEW Waste Transfer Station for recycling		1,400,000		
<b>Car Parking</b>				
B0086 Extension to Seacourt Park & Ride (Part of feasibility reports)	1,240,856	800,000		
B0037 Car Parks	50,000			
T2273 Car Parks Resurfacing	300,000	300,000	300,000	300,000
<b>Parks &amp; Cemeteries</b>				
A4826 Parks Works	50,000			
A4830 Develop new burial space			750,000	200,000
<b>Direct Services</b>	<b>3,169,801</b>	<b>3,569,750</b>	<b>1,901,000</b>	<b>4,190,500</b>
B0074 R & D Feasibility Fund	351,841	100,000		
C3052 Fraud Solutions and Data Warehouse	6,000			
<b>Financial Services</b>	<b>357,841</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>Total General Fund Schemes</b>	<b>19,922,768</b>	<b>15,773,750</b>	<b>12,087,000</b>	<b>8,244,500</b>
<b><u>Housing Revenue Account Capital Programme</u></b>				
<b>Special Projects</b>				
N6384 Tower Blocks	11,877,000	6,959,000	134,000	-
N7029 HCA New Build	206,000	-	-	-
<b>Planned Major Repairs</b>				
N6385 Adaptations for disabled	587,000	602,000	617,000	633,000
<b>Improvements</b>				
N6386 Structural	135,000	138,000	145,000	149,000
N6389 Damp-proof works (K&B)	97,000	99,000	104,000	107,000
N6393 External Doors	100,000	100,000	100,000	100,000
N6394 Windows	100,000	100,000	100,000	100,000
N7020 Extensions & Major Adaptions	323,000	150,000	150,000	150,000
N7026 Communal Areas	162,000	166,000	174,000	178,000

## CAPITAL BUDGET 2016/17-2019/20

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
Oxford Standard	649,000	675,000	702,000	730,000
<b><u>Regulatory</u></b>				
N6390 Kitchens & Bathrooms	1,958,000	1,767,000	1,822,000	1,879,000
N6391 Heating	2,038,000	2,079,000	2,121,000	2,164,000
N6392 Roofing	162,000	166,000	174,000	178,000
N6395 Electrics	365,000	374,000	384,000	393,000
<b><u>Estate Improvement</u></b>				
N7032 Great Estates: Estate Enhancements and Regeneration	1,200,000	1,200,000	1,200,000	1,200,000
Barton Regeneration	865,000	900,000	936,000	973,000
<b><u>Future Programme</u></b>				
BBL Regeneration	685,000	3,600,000	600,000	600,000
HVCH Payments/RP Nomination Rights	-	4,702,000	7,703,000	7,703,000
<b><u>Empty Properties</u></b>				
N6388 Major Voids	359,000	375,000	392,000	409,000
<b><u>Energy Efficiency Initiatives</u></b>				
N7033 Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
<b>Total Housing Revenue Account Schemes</b>	<b>22,168,000</b>	<b>24,452,000</b>	<b>17,858,000</b>	<b>17,946,000</b>
<b>Total Capital Programme</b>	<b>42,090,768</b>	<b>40,225,750</b>	<b>29,945,000</b>	<b>26,190,500</b>

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**Appendix 7**  
**Business Improvement Fees & Charges 2016/17**

	<b>2015/16 Charge</b>	<b>2016/17 Charge</b>	<b>Increase/ (Decrease)</b>	<b>Increase/ (Decrease)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Data subject access requests (unit cost)	10.00	10.00	0.00	0.00

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Planning</b>				
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Operations</b>				
<b>1. New Dwellings</b>				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0%
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 hectare in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0%
b) Others (50 or less) - charge per dwelling	385.00	385.00	0.00	0%
b) Others (51 or more) - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
<b>2. New buildings or extensions (except dwellings, agricultural buildings or plant):</b>				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0%
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 ha in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0%
b) Others:				
(i) where no floor area is created	195.00	195.00	0.00	0%
(ii) where floor area created is below 40 sq.m.	195.00	195.00	0.00	0%
(iii) where floor area is between 40 and 75 sq.m.	385.00	385.00	0.00	0%
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	385.00	385.00	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	19,049.00	19,049.00	0.00	0%
<b>3. Erection, alteration or replacement of plant or machinery</b>				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0%
(b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 5 hectare	19,049.00	19,049.00	0.00	0%
<b>4. Extensions or alterations to existing dwellings</b>				
(a) one dwelling	172.00	172.00	0.00	0%
(b) 2 or more dwellings	339.00	339.00	0.00	0%
<b>5. Curtilage, parking and vehicular access</b>				
(a) Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	172.00	172.00	0.00	0%
(b) Car park, road and access to serve single undertaking	195.00	195.00	0.00	0%
<b>Uses</b>				
<b>6. Change of use of a building: dwellings</b>				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0%
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0%
(d) from other building to one or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
<b>7. Use of disposal of refuse or waste materials and open mineral storage</b>				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	195.00	195.00	0.00	0%
(b) Site area exceeds 15 ha - plus £100 per 0.1 ha in excess of 15 hectare	29,112.00	29,112.00	0.00	0%
<b>8. Material change of use other than above</b>	385.00	385.00	0.00	0%
<b>9. Erection on land for purposes of agriculture</b>	See Fee Regs	See Fee Regs		
<b>10. Erection of glasshouses on land used for agriculture</b>	See Fee Regs	See Fee Regs		
<b>11. Operations connected with oil and natural gas of for winning and working of minerals</b>	See Fee Regs	See Fee Regs		
<b>Plant and machinery</b>				
<b>12. Wind Turbines</b>				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0%
b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 50 hectare	19,049.00	19,049.00	0.00	0%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Advertisements</b>				
<b>13. Advertising relating to business and displayed on the premises</b>	110.00	110.00	0.00	0%
<b>14. Advance directions signs</b>	110.00	110.00	0.00	0%
<b>15. All other advertisements, e.g. banners</b>	385.00	385.00	0.00	0%
<b>Any Other</b>				
<b>16. Any other operation</b> not within any of above categories - charge per 0.1 hectare	195.00	195.00	0.00	0%
<b>Determination</b>				
<b>17. Whether the prior approval of the Council is required for</b> Installation of a radio mast, radio equipment, housing or public callbox (telecommunications)	385.00	385.00	0.00	0%
Demolition (Part 31)	80.00	80.00	0.00	0%
<b>18. Confirmation of compliance with condition attached to planning permission</b>				
a) Householder application - charge per request	28.00	28.00	0.00	0%
b) Any other type of application - charge per request	97.00	97.00	0.00	0%
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
<b>Other Permission</b>				
<b>19. Variation of conditions:</b> Application for removal or variation of a condition following grant of planning permission	195.00	195.00	0.00	0%
<b>Lawful Development Certificates</b>				
<b>20. Existing use or development</b>	Same as full	Same as full		
<b>21. Existing use – lawful not to comply with a particular condition</b>	195.00	195.00	0.00	0%
<b>22. Proposed use or development</b>	Half the normal planning fee	Half the normal planning fee		
<b>Application for a New Planning Permission to replace an Extant Planning Permission.</b>				
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,	57.00	57.00	0.00	0%
(b) if the application is an application for major development,	575.00	575.00	0.00	0%
(c) in any other case,	195.00	195.00	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,	28.00	28.00	0.00	0%
(b) in any other case,	195.00	195.00	0.00	0%
<b>Exempt from VAT</b>				
<b>Documents &amp; Publications</b>				
1st Decision notice	16.60	16.60	0.00	0%
Subsequent notice	16.60	16.60	0.00	0%
TPO's	22.00	22.00	0.00	0%
Legal Agreements	22.00	22.00	0.00	0%
Plans stamped Approved or Refused	6.60	6.60	0.00	0%
Local Development Framework Policies Map	25.50	25.50	0.00	0%
Oxford Core Strategy 2026	30.60	30.60	0.00	0%
Oxford Local Plan 2001-2016	76.50 (Oxford residents 50.00)	76.50 (Oxford residents 50.00)	0.00	0%
West End Area Action Plan 2007-2016	30.60	30.60	0.00	0%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Adopted Supplementary Planning Documents	7.65	7.65	0.00	0%
Sites and Housing Plan	25.50 plus 2.50 p&p	25.50 plus 2.50 p&p	0.00	0%
Barton Area Action Plan	30.60	30.60	0.00	0%
Northern Gateway Area Action Plan	30.60	30.60	0.00	0%
Provision of above documents and publications on the internet	FREE	FREE		
Provision of above documents and publications on the internet	FREE	FREE		
<b>Subsequent plans according to size:</b>				
AO plan	5.50	5.50	0.00	0%
A1 plan	5.50	5.50	0.00	0%
A2 plan	5.50	5.50	0.00	0%
A3 plan	0.00	0.00	0.00	0%
A4 plan	0.00	0.00	0.00	0%
Provision of above plans on the internet				
<b>Other</b>				
A4 Miscellaneous copies	0.00	0.00	0.00	0%
Subsequent copy	0.00	0.00	0.00	0%
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Weekly schedule of applications</b>				
<b>By Post</b>				
Commercial	181.20	181.20	0.00	0%
	151.00	151.00	0.00	0%
Local groups/residents	42.30	42.30	0.00	0%
	35.30	35.30	0.00	0%
<b>Via email</b>				
Commercial	46.00	46.00	0.00	0%
	38.50	38.50	0.00	0%
Local groups/residents	FREE	FREE		
<b>Planning - Other charges</b>				
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Planning pre-application advice</b>				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	480.00	600.00	120.00	25%
Charge per written report	240.00	300.00	60.00	25%
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	360.00	450.00	90.00	25%
Charge per written report	180.00	225.00	45.00	25%
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	240.00	300.00	60.00	25%
Charge per written report	120.00	150.00	30.00	25%
Householder Developments				
NEW Charge per meeting	0.00	75.00	75.00	100%
NEW Charge per written report	0.00	37.50	37.50	100%
Listed Buildings - Non Householder				
NEW Charge per meeting	0.00	300.00	300.00	100%
NEW Charge per written report	0.00	150.00	150.00	100%
Listed Buildings - Householder				
NEW Charge per meeting	0.00	75.00	75.00	100%
NEW Charge per written report	0.00	37.50	37.50	100%
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	62.50	12.50	25%
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.				
	50.00	62.50	12.50	25%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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%
<b>Exempt from VAT</b>				
Written requests for planning history and planning constraints searches	50.00	50.00	0.00	0%
Requests of hard copies of plans stamped approved or refused	6.12	6.12	0.00	0%
Application checking service per application	50.00	50.00	0.00	0%
<b>Land Charges</b>				
<b>Exempt from VAT</b>				
<b>Local Land Charges</b>				
LLC1 form (Postal)	30.00	30.00	0.00	0%
LLC1 form (Electronic)	28.00	28.00	0.00	0%
LLC1 Additional Parcel	1.00	1.00	0.00	0%
Additional Enquiries	22.00	22.00	0.00	0%
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Local Land Charges</b>				
CON29R form (Postal)	90.00	90.00	0.00	0%
CON29R form (Electronic)	84.00	84.00	0.00	0%
CON29R Additional Parcel	16.00	16.00	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%
<b>Personal Searches</b>				
<b>Collection</b>				
Land Charges Register	FREE	FREE		
CON29R Qu. 1.1g	FREE	FREE		
CON29R Qu. 3.7	FREE	FREE		
CON29R Qu. 3.8	FREE	FREE		
<b>Electronic</b>				
Land Charges Register	5.00	5.00	0.00	0%
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		
<b>Official Answers for Component Data (CON29R)</b>				
<b>Charge by post</b>				
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%
	4.00	4.00	0.00	0%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Charge Electronic</b>				
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%
<b><u>Street Naming and Numbering Charges</u></b>				
<b><u>Exempt from VAT</u></b>				
<b>Numbering of new developments (including sub-division of existing properties)</b>				
1 plot	40.00	40.00	0.00	0%
2 plots	70.00	70.00	0.00	0%
3 plots	100.00	100.00	0.00	0%
4 - 20 plots	60.00 plus 15.00 per plot	60.00 plus 15.00 per plot	0.00	0%
21- 50 plots	155.00 plus 10.00 per plot	155.00 plus 10.00 per plot	0.00	0%
50+ plots	300.00 plus 5.00 per plot	300.00 plus 5.00 per plot	0.00	0%
New street name	100.00	100.00	0.00	0%
New building name (eg for blocks of flats / offices)	40.00	40.00	0.00	0%
Changes to new addresses caused by changes to development after issue of numbering scheme.	5.00 per plot	5.00 per plot	0.00	0%
Reissue of address following demolition and reconstruction	25.00	25.00	0.00	0%
Change of house name	40.00	40.00	0.00	0%
Addition of house name to numbered property	40.00	40.00	0.00	0%
Street renaming at the request of the owners	250.00 plus 20.00 per property	250.00 plus 20.00 per property	0.00	0%
<b><u>Building Control</u></b>				
<b><u>Standard rated &amp; exclusive of VAT</u></b>				
<b>Schedule 1</b>				
<b>Charges for the creation of or conversion to new dwellings</b>				
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%
9	2,085.11	2,085.11	0.00	0%
10	2,255.32	2,255.32	0.00	0%
<b>Schedule 2</b>				
<b>Charges for extensions, conversions and other alterations</b>				
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%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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%
<b>Schedule 3</b>				
<b>Works not listed in schedules 1 or 2</b>				
<b>i.e. structural alterations, refurbishments, internal alterations...</b>				
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%
<b>Miscellaneous Fees</b>				
<b>VAT needs to be added</b>				
Copy of Approval Notice	20.60 excl VAT	20.60 excl VAT	0	0%
Copy of Completion Certificate	20.60 excl VAT	20.60 excl VAT	0	0%
Response to Solicitor enquires in relation to house sales	15.90 excl VAT	15.90 excl VAT	0	0%
Response to householders written enquiries re house sales	6.00 excl VAT	6.00 excl VAT	0	0%
<b>The following are discretionary charges, depending on that nature of the discussion and advice sought.</b>				
<b>Exempt from VAT</b>				
Requests for viewing documentation/Technician help	6.00 per half an hour	6.00 per half an hour	0	0%
Requests for viewing documentation/Surveyor help	10.00 per half an hour	10.00 per half an hour	0	0%
<b>Food Hygiene Training</b>				
<b>Exempt from VAT</b>				
<b>Programmed Certificated Courses (charges are per person)</b>				
Level 2 Award in Food Safety in Catering (Foundation)	75.00	75.00	0.00	0%
Level 3 Award in Supervising Food Safety in Catering (Intermediate)	250.00	250.00	0.00	0%
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%
NEW: Exam resit charge- Level 2 award in Food Safety in Catering (Foundation)	POA	POA		
NEW: Exam resit charge- Level 3 award in Supervising Food Safety in Catering (Intermediate)	POA	POA		
<b>Other Bespoke courses</b>				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
<b>Group Certificated Courses (for businesses requesting own on-site training)</b>				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate	68.00 (+travel cost if outside Oxford)	68.00 (+travel cost if outside Oxford)	0.00	0%
Level 2 Awards in Health & Safety - charge per candidate (minimum 10 delegates)	81.00 (+travel cost if outside Oxford)	81.00 (+travel cost if outside Oxford)	0.00	0%
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per candidate (minimum 10 delegates)	225.00 (+travel cost if outside Oxford)	225.00 (+travel cost if outside Oxford)	0.00	0%
Advanced Level 4 Food Hygiene (5 day course, plus 1 day revision) - charge per candidate (minimum 10 delegates)	657.00 (+travel cost if outside Oxford)	657.00 (+travel cost if outside Oxford)	0.00	0%
<b>Other non certificated part day and day courses</b>				
Other non specified training courses (minimum 10 delegates)	POA	POA		

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>NEW: Sustainable Food Advice</b>				
NEW- Provision of advice	Value of time spent based on hourly rate decided by Head of Environmental Development	Value of time spent based on hourly rate decided by Head of Environmental Development		
NEW: Planning pre-application advice (Standard rated & exclusive of VAT)- renewable energy compliance, contaminated land, air quality, noise	0.00	50.00	50.00	100%
Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	50.00	0.00	0%
<b>Miscellaneous</b>				
Accommodation assessments for UK entry clearance - charge per report	330.00	340.00	10.00	3%
Request for confirmation of registration in support of work permit application	48.00	50.00	2.00	4%
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour Works in default	£80 per hour Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred	£85 per hour Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred	5.00	6%
Provision of factual statements etc	Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred	Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred		
Charging for business advice (e.g noise, pre planning application advise, odour etc) - per hour	£40 per hour	£55 per hour	10.00	25%
NEW: Food Business consultation- per hour	£40 per hour	£55 per hour	10.00	25%
NEW: Primary Authority Initial Set Up Fee	POA	POA		
NEW: Primary Authority Hourly Fee	POA	POA		
Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004.	490.00	500.00	10.00	2%
Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004.	582.00	595.00	13.00	2%
Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004.	293.00	300.00	7.00	2%
Other charges incurred in the determining of whether to serve a notice/make an order	Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred	Value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred		
Rent repayment order service for tenants	Fee of 10% of the rent repaid to the tenant	Fee of 10% of the rent repaid to the tenant		
Copy of Legal Notice	21.00	22.00	1.00	5%
Copy of Premises/Person Entry in Licensing Register	21.00	21.00	0.00	0%
Statement of Licensing Policy document	41.00	41.00	0.00	0%
Statement of Gambling Policy document	41.00	41.00	0.00	0%
Copy of Licensing Decision Notice	21.00	21.00	0.00	0%
Current list of licensing applications	10.00	10.00	0.00	0%
Air Quality Reports	26.00	26.00	0.00	0%
Contaminated Land Strategy document	26.00	26.00	0.00	0%
Confirmation of Food Business Registration	25.00	25.00	0.00	0%
Plans under copyright	9.00	9.00	0.00	0%
Plans: A0, A1 & A2 size	5.00	5.00	0.00	0%
Plans: A3 & A4 size	1.00	1.00	0.00	0%
Photocopying per A4 sheet	0.50	0.50	0.00	0%
Invoice request	22.00	22.00	0.00	0%
Recovery Fee - Dishonoured Cheque	30.00	30.00	0.00	0%



Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Home Improvement Agency</b>				
HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work	15% of the value of works plus ancillary costs	15% of the value of works plus ancillary costs		
Acting as an agent for a client who is privately funding building works:	Fee of 10% of the builders quotation plus ancillary costs	Fee of 10% of the builders quotation plus ancillary costs		
HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works	£226 plus VAT per application 15% flat fee per scheme	£230 plus VAT per application 15% flat fee per scheme	4.00	2%
HIA fee rate for the management of HRA funded adaptations schemes	£19 per hour, including VAT, plus the cost of materials used	£19 per hour, including VAT, plus the cost of materials used		
Small Repairs Service				
Supply and Fit Keysafe	46.00	47.00	1.00	2%
Supply and Fit Alert Keysafe (Within 1 working day)	58.00	59.00	1.00	2%
<b>Street Trading Consents - subject to approval by General Purposes Licensing Committee</b>				
<b>City Centre &amp; Late Night Traders</b>				
Application Fee	300.00	310.00	10.00	3%
Annual consent (Pro Rata for period of Consent)	7,580.00	7,800.00	220.00	3%
Weekly Consent (Weekly Rota)	170.00	175.00	5.00	3%
<b>All other traders</b>				
Application Fee	300.00	310.00	10.00	3%
Annual consent (Pro Rata for period of Consent)	2,560.00	2,645.00	85.00	3%
<b>Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)</b>				
Application fee	100.00	102.00	2.00	2%
Annual consent (Pro Rata for period of Consent)	1,350.00	1,375.00	25.00	2%
<b>General Charges</b>				
Replacement Consent	30.00	31.00	1.00	3%
Identification badge (per badge)	30.00	31.00	1.00	3%
<b>Events</b>				
Street Trading at event for commercial benefit (up to 5 days)	£25 per stall	£26 per stall	1.00	4%
Street Trading at event for commercial benefit (6-14 days)	£40 per stall	£42 per stall	2.00	5%
Street Trading at event for community / charity benefit	No Fee	No Fee		
<b>HMO Licensing</b>				
Withdrawal of application before inspection carried out	109.00	210.00	101.00	93%
For the service of paper Notices by post	26.00	30.00	4.00	15%
NEW: Initial Application for a 1 year licence where the owner comes forward to licence voluntarily and is able to demonstrate that the property was acquired and operating as an HMO within the previous 12 weeks	0.00	400.00	400.00	100%
NEW: Initial Application for a 1 year licence where the owner has been found to be operating an unlicensed HMO for more than 12 weeks.	0.00	999.00	999.00	100%
NEW: Basic Annual Renewal to reflect need to re inspect due to poor management practices and non-compliance	0.00	357.00	357.00	100%
NEW: 5 year or end of Scheme licence where landlord/agent meets criteria	0.00	300.00	300.00	100%
NEW: Renewal of an annual licence to a 2 year licence where landlord/agent meets criteria (no inspection required)	0.00	210.00	210.00	100%
NEW: Inspection to advise on requirements before property is licensed.	0.00	150 per visit	150.00	100%
NEW: Inspection and Provision of a Fire Risk Assessment Report	0.00	300.00	300.00	100%
<b>Integrated Pollution Prevention &amp; Control Permits</b>				
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		
<b>NEW: Mobile Homes Act 2013</b>				
New application	N/A	327.00		
Licence alterations application	N/A	300.00		
Depositing of site rules fee	N/A	110.00		
Transfer of licence application	N/A	327.00		
Copy of licence	N/A	25.00		
<b>NEW: Existing operator annual license</b>				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	N/A	382.00		

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Site inspections every 18 months (Cat B risk rating)	N/A	255.00		
Site inspections every 24 months (Cat C risk rating)	N/A	191.00		
Site inspections every 36 months (Cat D risk rating)	N/A	127.00		
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	N/A	300.00		
Site inspections every 18 months (Cat B risk rating)	N/A	200.00		
Site inspections every 24 months (Cat C risk rating)	N/A	150.00		
Site inspections every 36 months (Cat D risk rating)	N/A	100.00		
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	N/A	218.00		
Site inspections every 18 months (Cat B risk rating)	N/A	145.00		
Site inspections every 24 months (Cat C risk rating)	N/A	109.00		
Site inspections every 36 months (Cat D risk rating)	N/A	73.00		
<b>Transferring/Replacing Licenses &amp; Certificates</b>				
Other replacement license	27.00	27.00	0.00	0.00

**Housing & Property Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b><u>Exempt from VAT</u></b>				
<b>Weekly Charges</b>				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	13.00	15.20	2.20	16.92
Temporary Accommodation [Heat,Light,Cook] - 2 bed	19.00	16.00	(3.00)	(15.79)
Temporary Accommodation [Heat,Light,Cook] - 3 bed	26.00	18.00	(8.00)	(30.77)
Temporary Accommodation [Heat,Light,Cook] - 4 bed	30.00	25.00	(5.00)	(16.67)
Temporary Accommodation Rent - 1 bed	204.34	204.34	0.00	0.00
Temporary Accommodation Rent - 2 bed	236.54	236.54	0.00	0.00
Temporary Accommodation Rent - 3 bed	266.66	266.66	0.00	0.00
Temporary Accommodation Rent - 4 bed	335.19	335.19	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 1 bed	3.66	5.30	1.64	44.81
Temporary Accommodation [Water & Sewerage] - 2 bed	5.46	6.50	1.04	19.05
Temporary Accommodation [Water & Sewerage] - 3 bed	9.00	9.20	0.20	2.22
Temporary Accommodation [Water & Sewerage] - 4 bed	12.00	12.50	0.50	4.17
Nightly Charge Rent - Any unit size with no kitchen	160.38	160.38	0.00	0.00
<b><u>Exempt from VAT (before discounts)</u></b>				
Council tenant	13.19	13.85	0.66	5.00
Council tenant Premium	15.19	15.95	0.76	5.00
Blue badge council	13.19	13.85	0.66	5.00
Blue badge council Premium	15.19	15.95	0.76	5.00
Mobility council	13.19	13.85	0.66	5.00
Mobility council Premium	15.19	15.95	0.76	5.00
Garage with in curtiledge	13.19	13.85	0.66	5.00
<b><u>VATable (before discounts)</u></b>				
Private tenant	13.19	13.85	0.66	5.00
Private tenant Premium	15.19	15.95	0.76	5.00
Blue badge private	13.19	13.85	0.66	5.00
Blue badge private Premium	15.19	15.95	0.76	5.00
Mobility private	13.19	13.85	0.66	5.00
Mobility private Premium	15.19	15.95	0.76	5.00
<b><u>Exempt from VAT (before discounts)</u></b>				
Parking spaces	12.85	13.49	0.64	5.00
Parking spaces (Blue Badge)	12.85	13.49	0.64	5.00
<b><u>VATable (before discounts)</u></b>				
Parking spaces Private	12.85	13.49	0.64	5.00
<b>Estate Management Fees and Charges</b>				
<b>Acquisition or Leasing of Leasehold property</b>				
Rent up to £9,999 per annum	2,250.00	2,250.00	0.00	0.00
Rent between £10,000 and £49,999 p.a.	2,750.00	2,750.00	0.00	0.00
Rent between £50,000 and £99,999 p.a.	4,000.00	4,000.00	0.00	0.00
Rent over £100,000 p.a.	8,500.00	8,500.00	0.00	0.00

**Housing & Property Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Settlement of Rent Reviews and Lease Renewals of Leasehold property</b>				
Rent up to £9,000 per annum	1,000.00	1,000.00	0.00	0.00
<b>Plus additional %age:</b>				
On the rent between £10,000 and £49,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent between £50,000 and £149,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent over £150,000 p.a.	1,250.00	1,250.00	0.00	0.00
<b>Acquisition or Disposal of Freehold property</b>				
Capital value up to £99,999	2,750.00	2,750.00	0.00	0.00
Capital value between £100,000 and £499,999	4,500.00	4,500.00	0.00	0.00
Capital value between £500,000 and £2 million	10,000.00	10,000.00	0.00	0.00
Capital value over £2 million	12,500.00	12,500.00	0.00	0.00
<b>Valuation of Leasehold and Freehold property</b>				
Rental value up to £9,999 per annum	1,000.00	1,000.00	0.00	0.00
Rental value between £10,000 and £49,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value between £50,000 and £99,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value over £100,000 p.a.	1,000.00	1,000.00	0.00	0.00
Capital value up to £99,999	1,000.00	1,000.00	0.00	0.00
Capital value between £100,000 and £499,999	1,550.00	1,550.00	0.00	0.00
Capital value between £500,000 and £2 million	2,650.00	2,650.00	0.00	0.00
Capital value over £2 million	5,250.00	5,250.00	0.00	0.00
<b>Consents</b>				
To Assignments and Subletting	800.00	800.00	0.00	0.00
Alteration of Lease terms or consent for alterations	800.00	800.00	0.00	0.00
If both an alteration and alienation	1,300.00	1,300.00	0.00	0.00
Administration fee for consent (in relation to restrictive covenants)	275.00	275.00	0.00	0.00
Administration fee for preparation of access licences and similar agreements (Minimum charge)	200.00	200.00	0.00	0.00
For work based on a time charge: Hourly Rate £100 / hour				
<b>Sport Pitches (per match unless other wise stated)</b>				
<b>Cricket</b>				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	57.00	57.00	0.00	0.00
Grass wicket - weekdays (Cutteslowe & Horspath 1)	44.10	44.10	0.00	0.00
Grass Wicket - weekend & bank holidays (Horspath 2)	n/a	n/a	n/a	n/a
Grass Wicket - weekdays (Horspath 2)	n/a	n/a	n/a	n/a
<b>Adults</b>				
Full Size Pitch weekend & Bank holidays	40.00	40.00	0.00	0.00
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	334.00	334.00	0.00	0.00
Full Size Pitch weekdays	30.80	30.80	0.00	0.00
Full Size Pitch weekdays 10 game - No VAT *	257.00	257.00	0.00	0.00
<b>Under 17's</b>				
Full Size Pitch weekend & Bank holidays	20.50	20.50	0.00	0.00
Full Size Pitch weekend 10 game booking - No VAT *	171.00	171.00	0.00	0.00
Full Size Pitch weekdays	15.90	15.90	0.00	0.00
Full Size Pitch weekdays 10 game - No VAT *	n/a	n/a	n/a	n/a
<b>Under 11's</b>				
Mini football	13.90	13.90	0.00	0.00
Mini football 10 game - No VAT *	116.00	116.00	0.00	0.00
Five a side pitch	28.70	28.70	0.00	0.00

**Housing & Property Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Court Place Farm Stadium inc changing rooms	116.00	116.00	0.00	0.00
Court Place Farm Stadium floodlights	39.00	39.00	0.00	0.00
Floodlit 5 a side (East Oxford) per hour	39.00	39.00	0.00	0.00
Floodlit football pitch (Rose Hill) per hour	39.00	39.00	0.00	0.00
<b>Other Charges</b>				
Baseball	47.20	47.20	0.00	0.00
Rugby	39.50	39.50	0.00	0.00
Tarmac floodlit training area per hour	18.50	18.50	0.00	0.00
Horspath Floodlights per hour	39.00	39.00	0.00	0.00
Athletics Adult	4.30	4.30	0.00	0.00
OCAC Member Athletics Adult	3.10	3.10	0.00	0.00
OCAC Member Athletics Adult - 12 week pass	74.00	74.00	0.00	0.00
Athletics Junior	2.60	2.60	0.00	0.00
OCAC Member Athletics Junior	2.00	2.00	0.00	0.00
OCAC Member Athletics Junior - 12 week pass	47.00	47.00	0.00	0.00
Athletics Match (senior)	400.00	400.00	0.00	0.00
Athletics Match (junior)	226.00	226.00	0.00	0.00
Athletics track centre with lights	39.00	39.00	0.00	0.00
<b>Pavilions/Changing rooms</b>				
Adults	20.20	20.20	0.00	0.00
Concessionary Rate (including U17's)	10.10	10.10	0.00	0.00
Under 11's	5.10	5.10	0.00	0.00
Adults 10 game booking - No VAT *	168.00	168.00	0.00	0.00
Concessionary Rate (including U17's) 10 game booking - No VAT *	84.00	84.00	0.00	0.00
Under 11's 10 game booking - No VAT *	42.30	42.30	0.00	0.00
Tea Room per hour	17.50	17.50	0.00	0.00
<b>Summer Activities</b>				
Tennis Court Hire - Adult	7.00	7.00	0.00	0.00
Tennis Court Hire - Concessions	3.60	3.60	0.00	0.00
Bowls Adult	2.60	2.60	0.00	0.00
Bowls Conc.	1.40	1.40	0.00	0.00
Bowls Bonus Slice	1.30	1.30	0.00	0.00
Putting Adult	2.60	2.60	0.00	0.00
Putting Conc.	1.40	1.40	0.00	0.00
Putting Bonus	1.40	1.40	0.00	0.00
Putting Family Rate	5.40	5.40	0.00	0.00
Volley Ball < 10 people	1.30	1.30	0.00	0.00
Volley Ball > 10 people	12.30	12.30	0.00	0.00
Equipment Hire Bowls	1.30	1.30	0.00	0.00
Equipment Hire Tennis	1.30	1.30	0.00	0.00
Equipment Hire Putting	1.30	1.30	0.00	0.00
Sales lost tennis ball	1.30	1.30	0.00	0.00
Sales lost golf ball	1.30	1.30	0.00	0.00
<b>Annual Club Charges</b>				
<b>Bowls</b>				
Per Green (7 days a week) per season	2,550.00	2,550.00	0.00	0.00
<b>Tennis</b>				
Hard Court per season	2,100.00	2,100.00	0.00	0.00
Grass Court per season	2,400.00	2,400.00	0.00	0.00
Hard Court (floodlit) per season	2,550.00	2,550.00	0.00	0.00
<b>Equipment Provided and Prices</b>				
Goal Nets (set)	73.00	73.00	0.00	0.00
Corner Posts (each)	10.10	10.10	0.00	0.00
Corner Flags (each)	5.10	5.10	0.00	0.00
Net Pegs (each)	0.80	0.80	0.00	0.00
Soft Broom	12.30	12.30	0.00	0.00
Dust Pan & Brush	12.30	12.30	0.00	0.00
Dust Bin (each)	21.30	21.30	0.00	0.00

Housing & Property Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Other Charges</b>				
Use of wrong pitch	35.90	35.90	0.00	0.00
Cost for over running per 10 minutes	7.20	7.20	0.00	0.00
<b>All works undertaken for third parties</b>				

Environmental Sustainability Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Contaminated Land Enquiries (not Land Charges)</b>				
DELETE: Location enquiries (per question)				
NEW- Location enquires - fixed price	75.00	75.00	0.00	0.00
NEW- Locational enquires- additional questions	23.00	23.00	0.00	0.00
<b>Air Quality Enquiries</b>				
Provision of data and written advice	Value of time spent based on hourly rate decided by Service Manager	Value of time spent based on hourly rate decided by Service Manager		
<b>Environmental Sustainability Enquiries</b>				
Provision of advice (e.g. energy management, smart metering, renewable energy, air quality, contaminated land)	Value of time spent based on hourly rate decided by Service Manager	Value of time spent based on hourly rate decided by Service Manager		
<b>NEW: Planning pre-application advice (Standard rated &amp; exclusive of VAT)- renewable energy compliance, contaminated land, air quality, noise</b>				
NEW: Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	50.00	0.00	0.00
<b>Miscellaneous</b>				
Air Quality Reports	26.00	26.00	0.00	0.00
Contaminated Land Strategy document	26.00	26.00	0.00	0.00

Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Leisure Centres</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
<b>ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Casual Swimming	4.50	4.50	0.00	0.00
Family Swim Ticket	11.50	11.50	0.00	0.00
Hinksey Swimming	6.10	6.10	0.00	0.00
Hinksey Family Swim Ticket	17.60	18.00	0.40	2.27
Hinksey (early/late)	4.60	4.70	0.10	2.17
Hinksey Family Swim Ticket (early/late)	11.50	11.80	0.30	2.61
Sauna (LPLC)	6.10	6.30	0.20	3.28
Sauna & Swim (LPLC)	7.40	7.60	0.20	2.70
Water Workout	6.20	6.40	0.20	3.23
Badminton (per person)	3.50	3.60	0.10	2.86
Squash (per person)	4.00	4.10	0.10	2.50
<b>U17/Over 60s/ Student</b>				
Casual Swimming	2.70	2.80	0.10	3.70
Hinksey Swimming	3.90	4.00	0.10	2.56
Hinksey (early/late)	2.70	2.80	0.10	3.70
Sauna (LPLC)	3.00	3.10	0.10	3.33
Sauna & Swim (LPLC)	4.70	4.80	0.10	2.13
Water Workout	4.10	4.20	0.10	2.44
Badminton (per person)	2.50	2.60	0.10	4.00
Squash (per person)	2.60	2.70	0.10	3.85
<b>Bonus Concessionary*</b>				
Casual Swimming	1.20	1.20	0.00	0.00
Hinksey Swimming	1.20	1.20	0.00	0.00
Hinksey (early/late)	1.20	1.20	0.00	0.00
Sauna (LPLC)	1.20	1.20	0.00	0.00
Sauna & Swim (LPLC)	2.20	2.40	0.20	9.09
Water Workout	1.20	3.20	2.00	166.67
Badminton (per person)	1.20	1.20	0.00	0.00
Squash (per person)	1.20	1.20	0.00	0.00
* Bonus concessionary charge increases have yet to approved by Lesiure Partnership Board				
<b>ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Gyms	7.90	8.10	0.20	2.53
Express Induction – Proficient user	21.00	20.00	(1.00)	(4.76)
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	21.00	22.00	1.00	4.76
Fitness programme	13.00	13.30	0.30	2.31
Programme & Health Review	8.90	9.10	0.20	2.25
Fitness Classes	6.20	6.40	0.20	3.23
Table Tennis	3.30	3.40	0.10	3.03
Racket Hire	1.20	1.50	0.30	25.00
<b>U17/Over 60s/ Student</b>				
Gyms	4.20	4.30	0.10	2.38
Aspires Academy	3.10	3.20	0.10	3.23
Express Induction – Proficient user	10.60	10.00	(0.60)	(5.66)
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	10.60	11.00	0.40	3.77
Fitness programme	6.70	7.00	0.30	4.48
Programme & Health Review	6.00	6.20	0.20	3.33
Aspires Academy Induction	10.60	11.00	0.40	3.77
Fitness Classes	4.10	4.20	0.10	2.44
Table Tennis	2.50	2.60	0.10	4.00
Racket Hire	1.30	1.50	0.20	15.38
<b>Bonus Concessionary*</b>				
Aspires Fitness Gyms	1.20	1.20	0.00	0.00
Aspires Academy	1.20	1.20	0.00	0.00
Express Induction – Proficient user	3.60	5.00	1.40	38.89
Beginner Induction	3.60	5.00	1.40	38.89
Fitness programme	3.60	5.00	1.40	38.89
Programme & Health Review	3.60	5.00	1.40	38.89
Aspires Academy Induction	3.60	5.00	1.40	38.89
Fitness Classes	1.20	3.20	2.00	166.67



Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Table Tennis	1.20	1.20	0.00	0.00
Racket Hire	0.50	0.50	0.00	0.00
* Bonus concessionary charge increases have yet to approved by Lesiure Partnership Board				
<b>ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Skate general session	7.80	8.00	0.20	2.56
Lunchtime Skate	3.50	3.60	0.10	2.86
After school/ Family/ Twilight skate	5.10	5.20	0.10	1.96
Skate Disco Session	7.80	8.00	0.20	2.56
Family Skate Ticket (for 5)	28.00	28.50	0.50	1.79
Family Skate Ticket (for 4)	23.00	23.50	0.50	2.17
Tea Time Family Skate (for 5)	22.60	23.50	0.90	3.98
Tea Time Family Skate (for 4)	17.80	18.00	0.20	1.12
Disco family Skate (for 5)	33.60	34.00	0.40	1.19
Disco family Skate (for 4)	26.90	27.00	0.10	0.37
Skate Training 1	6.70	7.00	0.30	4.48
Skate Training 2	2.90	3.00	0.10	3.45
Guardian Fee (spectators who are supervising children)	1.20	1.50	0.30	25.00
Teacher Rates (15mins)	10.00	11.00	1.00	10.00
Adult Group Lesson	50.70	52.00	1.30	2.56
<b>U17/Over 60s/ Student</b>				
Skate general session	6.00	6.20	0.20	3.33
Lunchtime Skate	3.50	3.60	0.10	2.86
After school/ Family/ Twilight skate	5.15	5.30	0.15	2.91
Skate Disco Session	7.80	8.00	0.20	2.56
Thursday evening Student Disco	4.70	4.80	0.10	2.13
Skate Training 1	4.60	4.70	0.10	2.17
Skate Training 2	2.40	2.50	0.10	4.17
Golden Blades (over 50)	4.20	4.30	0.10	2.38
Guardian Fee (spectators who are supervising children)	1.20	1.50	0.30	25.00
Teacher Rates (15mins)	10.00	11.00	1.00	10.00
Junior Group Lesson	38.72	40.00	1.28	3.31
<b>Bonus Concessionary</b>				
Skate general session	1.90	2.00	0.10	5.26
Tea Time Skate	1.90	2.00	0.10	5.26
Skate Disco Session	1.90	2.00	0.10	5.26
Skate Training 1	1.90	4.70	2.80	147.37
Skate Training 2	1.90	2.50	0.60	31.58
Golden Blades (over 50)	1.90	2.50	0.60	31.58
Guardian Fee (spectators who are supervising children)	1.00	1.00	0.00	0.00
<b>OTHER CHARGES (per session)</b>				
<b>Adult</b>				
Aqua Natal	8.90	9.00	0.10	1.12
Physical Assessment	21.90	22.00	0.10	0.46
Body Fat Analysis	12.10	12.50	0.40	3.31
Aerobic Capacity Analysis	12.10	12.50	0.40	3.31
Fi-tech cholesterol test	12.10	12.50	0.40	3.31
GP Referral Sessions	1.25	1.50	0.25	20.00
GP Referral Sessions (Consultation 1)	5.40	5.50	0.10	1.85
<b>Choice &amp; Active</b>				
Aqua Natal	7.60	7.80	0.20	2.63
Physical Assessment	11.70	12.00	0.30	2.56
Body Fat Analysis	6.20	6.40	0.20	3.23
Aerobic Capacity Analysis	6.20	6.40	0.20	3.23
Fi-tech cholesterol test	6.20	7.10	0.90	14.52
GP Referral Sessions	1.25	1.30	0.05	4.00
GP Referral Sessions (Consultation 1)	5.40	5.50	0.10	1.85
<b>U17/Over 60s/ Student</b>				
Aqua Natal	7.60	7.80	0.20	2.63
Aspires Physical Assessment	12.00	12.30	0.30	2.50
Body Fat Analysis	6.90	7.10	0.20	2.90
Aerobic Capacity Analysis	6.90	7.10	0.20	2.90
Fi-tech cholesterol test	6.90	7.10	0.20	2.90
GP Referral Sessions	1.25	1.30	0.05	4.00

Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
GP Referral Sessions (Consultation 1)	5.40	5.50	0.10	1.85
<b>Bonus Concessionary Membership</b>				
Aqua Natal	4.20	4.20	0.00	0.00
Aspires Physical Assessment	6.40	6.50	0.10	1.56
Body Fat Analysis	3.40	3.50	0.10	2.94
Aerobic Capacity Analysis	3.40	3.50	0.10	2.94
Fi-tech cholesterol test	3.40	3.50	0.10	2.94
GP Referral Sessions	1.20	1.30	0.10	8.33
GP Referral Sessions (Consultation 1)	5.40	5.50	0.10	1.85
<b>SWIMMING LESSONS</b>				
<b>Adult</b>				
Adult Swim Lessons (Per hour)	12.00	12.30	0.30	2.50
Adult Private Swim Lessons (Per half hour)	19.60	20.50	0.90	4.59
<b>Choice, Active &amp; Aqua</b>				
Junior Swim Lessons (Per half hour)	5.20	6.00	0.80	15.38
Adult Swim Lessons (Per hour)	10.30	11.00	0.70	6.80
<b>U17/Over 60s/ Student Slice</b>				
Junior Swim Lessons (Per half hour)	5.80	6.00	0.20	3.45
Private Swim Lessons (Per half hour)	17.70	20.50	2.80	15.82
Adult Swim Lessons (Per hour)	8.80	9.00	0.20	2.27
<b>Bonus Slice</b>				
Junior Swim Lessons (Per half hour)	3.20	3.50	0.30	9.37
Adult Swim Lessons (Per hour)	6.80	7.20	0.40	5.88
<b><u>Standard rated &amp; inclusive of VAT</u></b>				
<b>Direct Debit Membership</b>				
<b>Choice Card</b>				
Adult	48.00	49.00	1.00	2.08
Adult Corporate	44.00	44.10	0.10	0.23
Couple	82.00	84.00	2.00	2.44
Family (2 adults + 2 children)	108.00	111.00	3.00	2.78
Family Flex (1adult +3 children)	90.00	92.00	2.00	2.22
Family Corporate	97.00	99.90	2.90	2.99
Family Flex (1adult +3 children) Corporate	81.00	82.80	1.80	2.22
Concession (Individual)	30.00	31.00	1.00	3.33
Student Peak	36.00	37.00	1.00	2.78
Student Off Peak	29.00	30.00	1.00	3.45
Bonus Concessionary	25.00	25.00	0.00	0.00
<b>Active card</b>				
Adult	48.00	48.00	0.00	0.00
Over 60	26.00	26.00	0.00	0.00
Under 17	21.00	21.00	0.00	0.00
Family	95.00	95.00	0.00	0.00
<b>Swim Only</b>				
Adult	33.00	34.00	1.00	3.03
Over 60	19.00	20.00	1.00	5.26
Under 17	13.00	13.00	0.00	0.00
Family	67.00	69.00	2.00	2.99
Adult Corporate	30.00	30.60	0.60	2.00
Family Corporate	60.00	62.10	2.10	3.50
<b>Adult Rink</b>				
Skate Training	54.30	55.50	1.20	2.21
Choice plus skate training	77.90	80.00	2.10	2.70
<b>Junior Rink</b>				
Under 17	32.00	33.00	1.00	3.13
Under 17 Rink Plus	51.30	52.50	1.20	2.34
Skate Training	41.00	42.00	1.00	2.44
<b>Annual Card</b>				

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Choice Card</b>				
Adult 12 months for 11	528.00	539.00	11.00	2.08
Couple 12 months for 11	902.00	924.00	22.00	2.44
Family 12 months for 11 (2 adults + 2 children)	1188.00	1221.00	33.00	2.78
Family 12 months for 11 (1 adult + 3 children)	990.00	1012.00	22.00	2.22
Concession	330.00	341.00	11.00	3.33
Student 9 month Peak	288.00	299.00	11.00	3.82
Student 9 month Off Peak	232.00	230.00	(2.00)	(0.86)
<b>Active card</b>				
Adult 12 months for 11	528.00	528.00	0.00	0.00
Over 60	286.00	286.00	0.00	0.00
Under 17	231.10	231.00	(0.10)	(0.04)
Family (2 adults + 2 children)	1043.00	1043.00	0.00	0.00
<b>Swim Only</b>				
Adult 12 months for 11	363.00	374.00	11.00	3.03
Over 60	209.00	220.00	11.00	5.26
Under 17	143.00	143.00	0.00	0.00
Family	737.00	759.00	22.00	2.99
Adult (Hinksey)	195.00	195.00	0.00	0.00
Over 60 / under 17(Hinksey)	99.00	99.00	0.00	0.00
Family (Hinksey)	375.00	375.00	0.00	0.00
<b>Skate</b>				
Adult Choice Plus Skate Training	856.90	856.90	0.00	0.00
Junior Rink Annual	352.00	352.00	0.00	0.00
Junior Rink Plus Annual	564.30	564.30	0.00	0.00
<b>Other Cards</b>				
<b>Choice</b>				
Bolt on	29.70	30.40	0.70	2.36
Bolt on	19.40	19.80	0.40	2.06
<b>Bonus</b>				
Adult	2.80	2.90	0.10	3.57
Dependent	1.00	1.00	0.00	0.00
<b>Staff</b>				
Family	38.00	39.00	1.00	2.63
Individual wet & dry	25.60	27.00	1.40	5.47
Individual dry	20.50	21.00	0.50	2.44
<b>Swim School</b>				
Adult	50.00	51.00	1.00	2.00
Child	27.00	27.50	0.50	1.85
<b>Reward (booking card)</b>				
All	0.00	0.00		
<b>Sport Pitches (per match unless other wise stated)</b>				
<b>Cricket</b>				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	57.00	57.00	0.00	0.00
Grass wicket - weekdays (Cutteslowe & Horspath 1)	44.10	44.10	0.00	0.00
Grass Wicket - weekend & bank holidays (Horspath 2)	n/a	n/a	n/a	n/a
Grass Wicket - weekdays (Horspath 2)	n/a	n/a	n/a	n/a
<b>Adults</b>				
Full Size Pitch weekend & Bank holidays	40.00	40.00	0.00	0.00
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	334.00	334.00	0.00	0.00
Full Size Pitch weekdays	30.80	30.80	0.00	0.00
Full Size Pitch weekdays 10 game - No VAT	257.00	257.00	0.00	0.00
<b>Under 17's</b>				
Full Size Pitch weekend & Bank holidays	20.50	20.50	0.00	0.00
Full Size Pitch weekend 10 game booking - No VAT	171.00	171.00	0.00	0.00
Full Size Pitch weekdays	15.90	15.90	0.00	0.00
Full Size Pitch weekdays 10 game - No VAT	n/a	n/a	n/a	n/a

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Under 11's</b>				
Mini football	13.90	13.90	0.00	0.00
Mini football 10 game - No VAT	116.00	116.00	0.00	0.00
Five a side pitch	28.70	28.70	0.00	0.00
Court Place Farm Stadium inc changing rooms	116.00	116.00	0.00	0.00
Court Place Farm Stadium floodlights	39.00	39.00	0.00	0.00
Floodlit 5 a side (East Oxford) per hour	39.00	39.00	0.00	0.00
Floodlit football pitch (Rose Hill) per hour	39.00	39.00	0.00	0.00
<b>Other Charges</b>				
Baseball	47.20	47.20	0.00	0.00
Rugby	39.50	39.50	0.00	0.00
Tarmac floodlit training area per hour	18.50	18.50	0.00	0.00
Horspath Floodlights per hour	39.00	39.00	0.00	0.00
Athletics Adult	4.30	4.30	0.00	0.00
OCAC Member Athletics Adult	3.10	3.10	0.00	0.00
OCAC Member Athletics Adult - 12 week pass	74.00	74.00	0.00	0.00
Athletics Junior	2.60	2.60	0.00	0.00
OCAC Member Athletics Junior	2.00	2.00	0.00	0.00
OCAC Member Athletics Junior - 12 week pass	47.00	47.00	0.00	0.00
Athletics Match (senior)	400.00	400.00	0.00	0.00
Athletics Match (junior)	226.00	226.00	0.00	0.00
Athletics track centre with lights	39.00	39.00	0.00	0.00
<b>Pavilions/Changing rooms</b>				
Adults	20.20	20.20	(0.00)	0.00
Concessionary Rate (including U17's)	10.10	10.10	0.00	0.00
Under 11's	5.10	5.10	0.00	0.00
Adults 10 game booking - No VAT *	168.00	168.00	0.00	0.00
Concessionary Rate (including U17's) 10 game booking - No VAT *	84.00	84.00	0.00	0.00
Under 11's 10 game booking - No VAT *	42.30	42.30	(0.00)	0.00
Tea Room per hour	17.50	17.50	0.00	0.00
<b>Summer Activities</b>				
Tennis Court Hire - Adult	7.00	7.00	0.00	0.00
Tennis Court Hire - Concessions	3.60	3.60	0.00	0.00
Bowls Adult	2.60	2.60	0.00	0.00
Bowls Conc.	1.40	1.40	(0.00)	0.00
Bowls Bonus Slice	1.30	1.30	0.00	0.00
Putting Adult	2.60	2.60	0.00	0.00
Putting Conc.	1.40	1.40	(0.00)	0.00
Putting Bonus	1.40	1.40	(0.00)	0.00
Putting Family Rate	5.40	5.40	0.00	0.00
Volley Ball < 10 people	1.30	1.30	0.00	0.00
Volley Ball > 10 people	12.30	12.30	0.00	0.00
Equipment Hire Bowls	1.30	1.30	0.00	0.00
Equipment Hire Tennis	1.30	1.30	0.00	0.00
Equipment Hire Putting	1.30	1.30	0.00	0.00
Sales lost tennis ball	1.30	1.30	0.00	0.00
Sales lost golf ball	1.30	1.30	0.00	0.00
<b>Crazy Golf (Cutteslow)</b>				
Family Ticket including golf club hire	n/a	15.00	n/a	
Single Adult	n/a	6.00	n/a	
Single Child	n/a	4.00	n/a	
Club and ball hire	n/a	1.30	n/a	
<b>Mini Golf (Florence Park and Bury Knowle)</b>				
Family Ticket including hire of clubs and balls	n/a	8.00	n/a	
Single Adult	n/a	4.00	n/a	
Single Child	n/a	2.00	n/a	
Club and ball hire	n/a	1.30	n/a	
<b>Annual Club Charges</b>				
<b>Bowls</b>				
Per Green (7 days a week) per season	2,550.00	2,550.00	0.00	0.00

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Tennis</b>				
Hard Court per season	2,100.00	2,100.00	0.00	0.00
Grass Court per season	2,400.00	2,400.00	0.00	0.00
Hard Court (floodlit) per season	2,550.00	2,550.00	0.00	0.00
<b>Equipment Provided and Prices</b>				
Goal Nets (set)	73.00	73.00	0.00	0.00
Corner Posts (each)	10.10	10.10	0.00	0.00
Corner Flags (each)	5.10	5.10	0.00	0.00
Net Pegs (each)	0.80	0.80	0.00	0.00
Soft Broom	12.30	12.30	0.00	0.00
Dust Pan & Brush	12.30	12.30	0.00	0.00
Dust Bin (each)	21.30	21.30	0.00	0.00
<b>Other Charges</b>				
Use of wrong pitch	35.90	35.90	0.00	0.00
Cost for over running per 10 minutes	7.20	7.20	0.00	0.00
<b>Community Centres Fees and Charges</b>				
<b>Charges per hour session unless stated</b>				
East Oxford Games Hall - hire of games hall	15.40	16.00	0.60	3.90
East Oxford Games Hall - hire of 10 sessions in advance	12.83	12.80	(0.03)	(0.23)
East Oxford Games Hall - Badminton court hire (new arrangement)	n/a	7.20	0.00	0.00
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1	100.00	100.00	0.00	0.00
Rose Hill Community Centre - Bill Buckingham Ballroom tier 2	25.00	25.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 1	40.00	40.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 2	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 2 tier 1	30.00	30.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 2 tier 2	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1&2 tier 1	70.00	70.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1&2 tier 2	30.00	30.00	0.00	0.00
Rose Hill Community Centre - NBH teapoint tier 1	5.00	5.00	0.00	0.00
Rose Hill Community Centre - NBH teapoint tier 2	0.00	0.00	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 1	40.00	40.00	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 2	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Youth 2 (chill out) tier 1	25.00	25.00	0.00	0.00
Rose Hill Community Centre - Youth 2 (chill out) tier 2	10.00	10.00	0.00	0.00
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 1	30.00	30.00	0.00	0.00
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 2	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Youth 1&3 tier 1	45.00	45.00	0.00	0.00
Rose Hill Community Centre - Youth 1&3 tier 2	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Youth 1,2&3 tier 1	75.00	75.00	0.00	0.00
Rose Hill Community Centre - Youth 1,2&3 tier 2	25.00	25.00	0.00	0.00
Rose Hill Community Centre - wedding		Up to 1200	n/a	n/a
Rose Hill Community Centre - community wedding		15% discount on community rate	n/a	n/a
Rose Hill Community Centre - Gym - monthly DD adult	23.00	23.00	0.00	0.00
Rose Hill Community Centre - Gym - monthly DD adult concession	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Gym - monthly DD junior/65+	14.00	14.00	0.00	0.00
Rose Hill Community Centre - Gym - monthly DD junior/65+ concession	10.00	10.00	0.00	0.00
Rose Hill Community Centre - Gym - Family - monthly DD	60.00	60.00	0.00	0.00
Rose Hill Community Centre - Gym - Family - monthly DD concession	40.00	40.00	0.00	0.00
Rose Hill Community Centre - Gym - Adult casual	5.00	5.00	0.00	0.00
Rose Hill Community Centre - Gym - Adult casual concession	3.50	3.50	0.00	0.00
Rose Hill Community Centre - Gym Junior	3.50	3.50	0.00	0.00
Rose Hill Community Centre - Gym Junior concession	2.50	2.50	0.00	0.00
Blackbird Leys Community Centre - Jack Argent Rm tier 1	15.00	15.00	0.00	0.00
Blackbird Leys Community Centre - Jack Argent tier 2	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - Jack Argent tier 3	7.50	7.50	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 1	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 2	7.50	7.50	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 3	5.00	5.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 1	20.00	20.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 2	15.00	15.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 3	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - IT Suite (3hr Session)	7.50	9.00	1.50	20.00
Jubilee Centre - Hall, meeting rm, kitchen	15.00	15.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 1	10.00	10.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 2	11.00	11.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1	12.00	12.00	0.00	0.00

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2	13.00	13.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 3	17.00	17.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 1	10.00	10.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 2	11.00	11.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1	12.00	12.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2	13.00	13.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 3	17.00	17.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 1	9.00	9.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 2	10.00	10.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 3	15.00	15.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 1	11.00	11.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 2	12.00	12.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays -	10.00	10.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays - over 3 hours	23.00	23.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays - over 5 hours	33.00	33.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd -	12.00	12.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs	28.00	28.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs	45.00	45.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2 eve	80.00	80.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2	100.00	100.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkdays	125.00	125.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkd	150.00	150.00	0.00	0.00
Barton Neighbourhood Centre - tier 1	19.00	19.00	0.00	0.00
Barton Neighbourhood Centre - tier 2	17.10	17.10	0.00	0.00
<b>Events Charges</b>				
<b>Local Charity Events (per day)</b>				
Small	50.00	50.00	0.00	0.00
Medium	100.00	100.00	0.00	0.00
Large	250.00	250.00	0.00	0.00
Extra-Large	500.00	500.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>Oxford Community Event (per day)</b>				
Small	100.00	100.00	0.00	0.00
Medium	250.00	250.00	0.00	0.00
Large	350.00	350.00	0.00	0.00
Extra-Large	500.00	500.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>National Charity Events (per day)</b>				
Small	250.00	250.00	0.00	0.00
Medium	400.00	400.00	0.00	0.00
Large	750.00	750.00	0.00	0.00
Extra-Large	1,250.00	1,250.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>City centre cultural performances (per day)</b>				
Bond Payable £250	25 - 50	25 - 50		
Bonn Square - use of power/electricity	25 - 100	25 - 100		
<b>Commercial Events</b>				
<b>1. City Centre - Bonn Sq, Broad St, Gloucester Green &amp; other city locations (per day)</b>				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	1,500.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>2. Gloucester Green Market (per day)</b>				
weekday	750.00	750.00	0.00	0.00
weekend	1,000.00	1,000.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>3. City Parks (per day)</b>				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	1,500.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Extra-Large	4,000.00	4,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £2,500				
Non Refundable Environment Impact Fee	500 - 1000	500 - 1000		
<b>4. Neighbourhood Parks (per day)</b>				
Small	800.00	800.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	1,200.00	1,200.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>5. Local Parks (per day)</b>				
Small	500.00	500.00	0.00	0.00
Medium	750.00	750.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>Sports Tournaments &amp; associated events</b>				
Bond Payable £250 - £1,500				
<b>Promotional/Marketing</b>				
Half Day	500.00	500.00	0.00	0.00
Full Day	1,000.00	1,000.00	0.00	0.00
Roaming & Sampling - no infrastructure: Full Day	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>Site visits - Park Rangers</b>	75 per hour	75 per hour		
<b>Education</b>				
Oxford LEA - £2.50pp, min charge £25				
Oxford Non LEA - £5.00pp, min charge £50				
Non-Oxford LEA - £5.00pp, min charge £50				
Non-Oxford Non LEA - £6.00pp, min charge £60				
<b>Use of existing Premises Licence (500-4999 people)</b>				
Commercial	150.00	150.00	0.00	0.00
Local Charity & Community	25.00	25.00	0.00	0.00
<b>Late application/submission fee if timescales/deadlines not met</b>	75.00	75.00	0.00	0.00
<b>South Park - Large Sized Events (over 499 people)</b>				
Application Fee: non-refundable - Commercial	500.00	500.00	0.00	0.00
Application Fee: non-refundable - Local Community & Local Charity	100.00	100.00	0.00	0.00
Application Fee: National Charity	250.00	250.00	0.00	0.00
<b>Filming - Commercial</b>				
<b>1. Half Day (4 hours or less)</b>				
Small	250.00	250.00	0.00	0.00
Medium	500.00	500.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>2. Full Day</b>				
Small	500.00	500.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>Filming - Non Commercial</b>				
<b>1. Half Day</b>				
Small	75.00	75.00	0.00	0.00
Medium	150.00	150.00	0.00	0.00
Large	300.00	300.00	0.00	0.00
Bond Payable £250 - £1,000				
<b>2. Full Day</b>				
Small	150.00	150.00	0.00	0.00
Medium	300.00	300.00	0.00	0.00
Large	600.00	600.00	0.00	0.00
Bond Payable £250 - £1,500				

Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Road Closures</b>				
Commercial Event Road Closures- Events (under 500 people)	100	100	0.00	0.00
Commercial Event Road Closures- Market and Street Fairs	250	250	0.00	0.00
Commercial Event Road Closures- Events (500 or more people)	300	300	0.00	0.00
Road closure with no commercial element inc street parties	No Fee	No Fee	0.00	0.00
<b>Events &amp; Culture notes:</b>				
<b>For Filming requests with less than 7 days notice, all charges will be doubled</b>				
<i>Small Event: 0-100 people</i>				
<i>Medium Event: 100-499 people</i>				
<i>Large Event: 500-4999 people</i>				
<i>Extra Large Event: 5000+ people</i>				
<i>Extra-Extra Large Event: 20,000+ people</i>				
Filming (small): crew size 1-5 people				
Filming (medium): crew size 6-11 people				
Filming (large): crew size 12 + people				
<b>Town Hall Charges</b>				
<b>Room Charges - Commercial Rates</b>				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	225.00	250.00	25.00	11.11
Assembly Room	150.00	150.00	0.00	0.00
Old Library	150.00	150.00	0.00	0.00
Long Room	90.00	90.00	0.00	0.00
Meeting Rooms	50.00	75.00	25.00	50.00
<b>Room Charges - Community/Charity Rates</b>				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	112.50	125.00	12.50	11.11
Assembly Room	75.00	75.00	0.00	0.00
Old Library	75.00	75.00	0.00	0.00
Long Room	45.00	45.00	0.00	0.00
Meeting Rooms	25.00	37.50	12.50	50.00
<b><u>Social Events Packages</u></b>				
<b>Ceremony only packages (2 hrs hire)</b>				
Main Hall	595	595	0.00	0.00
Assembly Room/Old Library	495	495	0.00	0.00
St Aldate's Room	250	250	0.00	0.00
Court Room (new for 16/17)		395.00		
<b>Social Events (18:00-23:59 hrs with 1 hr clearance to 01:00 hrs)</b>				
Main Hall	Withdrawn			
Assembly Room and/or Old Library	Withdrawn			
Assembly Only	Withdrawn			
<b>Dinner Bookings 18:00 - 22.30 with 1 hours clearance to 23.30</b>				
Main Hall	Withdrawn			
Assembly Room	Withdrawn			
St Aldates	Withdrawn			
<b>Sunday/BH Supplement</b>				
	Withdrawn			
<b>Discounts</b>				
Social Event Off - Peak Monday/Tuesday only	Withdrawn			
Concessionary Meetings	Withdrawn			
Preparation, Clearance or Rehearsal	Withdrawn			
6 hours or more consecutive at the standard price	Withdrawn			
Agency Commission room hire fees (maximum)	15%	15%		
<b>Royalties - based on total box office sales,</b>				
Classical Concerts	4.80%	4.80%	0.00	0.00
Pop Concerts	3%	3%	0.00	0.00
Variety Performances	2%	2%	0.00	0.00
All other events including music, films, video, DVD films or promotional events	9%	9%	0.00	0.00



**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Box Office</b>				
Minimum fee of £25 or 10% of sales (whichever is greater)	13%	13%		
<b>Technical Facilities</b>				
Data Projector	50	50	0.00	0.00
Main Hall Projector & Screen (new for 16/17)		150		
Flipchart, pad & pens (inc. in DDR)	15	15	0.00	0.00
Laptop computer (internal use only)	55	55	0.00	0.00
Lectern – table	FOC	FOC		
Lectern – free standing	FOC	FOC		
Long Room - AV Equipment	55	55	0.00	0.00
PA system (Main Hall)	66	100	34.00	51.52
Large Screen	55	55	0.00	0.00
Small pop up screen	27.5	27.5	0.00	0.00
Stage extension - Small	55	100	45.00	81.82
Stage extension - Large	105	200	95.00	90.48
Round table with linen cloth	14	14	0.00	0.00
<b>Musical Equipment</b>				
Organ – Events	110	110	0.00	0.00
Organ – rehearsal/practice (per hour)	13.5	13.5	0.00	0.00
Piano – events	75	75	0.00	0.00
Piano – rehearsal/practice (per hour)	13.5	13.5	0.00	0.00
<b>License Holders &amp; Door Supervisors</b>				
TH Personal Licence holder	Withdrawn			
Door Supervisors (per hr per Supervisor)	At cost	At Cost		
<b>Internal Charges</b>				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	FOC		
Cancellation less than 72 hrs before	50%	50%		
<b>Catering Charges</b>				
Kitchen Hire per head (minimum 100)	3.5	4	0.50	14.29
Servery Hire Only (per day)	65	65	0.00	0.00
<b>Distribution of Free Printed Matter</b>				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
Static Annual Consent	200.00	200.00	0.00	0.00
Non-profit and community organisations	50.00 per consent badge	50.00 per consent badge		
Replacement badge	25.00	25.00	0.00	0.00
<b>Taxi Licensing</b>				
<b>Vehicles</b>				
Hackney Carriage	400.00	400.00	0.00	0.00
HACKNEY CARRIAGE (LOW EMISSION VEHICLE)	N/A	300.00	NEW FEE	NEW FEE
Hackney Transfer of Ownership	100.00	100.00	0.00	0.00
Hackney Change of Vehicle	100.00	100.00	0.00	0.00
Hackney Plate Deposit	50.00	50.00	0.00	0.00
Hackney Temporary Vehicle	75.00	75.00	0.00	0.00
Private Hire	262.00	262.00	0.00	0.00
PRIVATE HIRE (LOW EMISSION VEHICLE)	N/A	162.00	NEW FEE	NEW FEE
Private Hire Transfer	100.00	100.00	0.00	0.00
Private Hire Change of Vehicle	100.00	100.00	0.00	0.00
Private Hire Plate Deposit	50.00	DELETED	DELETED	DELETED
Private Hire Temporary Vehicle	75.00	75.00	0.00	0.00
<b>Drivers</b>				
Hackney Combined (1 yr licence)	115.00	115.00	0.00	0.00
Hackney Combined (3 yr licence)	N/A	345.00	NEW CHARGE	NEW CHARGE
Private Hire (1 yr licence)	101.00	101.00	0.00	0.00
Private Hire (3 yr licence)	N/A	303.00	NEW CHARGE	NEW CHARGE
<b>Additional Charges</b>				
Local Knowledge & Safeguarding Test	75.00	75.00	0.00	0.00
Local Knowledge & Safeguarding Re-Test	75.00	75.00	0.00	0.00
Disability Awareness Course	45.00	45.00	0.00	0.00
DBS check - all driver only, at cost	50.00	50.00	0.00	0.00
DVLA check - for new applicants only, at cost	8.00	8.00	0.00	0.00
Licence badge/replacement badge	10.00	10.00	0.00	0.00
Internal PHV Licence Plate	N/A	15.00	NEW CHARGE	NEW CHARGE
Internal HC Licence Plate	N/A	15.00	NEW CHARGE	NEW CHARGE

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Replacement external plate	25.00	25.00	0.00	0.00
Replacement internal PHV sticker	5.00	DELETED	DELETED	DELETED
Exempt badge/replacement badge	25.00	25.00	0.00	0.00
Replacement internal HC vehicle plate	5.00	DELETED	DELETED	DELETED
Replacement approved fare chart	2.00	2.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	1.00	1.00	0.00	0.00
Duplicate paper licence (replacement)	2.00	2.00	0.00	0.00
Fixed Penalty Notices Taxis			DELETED	DELETED
(when the Taxi and Private Hire Bill is brought into law)	80.00	DELETED		
Unpaid Cheque Charge	30.00	30.00	0.00	0.00
Amendments to Private Hire Operator Licence	25.00	25.00	0.00	0.00
Charge for Exemption Notice	50.00	50.00	0.00	0.00
<b>Operator's Licence</b>				
Vehicle 3 & under (1 YEAR LICENCE)	490.00	490.00	0.00	0.00
Vehicle 4 & over (1 YEAR LICENCE)	980.00	980.00	0.00	0.00
Vehicle 3 & under (5 YEAR LICENCE)	N/A	2,450.00	NEW CHARGE	NEW CHARGE
Vehicle 4 & over (5 YEAR LICENCE)	N/A	4,900.00	NEW CHARGE	NEW CHARGE
<b>Licensing Act 2003</b>				
<b>Application fee</b>				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0.00
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,905.00	1,905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1,000.00	1,000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64,000.00	64,000.00	0.00	0.00
<b>Annual fee</b>				
Premises Licenses and Club Premises Certificates - Minimum	70.00	70.00	0.00	0.00
Premises Licenses and Club Premises Certificates - Maximum	350.00	350.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	640.00	640.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,050.00	1,050.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	500.00	500.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	32,000.00	32,000.00	0.00	0.00
<b>Other Application Fees</b>				
Personal License	37.00	37.00	0.00	0.00
Transfer of Premises Licence	23.00	23.00	0.00	0.00
Change of address	10.50	10.50	0.00	0.00
Copy of licence	10.50	10.50	0.00	0.00
Temporary Event Notice	21.00	21.00	0.00	0.00
Provisional Statement	315.00	315.00	0.00	0.00
<b>Motor Salvage Operators</b>				
<b>Scrap Metal Dealers (replaces Motor Salvage Operators)</b>				
New Site Licence	1,200.00	1,200.00	0.00	0.00
Renewal Site Licence	1,200.00	1,200.00	0.00	0.00
Variation Site Licence	100.00	100.00	0.00	0.00
New Mobile Collector Licence	900.00	900.00	0.00	0.00
Renewal Mobile Collector Licence	900.00	900.00	0.00	0.00
Variation Mobile Collector Licence	100.00	100.00	0.00	0.00
<b>Sex Establishments</b>				
Sex establishment (Sex Shop or Sex Cinema)- New	8,520.00	8,520.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8,520.00	8,520.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1,170.00	1,170.00	0.00	0.00
Sexual entertainment venues new	5,860.00	5,860.00	0.00	0.00
Sexual entertainment venues renewal	5,320.00	5,320.00	0.00	0.00
Sexual entertainment variation/ transfer	1,170.00	1,170.00	0.00	0.00
<b>Gambling Act 2005 - Premises</b>				
<b>Bingo Premises</b>				
Application (3500 max permitted)	930.00	930.00	0.00	0.00
Annual fee (1000 max permitted)	610.00	610.00	0.00	0.00
Variation application (1750 max permitted)	1,330.00	1,330.00	0.00	0.00

**Community Services Fees & Charges 2016/17**

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Transfer application (1200 max permitted)	430.00	430.00	0.00	0.00
Reinstatement application (1200 max permitted)	555.00	555.00	0.00	0.00
Provisional statement application (3500 max permitted)	805.00	805.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Family Entertainment Centre</b>				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (750 max permitted)	680.00	680.00	0.00	0.00
Variation application (1000 max permitted)	1,000.00	1,000.00	0.00	0.00
Transfer application (950 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (950 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Adult Gaming Centre</b>				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (1000 max permitted)	680.00	680.00	0.00	0.00
Variation application (2000 max permitted)	1,030.00	1,030.00	0.00	0.00
Transfer application (1200 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (1200 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Betting Premises (Track)</b>				
Application (2500 max permitted)	890.00	890.00	0.00	0.00
Annual fee (1000 max permitted)	805.00	805.00	0.00	0.00
Variation application (1250 max permitted)	1,250.00	1,250.00	0.00	0.00
Transfer application (950 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (950 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (2500 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Betting Premises (Other)</b>				
Application (3000 max permitted )	835.00	835.00	0.00	0.00
Annual fee (600 max permitted)	600.00	600.00	0.00	0.00
Variation application (1500 max permitted)	1,160.00	1,160.00	0.00	0.00
Transfer application (1200 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (1200 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (3000 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Gambling Act 2005 - Permits</b>				
<b>Alcohol Premises Gaming Machine Permits</b>				
Application	150.00	150.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Transfer of permit	25.00	25.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Notification of 2 machines	50.00	50.00	0.00	0.00
<b>Club Gaming Permits and Club Gaming Machine Permits</b>				
Application	200.00	200.00	0.00	0.00
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Renewal	200.00	200.00	0.00	0.00
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
<b>Family Entertainment Centre Gaming Machine Permits</b>				
Application	300.00	300.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Renewal	300.00	300.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00

Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Gambling Act 2005 Temporary Use Notice</b>				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
<b>Fixed Penalty Notice Fines</b>				
<b>Full standard charge</b>				
Depositing litter	80.00	80.00	0.00	0.00
DELETE: Failure to comply with a street litter control notice				
NEW: Community Protection Notice	100.00	100.00	0.00	0.00
DELETE: Failure to comply with a litter clearing notice				
NEW: Public Space Protection Order	100.00	100.00		
Failure to produce waste documents	300.00	300.00	0.00	0.00
Failure to produce authority to transport waste	300.00	300.00	0.00	0.00
Unauthorised distribution of free printed matter	80.00	80.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46-domestic waste)	100.00	100.00	0.00	0.00
NEW: Failure to comply with a waste receptacles notice (S47-commercial waste)	100.00	100.00	0.00	0.00
NEW: Cycling on a footpath	30.00	30.00	0.00	0.00
NEW: Parking of vehicles exposed for sale on a road	100.00	100.00	0.00	0.00
NEW: Repairing vehicles in a road by a business	100.00	100.00	0.00	0.00
Dog Fouling (charge set by Statute)	50.00	50.00	0.00	0.00
Failure to comply with a dog control order	80.00	80.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0.00
Graffiti/Flyposting	75.00	75.00	0.00	0.00
Nuisance parking	100.00	100.00	0.00	0.00
Abandoning a vehicle	200.00	200.00	0.00	0.00
Failure to nominate key holder within alarm notification area	75.00	75.00	0.00	0.00
Noise Act FPN (residential)	110.00	110.00	0.00	0.00
Noise from licensed premises	500.00	500.00	0.00	0.00
<b>Reduced charge if paid within 10 days</b>				
Depositing litter	55.00	55.00	0.00	0.00
DELETE: Failure to comply with a street litter control notice			0.00	
DELETE: Failure to comply with a litter clearing notice			0.00	
NEW: Community Protection Notice	60.00	60.00	0.00	0.00
NEW: Public Space Protection Order	60.00	60.00	0.00	0.00
Unauthorised distribution of free printed matter	55.00	55.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46- domestic waste)	75.00	75.00	0.00	0.00
NEW: Failure to comply with a waste receptacles notice (S47-commercial waste)	75.00	75.00	0.00	0.00
Failure to comply with a dog control order	55.00	55.00	0.00	0.00
Graffiti/Flyposting	55.00	55.00	0.00	0.00
NEW: Failure to nominate key holder within alarm notification area	55.00	55.00	0.00	0.00

Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Refuse, Recycle &amp; Motor Transport</b>				
<b>Outside Scope for VAT</b>				
<b>Refuse Collection &amp; Recycling</b>				
Blue/Green Wheelie Bin	35.00	50.00	15.00	42.86
Blue/Green 360lt bin		100.00	n/a	n/a
Blue/Green 700lt bin		200.00	n/a	n/a
Blue/Green 1100lt bin		300.00	n/a	n/a
Delivery cost (per bin order)		15.00	n/a	n/a
Admin cost (per bin order)		22.50	n/a	n/a
Flats internal recycling bags		1.60	n/a	n/a
Garden Waste Bags Pack 10	29.00	30.00	1.00	3.45
Garden Waste Bags Pack 20 (additional £3 if not by direct debit)				
	41.00	43.00	2.00	4.88
Garden Waste Bins (additional £3 if not by direct debit)	41.00	43.00	2.00	4.88
Trade Refuse collection - Minimum	5.67	7.96	2.29	40.39
Trade Recycling collection - Minimum	3.95	5.44	1.49	37.72
Bulky Collections ( 3 items )	25.00	25.00	0.00	0.00
<b>Motor Transport</b>				
<b>MOT Test fees</b>				
<b>Class 4</b>				
Cars (up to 8 passenger seats)				
	54.85	54.85	0.00	0.00
Motor caravans	54.85	54.85	0.00	0.00
Dual purpose vehicles	54.85	54.85	0.00	0.00
PSVs (up to 8 seats)	54.85	54.85	0.00	0.00
Goods vehicles (up to 3,000kg DGW)	54.85	54.85	0.00	0.00
Ambulances and taxis	54.85	54.85	0.00	0.00
Private passenger vehicles & ambulances (9-12 passenger seats)	57.30	57.30	0.00	0.00
<b>Class 4A</b>				
Includes seat belt installation checks	64.00	64.00	0.00	0.00
<b>Class 5A</b>				
Vehicles & ambulances more than 13 passenger seats	59.55	59.55	0.00	0.00
Includes seat belt installation checks	80.65	80.65	0.00	0.00
13-16 passenger seats	80.50	80.50	0.00	0.00
more than 16 seats	124.50	124.50	0.00	0.00
<b>Class 7</b>				
Goods vehicles	58.60	58.60	0.00	0.00
<b>Re-Test All Classes</b>				
Partial retest fee				
Duplicate test certificate	10.00	10.00	0.00	0.00
<b>Taxi &amp; PHV</b>				
Hackney Carriage Vehicle Test	68.30	66.20	(2.10)	(3.07)
Private Hire Vehicle Test	63.10	61.20	(1.90)	(3.01)
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0.00
Duplicate Certificate of Compliance	10.00	15.00	5.00	50.00
Retest	30.00	30.00	0.00	0.00
PHV DOOR STICKERS (PAIR)	35.00	35.00	0.00	0.00
PHV INTERNAL STICKER	5.00	5.00	0.00	0.00
HCV INTERNAL NUMBERS	10.00	10.00	0.00	0.00
<b>Abandoned vehicles</b>				
Voluntary surrender	35.25	35.25	0.00	0.00
Collection of vehicles from private land	35.25	35.25	0.00	0.00
<b>Partnership with DVLA - Untaxed vehicles</b>				
Vehicles sited on a public highway without a valid tax disc:				
Within 24 hours	100.00	100.00	0.00	0.00
<b>Standard rated &amp; inclusive of VAT</b>				
<b>Cowley Marsh Depot</b>				
Weighbridge Check	21.50	21.50	0.00	0.00
<b>Jetter Services</b>				
Drain Clearance	84.00	85.00	1.00	1.19
Drain Clearance (Out of Hours Charge)	120.00	120.00	0.00	0.00
CCTV Surveys	120.00	120.00	0.00	0.00
Cess Pitt Emptying (no VAT on domestic)	94.87	95.00	0.13	0.14

Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Car Parks Charges -</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
Redbridge Coaches per stay	10.00	10.00	0.00	0.00
<b>City Centre Car Parks</b>				
<b>Worcester Street Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.30	3.50	0.20	6.06
1 to 2 Hours	5.50	5.50	0.00	0.00
2 to 3 Hours	7.50	7.50	0.00	0.00
3 to 4 Hours	9.00	9.00	0.00	0.00
4 to 6 Hours	14.00	14.00	0.00	0.00
6 to 8 Hours	21.00	21.00	0.00	0.00
8+ Hours	25.00	25.00	0.00	0.00
All other times	3.30	3.50	0.20	6.06
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.70	6.80	0.10	1.49
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.30	11.50	0.20	1.77
4 to 6 Hours	17.30	17.50	0.20	1.16
6 to 8 Hours	26.30	26.50	0.20	0.76
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00
<b>Oxpens Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.50	2.50	0.00	0.00
1 to 2 Hours	4.00	4.00	0.00	0.00
2 to 3 Hours	6.00	6.00	0.00	0.00
3 to 4 Hours	8.00	8.00	0.00	0.00
4 to 6 Hours	12.00	12.00	0.00	0.00
6 to 8 Hours	18.00	18.00	0.00	0.00
8+ Hours	23.00	23.00	0.00	0.00
All other times	3.00	3.00	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0.00
1 to 2 Hours	5.20	5.20	0.00	0.00
2 to 3 Hours	8.00	8.00	0.00	0.00
3 to 4 Hours	10.00	10.00	0.00	0.00
4 to 6 Hours	15.00	15.00	0.00	0.00
6 to 8 Hours	22.50	22.50	0.00	0.00
8+ Hours	28.60	28.60	0.00	0.00
All other times	3.00	3.00	0.00	0.00
<b>Gloucester Green Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.30	3.50	0.20	6.06
1 to 2 Hours	5.50	5.50	0.00	0.00
2 to 3 Hours	7.50	7.50	0.00	0.00
3 to 4 Hours	9.00	9.00	0.00	0.00
4 to 6 Hours	14.00	14.00	0.00	0.00
6 to 8 Hours	21.00	21.00	0.00	0.00
8+ Hours	25.00	25.00	0.00	0.00
All other times	3.30	3.50	0.20	6.06
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.70	6.80	0.10	1.49
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.30	11.50	0.20	1.77
4 to 6 Hours	17.30	17.50	0.20	1.16
6 to 8 Hours	26.30	26.50	0.20	0.76
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00
<b>St Clements Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.20	2.30	0.10	4.55
2 to 3 Hours	3.20	3.30	0.10	3.13
3 to 4 Hours	6.70	6.80	0.10	1.49
4 to 6 Hours	9.80	9.80	0.00	0.00
6 to 8 Hours	14.20	14.30	0.10	0.70
8+ Hours	17.70	17.80	0.10	0.56
All other times	1.40	1.50	0.10	7.14
<b>Oxpens Coach &amp; Lorry Park - Redbridge</b>				
Coach for 24 hours	10.00	10.00	0.00	0.00
Lorries for 24 hours	10.00	10.00	0.00	0.00
Minibuses for up to 4 hours	5.00	5.00	0.00	0.00
Minibuses 4-24 HOURS	7.50	7.50	0.00	0.00

## Direct Services Fees &amp; Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Car Parks Charges</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
<b>Other Off Street Car Parks</b>				
<b>Ferry Pool Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.40	1.50	0.10	7.14
1 to 2 Hours	1.80	2.00	0.20	11.11
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	5.30	5.40	0.10	1.89
4 to 6 Hours	13.40	13.50	0.10	0.75
6 to 8 Hours	13.40	13.50	0.10	0.75
8+ Hours	13.40	13.50	0.10	0.75
All other times	1.30	1.50	0.20	15.38
<b>St Leonards Road Car Parks</b>				
<b>Monday to Sunday (08:00 - 20:00)</b>				
0 to 2 Hours	1.60	1.60	0.00	0.00
2 to 3 Hours	3.30	3.30	0.00	0.00
3 to 4 Hours	5.30	5.30	0.00	0.00
4 to 6 Hours	13.40	13.40	0.00	0.00
6 to 8 Hours	13.40	13.40	0.00	0.00
8+ Hours	13.40	13.40	0.00	0.00
All other times	1.50	1.50	0.00	0.00
<b>Headington Car Parks</b>				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.60	1.70	0.10	6.25
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	5.30	5.40	0.10	1.89
4 to 6 Hours	13.40	13.50	0.10	0.75
6 to 8 Hours	13.40	13.50	0.10	0.75
8+ Hours	13.40	13.50	0.10	0.75
All other times	1.50	1.70	0.20	13.33
<b>Headington, St Leonards Road Car Parks</b>				
Local resident/business permit				
Monday to Friday - charge per day	6.00	6.00	0.00	0.00
Saturday & Sunday - charge per day	6.00	6.00	0.00	0.00
<b>Note:</b> permits will be sold in blocks of 4 weeks minimum				
<b>Summertown Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.40	1.50	0.10	7.14
1 to 2 Hours	1.80	2.00	0.20	11.11
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	5.30	5.40	0.10	1.89
4 to 6 Hours	13.40	13.50	0.10	0.75
6 to 8 Hours	13.40	13.50	0.10	0.75
8+ Hours	13.40	13.50	0.10	0.75
All other times	1.30	1.50	0.20	15.38
<b>Union Street Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.40	1.50	0.10	7.14
1 to 2 Hours	1.80	2.00	0.20	11.11
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	4.30	4.40	0.10	2.33
4 to 6 Hours	4.80	4.80	0.00	0.00
6 to 8 Hours	13.40	13.40	0.00	0.00
8+ Hours	13.40	13.40	0.00	0.00
All other times	1.30	1.50	0.20	15.38
<b>Car Parks Charges</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
<b>Park &amp; Ride</b>				
<b>Redbridge, Seacourt &amp; Peartree</b>				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
<b>Chargeable Parking in Selected Park Areas</b>				
<b>Cotteslowe Park - Harbord Road</b>				
Monday to Sunday				
0 - 1 hour	0.60	0.60	0.00	0.00
1 - 3 hours	1.20	1.30	0.10	8.33
3 - 24 hours	2.30	2.50	0.20	8.70
<b>Cotteslowe Park - A40</b>				
Monday to Sunday				
0 - 1 hour	0.60	0.60	0.00	0.00
1 - 3 hours	1.20	1.30	0.10	8.33
3 - 24 hours	2.30	2.50	0.20	8.70

Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Hinksey Park - Abingdon Road</b>				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.20	1.30	0.10	8.33
3 - 5 hours	2.30	2.50	0.20	8.70
5 - 24 hours	10.30	10.40	0.10	0.97
<b>Port Meadow - Walton Well Road</b>				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.20	1.30	0.10	8.33
3 - 5 hours	2.30	2.50	0.20	8.70
5 - 24 hours	10.30	10.40	0.10	0.97
<b>Alexandra Courts - Woodstock Road</b>				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.20	1.30	0.10	8.33
3 - 5 hours	2.30	2.50	0.20	8.70
5 - 24 hours	10.30	10.40	0.10	0.97
<b>Parking Penalty Charges</b>				
<b>Outside Scope for VAT</b>				
<b>For Off-Street Parking, Gloucester Green Bus Station and loading area</b>				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
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	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0.00
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0.00
<b>Dog Warden Services</b>				
Return of impounded stray dog	130.00	130.00	0.00	0.00
	(+ Vet fees if applicable)			
Return of impounded stray where owner in receipt of prescribed benefits	70.00	70.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels)	25.00	25.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	25.00	25.00	0.00	0.00
NEW- Responsible ownership discount if dog microchipped with correct details- Return of impounded stray dog	120.00	120.00	0.00	0.00
NEW- Responsible ownership discount if dog microchipped with correct details- Return of impounded stray where owner in receipt of prescribed benefits	60.00	60.00	0.00	0.00
<b>Pest Control Services (Treatments in Domestic Premises)</b>				
<b>For people not in receipt of prescribed benefits:</b>				
Rats - charge per treatment	30.00	50.00	20.00	66.67
Mice - charge per treatment	30.00	50.00	20.00	66.67
Wasps	50.00	50.00	0.00	0.00
Garden Ants (other than Pharaohs Ants)	65.00	60.00	(5.00)	(7.69)
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	350.00	360.00	10.00	2.86
Bedbugs - additional rooms	80.00	80.00	0.00	0.00
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	250.00	140.00	(110.00)	(44.00)
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	85.00	100.00	15.00	17.65
Moths - additional rooms	40.00	40.00	0.00	0.00
Moths - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00



Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Cockroaches - Initial treatment visit and 1 revisit	100.00	110.00	10.00	10.00
Cockroaches - additional revisits	85.00	85.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 1 revisit	100.00	120.00	20.00	20.00
Pharaoh antss - additional revisits	85.00	85.00	0.00	0.00
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	85.00	100.00	15.00	17.65
Fleas - additional rooms	40.00	40.00	0.00	0.00
Fleas - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Squirrels - call out and treatment charge for up to three visits	160.00	160.00	0.00	0.00
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	85.00	100.00	15.00	17.65
Other pests where there is a public health significance - additional rooms	40.00	40.00	0.00	0.00
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Site survey & advice	30.00	35.00	5.00	16.67
NEW - Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation		70.00	70.00	
DELETE: Charge for no access for any pest control appointments				
<b>For people in receipt of prescribed benefits:</b>				
Rats - charge per treatment	0.00	0.00	0.00	
Mice - charge per treatment	0.00	0.00	0.00	
Wasps	27.00	30.00	3.00	11.11
Garden Ants (other than Pharaohs Ants)	32.00	35.00	3.00	9.38
Bedbugs - initial survey and up to 1 treatment visit	204.00	205.00	1.00	0.49
Bedbugs - additional treatment visits	158.00	160.00	2.00	1.27
NEW: Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	43.00	45.00	2.00	4.65
NEW: Moths - additional treatment visits (Up to standard 3 bedroom property)	43.00	45.00	2.00	4.65
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	54.00	55.00	1.00	1.85
Fleas - initial survey and 1 treatment visit	43.00	45.00	2.00	4.65
NEW: Fleas - additional treatment visits (Up to standard 3 bedroom property)	43.00	45.00	2.00	4.65
Squirrels - call out and treatment charge for up to three visits	80.00	80.00	0.00	0.00
Other pests where there is a public health significance - initial survey and 1 treatment visit	43.00	45.00	2.00	4.65
NEW: Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	43.00	45.00	2.00	4.65
NEW: Site survey & advice	No Fee	0		
NEW - Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation		70.00	70.00	
DELETE: Charge for no access for any pest control appointments				
<b>Pest Control Services (Commercial Premises)</b>				
Rats & mice - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Pharaoh ants & cockroacahes - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Bedbugs - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Fleas - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
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	Quotation following survey	Quotation following survey		
Pigeons - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Squirrels - call out and treatment charge for up to three visits	Quotation following survey	Quotation following survey		
Wasps - call out and treatment charge	50.00	50.00	0.00	0.00
Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
<b>Cemeteries Fees &amp; Charges</b>				
<b>Exclusive Right of Burial:</b>				
Exclusive Right of Burial for 50 years in an adult grave (Resident)	925.00	940.00	15.00	1.62
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	1,850.00	1,880.00	30.00	1.62
Exclusive Right of Burial for 50 years in a child grave (Resident)	280.00	280.00	0.00	0.00
Exclusive Right of Burial for 50 years in a child grave (Non-Resident)	560.00	560.00	0.00	0.00
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	390.00	395.00	5.00	1.28

Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	780.00	790.00	10.00	1.28
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	460.00	470.00	10.00	2.17
Fee to purchase additional 25 years Exclusive Right of Burial in a child's grave	140.00	140.00	0.00	0.00
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	195.00	200.00	5.00	2.56
Fee for the transfer of a Deed or Grant	80.00	80.00	0.00	0.00
Fee for Arrangement of Cremated Remains Interment	30.00	30.00	0.00	0.00
Fee for Attending Cremated Remains Interment	50.00	50.00	0.00	0.00
Search Fee: General Enquiry (1-2 searches)	Nil	Nil		
Search Fee: Family History (3-5 searches)	10.00	10.00	0.00	0.00
Search Fee: Family History (5-10 searches)	20.00	20.00	0.00	0.00
To verify Deed Holder prior to burial where no Deed produced	50.00	50.00	0.00	0.00
<b>Interments:</b>				
Interment of a child at time of death was less than one month (Resident)	60.00	60.00	0.00	0.00
Interment of a child at time of death was less than one month (Non-Resident)	120.00	120.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Resident)	100.00	100.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Non-Resident)	200.00	200.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	640.00	650.00	10.00	1.56
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	1,280.00	1,300.00	20.00	1.56
Interment of person at time of death was beyond 12th birthday in double depth grave (Resident)	540.00	550.00	10.00	1.85
Interment of person at time of death was beyond 12th birthday in double depth grave (Non-Resident)	1,080.00	1,100.00	20.00	1.85
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	215.00	220.00	5.00	2.33
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	430.00	440.00	10.00	2.33
Interment of foetus or body parts in communal grave	20.00	20.00	0.00	0.00
Timber shoring for backfilling	180.00	180.00	0.00	0.00
Timber for use as wooden top covering	80.00	80.00	0.00	0.00
Casket (Resident)	1,100.00	1,120.00	20.00	1.82
Casket (Non-Resident)	2,200.00	2,240.00	40.00	1.82
Exhumation of an Adult	4,000.00	4,000.00	0.00	0.00
Exhumation of a Child	2,000.00	2,000.00	0.00	0.00
Woodland Burial for selected tree	120.00	120.00	0.00	0.00
<b>Memorials:</b>				
Headstone in excess of 2ft 6in	205.00	210.00	5.00	2.44
Headstone up to 2ft 6in	175.00	180.00	5.00	2.86
Headstone up to 12in	120.00	125.00	5.00	4.17
Cover slab on adult grave	175.00	180.00	5.00	2.86
Cover slab on child grave	100.00	100.00	0.00	0.00
Additional inscription	100.00	105.00	5.00	5.00
Memorial plaque	40.00	40.00	0.00	0.00
<b>Miscellaneous:</b>				
Chapel	100.00	110.00	10.00	10.00
Penalty for late arrival	60.00	60.00	0.00	0.00
Penalty for extended during	80.00	80.00	0.00	0.00
Commercial photography	160.00	160.00	0.00	0.00
Minor filming	280.00	280.00	0.00	0.00
Major filming	400.00	400.00	0.00	0.00
Photocopies	0.50	0.50	0.00	0.00
Photocopies of Registers	1.00	1.00	0.00	0.00
Copy of Deed document	10.00	10.00	0.00	0.00
Provision of wooden frame	60.00	60.00	0.00	0.00
<b>Please Note:</b> Concession arrangements for outdoor sports and cemeteries fees and charges are currently being discussed with members.				

## Housing Revenue Account Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b><u>Exempt from VAT</u></b>				
<b>Other charges</b>				
Sheltered Guest Room Hire per night	5.00	5.00	0.00	0.00
<b><u>Standard rated &amp; exclusive of VAT</u></b>				
<b>Other charges</b>				
ASSA Key	20.00	20.00	0.00	0.00
Controlled Entry Key Fob	25.00	25.00	0.00	0.00

**Financial Services Fees & Charges 2016/17**

	<b>2015/16 Charge</b>	<b>2016/17 Charge</b>	<b>Increase/ (Decrease)</b>	<b>Increase/ (Decrease)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Residential Leasehold Solicitor Questionnaire Fee	120.00	126.00	6.00	5.00
Procurement Hub (annual)	14,500.00	14,500.00	0.00	0.00
Supplier training (Unit cost)	40.00	40.00	0.00	0.00
On-site supplier training (day rate)	350.00	350.00	0.00	0.00

Law & Governance Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Legal Services</b>				
Copies of legal documents	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance		
Costs recovered from 3rd parties in legal transactions when instructed by this Council	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
Fees recovered from other public sector bodies in connection with legal services provided	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
<b>Democratic Services</b>				
Copies of the Constitution	25.00	25.00	0.00	0.00
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		
Inspection of background papers	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	0.00	0.00	0.00	0.00
Research of non electronically archived minutes	Value of time spent based on hourly rate decided by Head of Law and Governance			
Hire of ballot boxes	15.00	15.00	0.00	0.00
Hire of polling screens	15.00	15.00	0.00	0.00
Certificates of Registration	15.00	15.00	0.00	0.00
<b>Executive Support</b>				
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		

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BUDGET REPORT RISK IMPLICATIONS 2016/17 TO 2019/20

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B1	Business Rates Income	Threat	Business rates income less than expected	Volatility in business premises closing or being developed; Business Rates appeals being higher than anticipated	Less council funding	1-Dec-15	4	3	4	3	4	2	Monitor monthly
B2	Welfare Reforms	Threat	Welfare Reforms 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	1-Dec-15	4	3	4	3	4	2	Provisions and Contingency within the budget, respond to consultation, reassess spending requirements in line with reduced service provision
B3	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 . Additionally there will be changes in the allocation of NHB, which are as yet unknown	Fluctuations in house building will affect amount of bonus paid	Reduced New Homes Bonus	1-Dec-15	4	3	4	3	4	2	Reduce Capital Programme
B4	Investment interest	Threat	Actual interest rates and investment returns being lower than projected	Economic climate	Reduced investment income	1-Dec-15	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. There is a higher level of risk associated with property investment funds which is mitigated through the use of earmarked reserves.
B5	Efficiencies	Threat	Any further slippage in the delivery of savings and efficiencies, especially around trading or additional pressures on the 2015-16 budget that could impact on 2016-17	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	1-Dec-15	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
B6	Formula Grant	Threat	Monitor. Figures based on CSR 2015. Although figures supplied are for a 4 year period there is an opt in process which requires the authority to submit an efficiency strategy the details of which are currently unknown. Even then the figures can change if the Government encounters fiscal pressures	Government settlement figures less than estimated or efficiency statement is not sufficient	Reduced income	1-Dec-15	3	3	3	3	3	2	Annual review of position and adjust budget accordingly

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Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B7	Increased Right to Buy sales	Threat	Variations in numbers of RTB's adversely affects HRA	Increase in discount to maximum of £75k.	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase the numbers of RTBs would lead to a revenue pressure from reduced rental income	1-Dec-15	4	3	4	2	4	2	Track situation and either re-prioritise spend or use additional borrowing headroom
B8	Robustness of Estimates	Threat	The revenue and capital estimates vary from estimated and planned. The implications of Government policy impact more adversely than anticipated.	Fluctuations in prices and reduced income	Potential overspend	1-Dec-15	4	3	3	2	3	2	Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within the budget to cover where mitigation is insufficient.
B9	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	1-Dec-15	4	3	4	3	4	2	Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
B10	Additional trading income not achieved	Threat	Budget includes turnover from external trading activities of around £5. million to £8 million per annum	Unable to compete for external contracts; contingencies in the budget are only on the marginal changes to the budget and not the underlying activity brought forward	MTFP adversely affected through loss of contributions to overheads resulting in potential business restructuring	1-Dec-15	4	3	4	3	4	2	Monitor situation; restructure the service and reduce workforce and equipment to match reduced activity, using corporate reserves to finance costs; use budgeted contingency to contribute towards the overheads cost
B11	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	1-Dec-15	3	3	3	3	3	2	Monitoring
B12	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	1-Dec-15	3	3	3	3	3	2	Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy

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## Oxford City Council Budget Medium Term Financial Strategy 2016-17 to 2019-20 and 2016-17 Budget for Consultation (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the various on-going budget proposals. It provides an initial commentary, incorporating input from Heads of Service and specialist officers, to indicate the potential risks and actual mitigating actions already in place or planned to support the investment proposals before the wider public consultation period from December 2015 to January 2016.

The draft budget has been structured so that it is in balance for the next four years, and although national economic pressures on local government are ever present, it recommends revisions, efficiencies and small reductions in service but aims to protect frontline services as far as possible, particularly for the most vulnerable. Despite an assumption of zero of central government revenue support grant funding by 2018-19 it also outlines proposals to put resources in place for large scale regeneration projects which will bring economic growth, jobs, more decent homes and wider interventions to ensure social inclusive communities and opportunities, and to make Oxford a fairer and more equal place to live and work.

Amendments raised by the City Executive Board discussions and public consultation will be reflected in the final working document.

Budget Proposal	Increase Council Tax by an expected 1.99% for 2016/17, and maintain the existing Council Tax Support Scheme
Is this proposal new or subject to an annual review?	<p>This is an annual consideration. The Autumn 2012 national budget statement lowered the local authority tax referendum threshold to 2%. It is expected that as in previous years that a one year freeze grant will be available to local authorities that freeze their council tax at the previous years' level, equivalent to the product of a 1% increase. Given the loss of revenue to the council in the current and following years the recommendation is for the council to increase council tax up to the maximum level at which a referendum is not required. The current assumptions are for a 1.99% council tax rise 2016/17 followed by increases of 1.75% thereafter on the basis that levels higher could be capped by the Government</p> <ul style="list-style-type: none"> <li>An increase in the Band D Council Tax of 1.99% or £5.55 per annum representing a Band D Council Tax of £284.52 per annum</li> </ul>
What are the likely risks?	Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these are mitigated by the council tax support scheme, which is being maintained in full).

	<ul style="list-style-type: none"> <li>Increased arrears due to benefit changes arising from the roll out of universal credit</li> </ul>									
What public consultation has been planned/ taken place?	There will be further opportunities for comment on the level of council tax increase and the Council Tax Support Scheme as part of the public consultation in January 2016.									
What mitigating actions will the Council implement to offset any negative impacts?	<p>The Council has agreed the existing Council Tax Reduction Scheme on the same basis as that introduced on 1st April 2013. This, in essence, continues the previous level of entitlement provided by Council Tax Benefit, and has not passed on the reduction in government funding for council tax relief to those on the lowest incomes in the city. It is estimated the scheme will cost the Council £550k in 2016/17 although as Revenue Support Grant is reduced this will increase.</p> <p>Currently the total net caseload is 12,422 receiving Council Tax Benefit &amp; Housing Benefit, with 75% of those receiving CT benefit on full benefit and therefore the 1.99% increase will have no effect. Of the remaining 25% in receipt of some benefits those hardest hit are likely to be in part time or low paid work and will be variably impacted on a case-by-case basis. This means that the remaining 48,000 CT payers will be directly affected by the increase.</p>									
Overall assessment of the equality risks	<ul style="list-style-type: none"> <li>It is difficult to estimate the dimensions of equalities risks around CT increases. The Council has put in place proportionate mitigating actions such as the CT Support Scheme and the work of the Welfare Reform Team to protect the most vulnerable and economically challenged communities across Oxford.</li> </ul> <table border="1" style="width: 100%; text-align: center;"> <tr> <td><b>Race</b></td> <td><b>Disability</b></td> <td><b>Age</b></td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td><b>Gender reassignment</b></td> <td><b>Religion or Belief</b></td> <td><b>Sexual Orientation</b></td> </tr> </table>	<b>Race</b>	<b>Disability</b>	<b>Age</b>	Neutral	Neutral	Neutral	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>
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	Neutral	Neutral	Neutral
	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>
	Neutral	Neutral	Neutral
<b>Budget Proposal</b>	<b>Decrease in council house rents by 1% per annum for the next four years</b>		
Is this proposal new or subject to an annual review?	<p>The Chancellor's summer budget, delivered on 08 July 2015, has required a significant review of the rent strategy and investment plans previously agreed (a strategy of annual rent increases) as it introduced significant changes to the delivery of the housing service by social landlords in both the Welfare Reform and Work Bill (rents) and the Housing and Planning Bill (the forced sale of high value dwellings and pay to stay).</p> <ol style="list-style-type: none"> <li>1. Rents in social housing to be reduced by 1% a year for the next four years. Local authorities and housing associations will need to find efficiencies to fund the rent reductions</li> <li>2. Forced Sale of High Value Council Housing (HVCH)</li> <li>3. Pay to Stay: Social tenants jointly earning more than £30k per annum will pay market rate rents</li> <li>4. Associated rates of housing benefit capped at the relevant local housing allowance</li> </ol>		
What are the likely risks?	<ul style="list-style-type: none"> <li>● <b>Rent Reduction</b> The Welfare Reform and Work Bill (first presented on 09/07/15) indicates that with effect from April 2016 social housing rents will be reduced by 1% per year for 4 years from their 8 July 2015 position. The effect of this summer budget proposal on Oxford City Council will be to reduce the HRA dwelling rent income by £31m between 2016/17 and 2019/20 against the existing HRA BP assumptions. Additionally, there is no indication of the level of rent increase, if any the council will be required to apply after the initial four years of annual 1% reductions</li> <li>● <b>Forced Sale of High Value Council Housing (HVCH)</b> The July 2015 budget also recommended that local authority landlords will be forced to sell their highest value dwellings once they became void. The receipts generated, after allowing for some deductible expenditure and an estimate for associated debt would be handed back to the Government to compensate Housing Associations for the discounts associated with extending RTB</li> </ul>		

to their tenants who hold assured tenancies.

Given the high property values in Oxford a significant proportion of the general housing stock will be unintentionally captured by this policy. Thus, given the “regional” property type thresholds currently available it is estimated that up to 25% of the Council’s annual re-lets could be at risk of being forcibly sold. This equates to 95 properties per year and would be concentrated in the one and two bedroom property types. It is estimated that these sales would generate gross capital receipts in the order of £21m per annum if the average RTB disposal prices continue at current levels of £220,958 before discount. The majority of this would be paid back to the Government and not re-invested locally.( The HRA Business Plan assumes disposals of around 40 dwellings per year until 2021/22 due to the Government’s re-invigorating Right to Buy initiative. An additional 5 properties per year from 2017/18 have been added reflecting further RTB’s occurring as a result of Pay to Stay)

The recent published Housing and Planning Bill suggests that HVCH payments to Government will now “not” be based on actual sales but on a formula driven methodology. This means that payments will be required irrespective of whether the Council has generated an actual capital receipt. So all the financial risk of funding this initiative now sits with the Council. The fundamentals as to how the formula will work that would allow some calculations of the likely effect on the finances of the HRA are as yet still unknown.

It is understood that this initiative will be implemented with effect from 01/04/2017.

- **Pay to Stay**

All social housing tenant households who have income above £30k outside London will be required to pay market or near market rent for their property.

Housing Associations will be allowed to retain this additional income to re-invest in new build but local authority landlords will be required to hand back all additional rent to the Government to assist in their welfare reduction exercise. Therefore there is no indication it will be used to re-invest back into national housing initiatives, or indeed regionally around Oxford

	<p>It is envisaged that this scheme will similarly become operational in April 2017 and if it is implemented on a formula basis as per the proposal for HVCH, then the assumed increased rent amounts will have to be paid to Government irrespective if it has actually been collected by OCC staff from affected tenants.</p> <p>There are risk implications of and increased incidence of homelessness arising from lack of affordable council housing provision and increased cost to tenants from the pay to stay initiative</p> <p style="text-align: center;"><b>4. Housing benefit caps</b></p>
<p>What public consultation has been planned/ taken place?</p>	<p>Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders</p>
<p>What mitigating actions will the Council implement to offset any negative impacts?</p>	<ol style="list-style-type: none"> <li>1. There is provision in the Welfare Reform and Work Bill for social landlords to seek an exemption from the 1% reduction proposal in cases where they can evidence that serious financial difficulty would be unavoidable if they were to introduce the proposals. The Council does intend to seek such an exemption and will send a formal request to the Secretary of State at the end of November 2015. The Secretary of State can : <ol style="list-style-type: none"> <li>a. Exempt the Council from the whole process</li> <li>b. Agree the authority can hold rents at current levels for next four years</li> <li>c. Agree to a reduction of less than 1%</li> <li>d. Can allow the authority to increase rents</li> </ol> </li> <li>2. Given the uncertainties around the Governments HVCH initiative it is prudent to create a contingency for the Council to meet the potential cost. This contingency, produced from reductions in the HRA Capital Programme is in the order of £25 million</li> <li>3. All the financial risk of this initiative will be borne by the Council's HRA</li> <li>4. The July budget announced a range of other welfare reform measures including a reduction in the Benefit Cap from £26,000 to £20,000 a freezing of most benefits (including Local Housing Allowance rates) and a number of technical amendments to Housing Benefit, Tax Credits and Universal Credit to be introduced over the next two years. The</li> </ol>

	<p>Council's Welfare Reform Team is making preparations to support customers affected by these measures. There is a residual risk that Welfare Reform/ Universal Credit impacts the authority more adversely than assumed:</p> <p><b>Capping of Housing Benefit to Local Housing Allowance</b></p> <p>5 The rate of housing benefit in the social sector will be capped at the relevant local housing allowance. Whilst officers are currently looking at the impact it is likely that it will negatively impact those under 35 in our and RSL properties, around 1,180 of our tenants</p>									
Overall assessment of the equality risks	<p>Overall, and particularly because of the combination of high levels of deprivation in parts of Oxford, and also very high housing costs, Oxford City Council remains especially exposed to adverse financial pressures resulting from rent reduction, HVCH, Pay to Stay and the range of welfare reforms. There would be a change in the formula for housing benefit subsidy for households in temporary accommodation. Whilst the Government will give an additional £10 million towards this, it is unlikely that this will cover the cost.</p> <p>The revised HRA Business Plan, has deleted all spend of £17 million over the next four years in order to give flexibility over the payment to the Government of Pay to Stay and HVCH initiatives</p> <table border="1" data-bbox="616 874 2047 1283"> <tr> <td data-bbox="616 874 1120 1069"> <p><b>Race</b></p> <p>Neutral/ Negative</p> </td> <td data-bbox="1120 874 1568 1069"> <p><b>Disability</b></p> <p><b>Negative</b></p> </td> <td data-bbox="1568 874 2047 1069"> <p><b>Age</b></p> <p><b>Negative</b></p> </td> </tr> <tr> <td data-bbox="616 1069 1120 1177"> <p><b>Gender reassignment</b></p> <p>Neutral</p> </td> <td data-bbox="1120 1069 1568 1177"> <p><b>Religion or Belief</b></p> <p>Neutral</p> </td> <td data-bbox="1568 1069 2047 1177"> <p><b>Sexual Orientation</b></p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="616 1177 1120 1283"> <p><b>Sex</b></p> <p>Neutral</p> </td> <td data-bbox="1120 1177 1568 1283"> <p><b>Pregnancy and Maternity</b></p> <p>Neutral</p> </td> <td data-bbox="1568 1177 2047 1283"> <p><b>Marriage &amp; Civil Partnership</b></p> <p>Neutral</p> </td> </tr> </table>	<p><b>Race</b></p> <p>Neutral/ Negative</p>	<p><b>Disability</b></p> <p><b>Negative</b></p>	<p><b>Age</b></p> <p><b>Negative</b></p>	<p><b>Gender reassignment</b></p> <p>Neutral</p>	<p><b>Religion or Belief</b></p> <p>Neutral</p>	<p><b>Sexual Orientation</b></p> <p>Neutral</p>	<p><b>Sex</b></p> <p>Neutral</p>	<p><b>Pregnancy and Maternity</b></p> <p>Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b></p> <p>Neutral</p>
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<b>Budget Proposal</b>	<b>Increase in council housing service charges</b>						
Is this proposal new or subject to an annual review?	<p>Service charges such as caretaking, cleaning, CCTV, communal areas etc. have been increased in line with the convergence formula in previous years. The Council agreed to remove any associated service charge limiter (credits) over a 4 year period limited to a maximum of £1/wk. It is estimated that this will deliver £50k of additional income by 2017/18 at which time the limiter would have been removed from all associated accounts</p> <p>There is a regular review of leaseholder charges (caretaking, cleaning, CCTV, communal areas) and these will be linked to increases in the RPI.</p>						
What are the likely risks?	<p>It is estimated that 2,800 tenants were potentially impacted in the last financial year. This figure reduces significantly each year as the limiters are removed.</p> <p>The Council will need to determine the greatest areas of disadvantage and whether any specific protected groups are placed more at risk</p>						
What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders						
What mitigating actions will the Council implement to offset any negative impacts?	The proposal will remove inequity/ anomalies that tenants living side by side and in receipt of the same benefits associated with service charges are being charged different amounts. Tenants in receipt of HB will see the service charge increases covered.						
Overall assessment of the equality risks	<p>Strong governance and review will mitigate against any adverse impacts, although none have been flagged</p> <hr/> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Race</b></td> <td style="text-align: center;"><b>Disability</b></td> <td style="text-align: center;"><b>Age</b></td> </tr> <tr> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Neutral</td> <td style="text-align: center;">Neutral</td> </tr> </table>	<b>Race</b>	<b>Disability</b>	<b>Age</b>	Neutral	Neutral	Neutral
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	Neutral	Neutral	Neutral
<b>Budget Proposal</b>	<b>Increases in Fees and Charges across Council services</b>		
Is this proposal new or subject to an annual review?	<p>The MTFS allows for fees and charges to increase over the medium term resulting in increased ongoing income of around £2.4 million by 2019-20. In the latter years of the plan there is increased income arising from car parking at Oxpens and Diamond Place and a £1 increase in park and ride charges with effect from 2018-19, together with additional property investment income. Increases are proposed in the following services (fuller details are contained in Appendix 9 of the CEB report):</p> <ul style="list-style-type: none"> <li>i. An increase in garden waste bins of £2 per bin per year</li> <li>ii. Pre-application advice for planning services -25% increase (reflecting the outcome of a “benchmarking” exercise with other authorities)</li> <li>iii. Leisure activities including swimming, skating, tennis, membership fees, fitness gyms, where the majority of fees and charges show proposed increases of 10p to £1.20 or 2% to 5%. There are no changes proposed to rates for those on lower incomes</li> <li>iv. Pest Control increases range from £5 to £20 for treatments to more be more reflective of the actual cost of the service</li> <li>v. Cemeteries increases range from 1.5% to 2.33% for exclusive burial rights, representing a £15 increase for purchasing 50 year adult grave rights for residents and £30 for non-residents</li> <li>vi. Off street Car Parking – increases of between 10p and 20p. It is anticipated that Park and Ride charges will follow those set by Oxfordshire County Council and no increases have been assumed until 2018-19</li> </ul>		



	vii. Garages - 5% increase across the board
What are the likely risks?	<ul style="list-style-type: none"> <li>The Council has recognised that affordability of services is a significant problem for those in receipt of benefits. It has built in protections accordingly: with c. 2400 residents (accounting for 23.5% of all service users) receiving free garden waste services. Given the current economic climate for the public sector the ability to sustain this free service will be reviewed but any proposal to change would seek to minimise the impact on vulnerable communities. It remains an aim to maintain a universal and free service wherever possible and to minimise the impact of any charging to minimal or zero levels for those in receipt of benefits. Previous charges for garden waste collection services have been set below market rates. Note also that over 1000 residents receive assisted collections and that cases are reviewed annually.</li> </ul>
What public consultation has been planned/ taken place?	Budget consultation annually (December 2015/ January 2016).
What mitigating actions will the Council implement to offset any negative impacts?	<p>The Council gives concessions to customers that are in receipt of Housing Benefit in the following areas:</p> <ul style="list-style-type: none"> <li>Bonus Concessionary Leisure Card – qualifying benefits such as : Job seeker’s allowance, Unemployed / interim payment, Youth training courses / new deal, Income support, Housing benefit, Council Tax benefit, Pension credit, Asylum Seeker, Invalid Care Allowance, Employment and Support Allowance, Attendance Allowance, Personal Independence Payment (PIP) - Disability Living Allowance, NHS: AG2, AG3, HC2 or HC3 Certificate holders, and Foster Carers</li> <li>Free Swimming for children under 17 at various sessions during the week</li> <li>Free one off winter garden clearance for council tenants in receipt of Council tax reduction or housing benefit and physically unable to carry out work</li> <li>A range of pest control visits for mice, rats, wasps, ants, moths, fleas, squirrels and other pests where the customer is in receipt of Housing Benefit</li> <li>Garden waste collection where customer is in receipt of benefit</li> </ul>

	<ul style="list-style-type: none"> <li>• Each Council service area proposing fee increases will undertake an analysis of service users (where identifiable) to assess any issues of potential adverse impact</li> <li>• All fees and charges have been applied across the board. In many cases, the small increases being proposed follow a period where no increases were applied. Where statutory provisions allow, discretionary reductions will be applied to be both responsive to and influence best practice around compliance (rewarding high standards).</li> </ul> <p>With the withdrawal of Housing Benefit in favour of Universal Credit, it will not be possible to identify all such benefits and whilst the numbers on Universal Credit are limited at present they will grow over the next 12-18 months. It is therefore recommended that concessions for the fees and charges identified above are granted where claimants are either in receipt of Housing Benefit, Council Tax Reduction Scheme, Universal Credit, or in the case of leisure concessions for the allowances identified above until such time as those benefits are phased out.</p>																		
Overall assessment of the equality risks	<p>There may be groups adversely affected by specific service fees, however, consultation and monitoring will take place with these groups once identified.</p> <table border="1" data-bbox="616 933 2047 1331"> <tr> <td data-bbox="616 933 1120 965"><b>Race</b></td> <td data-bbox="1120 933 1568 965"><b>Disability</b></td> <td data-bbox="1568 933 2047 965"><b>Age</b></td> </tr> <tr> <td data-bbox="616 965 1120 997">Neutral</td> <td data-bbox="1120 965 1568 997">Neutral</td> <td data-bbox="1568 965 2047 997">Neutral</td> </tr> <tr> <td data-bbox="616 997 1120 1029"><b>Gender reassignment</b></td> <td data-bbox="1120 997 1568 1029"><b>Religion or Belief</b></td> <td data-bbox="1568 997 2047 1029"><b>Sexual Orientation</b></td> </tr> <tr> <td data-bbox="616 1029 1120 1061">Neutral</td> <td data-bbox="1120 1029 1568 1061">Neutral</td> <td data-bbox="1568 1029 2047 1061">Neutral</td> </tr> <tr> <td data-bbox="616 1061 1120 1093"><b>Sex</b></td> <td data-bbox="1120 1061 1568 1093"><b>Pregnancy and Maternity</b></td> <td data-bbox="1568 1061 2047 1093"><b>Marriage &amp; Civil Partnership</b></td> </tr> <tr> <td data-bbox="616 1093 1120 1125">Neutral</td> <td data-bbox="1120 1093 1568 1125">Neutral</td> <td data-bbox="1568 1093 2047 1125">Neutral</td> </tr> </table>	<b>Race</b>	<b>Disability</b>	<b>Age</b>	Neutral	Neutral	Neutral	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>	Neutral	Neutral	Neutral	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>	Neutral	Neutral	Neutral
<b>Race</b>	<b>Disability</b>	<b>Age</b>																	
Neutral	Neutral	Neutral																	
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Neutral	Neutral	Neutral																	
<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>																	
Neutral	Neutral	Neutral																	
<b>Budget Proposal</b>	<b>New Homes Growth Bonus Payments</b>																		

Is this proposal new or subject to an annual review?	A system introduced by central government in 2011/ 2012 to pay grant based on the net growth in housing. This grant is given for a six year period based on new dwelling completions in year. The Council allocates New Homes Bonus to fund the Capital Programme in order to de-risk the Medium Term Financial Strategy.		
What are the likely risks?	The net growth in housing and affordable homes will have a positive impact on regeneration projects and impact strongly on groups in receipt of benefits and in work but on lower incomes; supporting strategic housing and other local economic growth priorities through Local Enterprise Partnerships		
What public consultation has been planned/ taken place?	The Council will monitor potential growth estimates until 2016/ 17		
What mitigating actions will the Council implement to offset any negative impacts?	Conservative estimates indicate a positive return above £2 million for each of the next two years. No further New Homes Bonus has been assumed for 2018/ 19 and beyond. This is no change on the previous year's assumption		
Overall assessment of the equality risks	The main risk is that the grant is lower than estimated or ceases altogether. A mitigating action could be to reduce the council's Capital Programme		
	<ul style="list-style-type: none"> <li>As with Revenue Support Grant should New Homes Bonus be received in 2018/19 and 2019/20 then it is recommended that Members decide on appropriate use on one-off schemes.</li> </ul>		
	<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral
	<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral
<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral	

Budget Proposal	Significant pressures on the Council's ability to deliver a balanced MTFP:
Is this proposal new or subject to an annual review?	<ul style="list-style-type: none"> <li>• <b>Recyclate increased cost</b> -_the City Council uses a recycling facility at Enstone operated by an external contractor. Due to variations in prices paid for recyclate reflecting the current low price the operation was no longer financially viable. Following a procurement there has been an increase for this service of £1million in a full financial year with effect from 1st October 2015. This cost may be mitigated by up to £250k per annum with the construction on a new waste transfer station to be operated by the Council for which budgetary provision has been provided in the Councils capital programme in the order of £1.4 million</li> <li>• <b>Housing Benefit Administration Grant.</b> Housing Benefit Grant for 2015/16 is £784,421 a further reduction of 10% is estimated for 2016/17 followed by reductions of 37% in 2017/18, and 15% for the next two years resulting in a reduction of grant at the end of the four year period to around £300k. The 2017/18 reduction reflects the introduction of universal credit. The Council will seek to partially mitigate these reductions by reductions in employee costs producing savings in the order of £370k per annum from 2019/20 onwards</li> <li>• <b>Homelessness</b> – The costs of providing for homeless families continues to escalate. An additional £200k per annum has been added to the existing budget of £1 million. This stems from reductions in levels of Local Housing Allowance, making privately rented property unaffordable to people on lower incomes in Oxford and leading to many private landlords ending tenancies of people who can no longer afford their rent.</li> </ul>
What are the likely risks?	
What public consultation has been planned/ taken place?	Budget consultation annually (December 2015/ January 2016)
What mitigating actions will the Council implement to offset any negative	<p>To counter the financial pressures from homelessness the Council proposes to:</p> <ul style="list-style-type: none"> <li>• Make use of a un-ring fenced grant of around £942k within its Formula Grant which it traditionally uses on a range of measures to support organisations preventing</li> </ul>

impacts?	<p>homelessness. Going forward it is uncertain whether the level of grant given by the Government will be maintained at this level</p> <ul style="list-style-type: none"> <li>To counter the financial pressures from homelessness, the Council has agreed to allocate £5 million in the General Fund Capital Programme to work with Real Assets Lettings in conjunction with the organisation St Mungos Broadway to purchase dwellings to house families requiring temporary accommodation. Under the initiative the Councils £5million is match-funded by an external organisation. This scheme will provide around 50 properties for homeless families in and around the city</li> </ul>									
Overall assessment of the equality risks	<table border="1"> <tr> <td data-bbox="618 564 1120 759"> <p><b>Race</b> Neutral</p> </td> <td data-bbox="1120 564 1621 759"> <p><b>Disability</b> Neutral</p> </td> <td data-bbox="1621 564 2051 759"> <p><b>Age</b> Neutral</p> </td> </tr> <tr> <td data-bbox="618 759 1120 868"> <p><b>Gender reassignment</b> Neutral</p> </td> <td data-bbox="1120 759 1621 868"> <p><b>Religion or Belief</b> Neutral</p> </td> <td data-bbox="1621 759 2051 868"> <p><b>Sexual Orientation</b> Neutral</p> </td> </tr> <tr> <td data-bbox="618 868 1120 970"> <p><b>Sex</b> Neutral</p> </td> <td data-bbox="1120 868 1621 970"> <p><b>Pregnancy and Maternity</b> Neutral</p> </td> <td data-bbox="1621 868 2051 970"> <p><b>Marriage &amp; Civil Partnership</b> Neutral</p> </td> </tr> </table>	<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>	<p><b>Gender reassignment</b> Neutral</p>	<p><b>Religion or Belief</b> Neutral</p>	<p><b>Sexual Orientation</b> Neutral</p>	<p><b>Sex</b> Neutral</p>	<p><b>Pregnancy and Maternity</b> Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b> Neutral</p>
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<p><b>Gender reassignment</b> Neutral</p>	<p><b>Religion or Belief</b> Neutral</p>	<p><b>Sexual Orientation</b> Neutral</p>								
<p><b>Sex</b> Neutral</p>	<p><b>Pregnancy and Maternity</b> Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b> Neutral</p>								
<b>Budget Proposal</b>	<b>Value for Money &amp; Efficiency</b>									
Is this proposal new or subject to an annual review?	<p>A recent review of administration procedures has produced on-going savings from 2015/16 of approximately £600k per annum some £250k above the initial estimate. Over the next four years the Council will generate a further £7million of efficiencies with on-going efficiencies of £2.1 million be achieved from 2020/21 onwards. The programme of cumulative efficiency savings are set out in Appendix 3 of the CEB report. The bulk of these efficiencies have arisen from decisions in previous years including:</p>									
What are the likely risks?	The risks are assumed to be neutral as the council continues to make progress in improving value for									

	money and generating efficiency savings		
What public consultation has been planned/ taken place?			
What mitigating actions will the Council implement to offset any negative impacts?	<ul style="list-style-type: none"> <li>• Further office rationalisation £200k per annum from 2017/18</li> <li>• Replacement of ICT Infrastructure contract £150k per annum</li> <li>• Multi skilling in call centre - £50k</li> <li>• Reductions in ICT Business Partners - £115k per annum</li> <li>• Reduction in Planning ICT scanning contract £70k per annum</li> <li>• Staffing savings in Financial Services - £158k per annum</li> <li>• Changes to senior management structure - £200k per annum</li> <li>• Community Services staffing changes -£85k per annum</li> <li>• Vehicle fuel savings £150k per annum</li> <li>• Renegotiation of leisure centre contract - £10.1 million since 2009</li> </ul>		
Overall assessment of the equality risks	<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral
	<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral
	<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral

<p><b>Budget Proposal</b></p>	<p><b>New Investment and Service Enhancement proposals:</b></p> <ul style="list-style-type: none"> <li>• Safeguarding Policy Officer -Post in the current structure which was a bid in previous years for a fixed term, it is now being proposed that this post becomes permanent in the structure. The role of this officer is to develop the Councils safeguarding policy and procedure and promote, coordinate and implement them £24k per annum</li> <li>• Apprenticeships training: £15k one-off bid to deliver “one council” interventions to push forwards BME/ Women in trade based roles, wider apprenticeship awareness raising work and opportunities for preparing local apprentices for work links with major regeneration partners. This can also partially offset the risk pressure of the new apprenticeship levy from April 2017 (e.g. 0.5% cost of payroll for all companies with a payroll bill of over £3 million = c. £200k cost for OCC) and the governments’ aim from 2016 to ensure that at least 2.3% of the workforce will be comprised of apprentices (all public sector bodies over 250 will have to employ an apprentice)</li> </ul> <p><b>HRA Capital Programme:</b> The revised programme of £82 million over the next 4 years includes:</p> <ul style="list-style-type: none"> <li>• Tower block refurbishment £18.97 million</li> <li>• Great Estates enhancement of car parking and other infrastructure £4.8 million</li> <li>• Barton Regeneration £3.7 million</li> <li>• Improvements to doors, windows, controlled entry including the Oxford Standard - £6 million</li> <li>• Improvements to kitchens, bathrooms, roofs, heating and electrics -£18 million</li> <li>• Blackbird Leys Regeneration - £5.5 million – to undertake estate re-generation</li> <li>• A contingency of £20 million will be created to mitigate the potential financial effect of the Government’s initiatives around High Value Council Housing. This could either be in lieu of selling high value council housing, or to ‘top-up’ any sales to Registered Providers at lower values in exchange for nomination rights</li> </ul> <p><b>New Build at Barton:</b></p> <p>The previous HRA Business Plan assumed £52.269 million for the purchase of 354 social housing dwellings at Barton up to 2023/24. The purchases would be part funded (30%) by retained RTB</p>
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	<p>capital receipts (RRTB) of approximately £15.6m with the remaining finance provided by other HRA revenue resources. Whilst these new build properties under current proposals may eventually be captured by the Government's sale of HVCH or RTB if they were to remain in the HRA under current proposals, the Council would not be compelled to actually sell these specific properties although they may be required to generate an equivalent capital receipt. The methodology proposed by the Government provides for Councils to be flexible about how they generate the resources to meet the HVCH payments</p> <p><b>General Fund Capital Programme:</b> The proposed programme amounts to around £56 million over the four year period and includes £4.8 million on flood relief schemes, pavilion and community centre improvements £4.8 million, mandatory disabled facility grants £2.0 million, parks, open spaces and athletics facilities £5 million, acquisition of investment properties £9.6 million, car parks resurfacing and improvements £3.3 million, purchase of homeless dwellings £5 million, vehicles £6.3 million, ICT £2.2 million</p>						
<p>What mitigating actions will the Council implement to offset any negative impacts?</p>	<ul style="list-style-type: none"> <li>This budget proposes that the Council does not proceed with the purchase of these homes, as it would be rendered highly disadvantageous, and indeed possibly unviable, by the proposals in the Housing and Planning Bill. Officers are currently looking into the implications of establishing a Local Housing Company as part of the Council's response to the future housing agenda. Such a company could purchase the properties at Barton subject to approval or potentially properties from the HRA to meet the HVCH costs.</li> </ul>						
<p>Overall assessment of the equality risks</p>	<table border="1"> <tr> <td data-bbox="616 1129 1160 1315"> <p><b>Race</b> Neutral</p> </td> <td data-bbox="1160 1129 1615 1315"> <p><b>Disability</b> Neutral</p> </td> <td data-bbox="1615 1129 2047 1315"> <p><b>Age</b> Neutral</p> </td> </tr> <tr> <td data-bbox="616 1315 1160 1359"> <p><b>Gender reassignment</b></p> </td> <td data-bbox="1160 1315 1615 1359"> <p><b>Religion or Belief</b></p> </td> <td data-bbox="1615 1315 2047 1359"> <p><b>Sexual Orientation</b></p> </td> </tr> </table>	<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>	<p><b>Gender reassignment</b></p>	<p><b>Religion or Belief</b></p>	<p><b>Sexual Orientation</b></p>
<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>					
<p><b>Gender reassignment</b></p>	<p><b>Religion or Belief</b></p>	<p><b>Sexual Orientation</b></p>					



	Neutral	Neutral	Neutral
	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>
	Neutral	Neutral	Neutral

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# Summary of Responses

Summary Graphs

List Responses

Cross Tabulate

Export

1

## CORPORATE PLAN

The Corporate Plan is Oxford City Council's overarching strategy for the organisation and should be read alongside the draft Medium Term Financial Strategy. It sets out a clear vision, corporate priorities and objectives for the council, and how we will achieve them.

It can be accessed by clicking on the link below:

[www.oxford.gov.uk/corporateplanandbudget2016-20](http://www.oxford.gov.uk/corporateplanandbudget2016-20)

Alternatively a paper copy can be requested by contacting Sadie Paige 01865 252250.

We welcome your comments, which will inform our next revision of the Corporate Plan.

This question has been answered 6 times.

2

## APPROACH TO BUDGET SETTING

At its City Executive Board on 17<sup>th</sup> December 2015 the Council agreed its Consultation budget for 2016-17 together with its Medium Term Financial Plan for the period 2017-18 to 2019-20, please see below :

Our approach is to focus council spending on maintaining high quality frontline services, avoiding compulsory redundancies, increasing efficiency and reducing the gap between rich and poor in our city. Do you support this general approach?





Strongly agree		42% (14)
Agree		33% (11)
Neutral		9% (3)
Disagree		12% (4)
Strongly disagree		3% (1)

### 3


#### **CAPITAL INVESTMENT**

On capital investment, we are focusing upon works which are externally funded (such as energy efficiency improvements funded by central government), those which generate an income stream for the Council (such as expanding Seacourt Park and Ride) or those which have a particular priority for local residents.

In order for us to find out to what extent you support this general approach, please let us know if you agree or disagree with the schemes outlined below.

	<table border="1"> <tr> <td data-bbox="570 336 730 468"><b>Strongly Agree</b></td> <td data-bbox="730 336 857 468"><b>Agree</b></td> <td data-bbox="857 336 1002 468"><b>Neutral</b></td> <td data-bbox="1002 336 1164 468"><b>Disagree</b></td> <td data-bbox="1164 336 1330 468"><b>Strongly Disagree</b></td> </tr> </table>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		
Cycling £214k - improvements to signage and cycle lanes within the city						
Marston and Northway Floods alleviation measures £2.6 million						
Oxford and Abingdon Flood Alleviation £1.5 million. Council's contribution towards £120m project to develop a scheme to reduce flood risk in Oxford, improving the capacity in Oxford western flood relief plain						
New sports pavilion at the						

<p>Quarry recreation ground £1.2 million</p>	
<p>Covered market £400k - external redecoration and roof repairs</p>	
<p>Purchase of equipment to improve quality of sports pitches by improving drainage £15k</p>	
<p>Investment in property to generate income to support frontline services £10.3 million</p>	
<p>Regeneration of the Oxpens area £6 million - including housing, business and research premises, transport improvements and flooding infrastructure</p>	
<p>Purchase of properties for</p>	






<p>Homeless Families - £5m match funding to provide for the purchase of around 50 properties to provide homes for the homeless</p>	
<p>Extension of Seacourt Car Park £2.3 million – Increase capacity of park and ride by 600 spaces together with bus turning bay and building</p>	

## 4


### REVENUE BUDGET

In our revenue budget, we have little room for new investment. However, we propose to do the following and would welcome your views:

	<table border="1"> <tr> <td data-bbox="571 1533 732 1661"> <p><b>Strongly Agree</b></p> </td> <td data-bbox="732 1533 857 1661"> <p><b>Agree</b></p> </td> <td data-bbox="857 1533 1002 1661"> <p><b>Neutral</b></p> </td> <td data-bbox="1002 1533 1164 1661"> <p><b>Disagree</b></p> </td> <td data-bbox="1164 1533 1326 1661"> <p><b>Strongly Disagree</b></p> </td> </tr> </table>	<p><b>Strongly Agree</b></p>	<p><b>Agree</b></p>	<p><b>Neutral</b></p>	<p><b>Disagree</b></p>	<p><b>Strongly Disagree</b></p>
<p><b>Strongly Agree</b></p>	<p><b>Agree</b></p>	<p><b>Neutral</b></p>	<p><b>Disagree</b></p>	<p><b>Strongly Disagree</b></p>		

<p>Maintain our spending which supports the organisations which help homeless people</p>	
<p>Maintain the level of support that we give to local arts and culture organisations to ensure that access to all sections of the community is maintained.</p>	
<p>Continue to pay staff at least the Oxford Living Wage and require our contractors to do the same</p>	
<p>To employ a permanent Safeguarding Officer to protect vulnerable children and adults</p>	
<p>Freeze leisure charges for those on low incomes and provide free swimming for</p>	








<p>young people at certain times of the week</p>	
<p>Continue our “Youth Ambition Programme” to provide activities for young people, especially in areas which are less well off</p>	



## 5

### FEES AND CHARGES

While the Council proposes that most charges such as those for garden waste, building control and planning and will remain at 2015-16 prices, its draft Medium Term Financial Strategy does propose to increase some **fees and charges** over the next four years. Please indicate whether you agree or disagree with the following specific proposals, which will enable us to preserve core front-line services:

	<table border="1"> <tr> <td data-bbox="568 1480 730 1606">Strongly Agree</td> <td data-bbox="730 1480 852 1606">Agree</td> <td data-bbox="852 1480 998 1606">Neutral</td> <td data-bbox="998 1480 1161 1606">Disagree</td> <td data-bbox="1161 1480 1323 1606">Strongly Disagree</td> </tr> </table>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
<p>Leisure activities, membership and</p>						

<p>use of sports facilities; increases from 10p to £1.20 or 2% to 5% are proposed but excluding residents on low incomes</p>	
<p>Pest Control: increases proposed range from £5 to £20</p>	
<p>Cemeteries: increases proposed range from 1.5% to 2.3%</p>	
<p>Car Parking: increases are proposed of between 10p and 20p for the Council's off-street suburban car parks (e.g. St Clements, Summertown)</p>	
<p>Garages: an increase of 5% across the board is proposed.</p>	


<p>Garden Waste collection: an increase of £2 per year is proposed</p>	
<p>Pre-planning advice: A 25% increase is proposed</p>	


## 6

### COUNCIL TAX

Income generated from Council Tax is used to pay for all services except those related to the management and maintenance of council dwellings. It covers, for example, street cleansing, refuse collection and park maintenance.

Please select one option.

	<table border="1"> <tr> <td data-bbox="574 1358 730 1488"> <p><b>Strongly Agree</b></p> </td> <td data-bbox="730 1358 857 1488"> <p><b>Agree</b></p> </td> <td data-bbox="857 1358 1002 1488"> <p><b>Neutral</b></p> </td> <td data-bbox="1002 1358 1164 1488"> <p><b>Disagree</b></p> </td> <td data-bbox="1164 1358 1328 1488"> <p><b>Strongly Disagree</b></p> </td> </tr> </table>	<p><b>Strongly Agree</b></p>	<p><b>Agree</b></p>	<p><b>Neutral</b></p>	<p><b>Disagree</b></p>	<p><b>Strongly Disagree</b></p>
<p><b>Strongly Agree</b></p>	<p><b>Agree</b></p>	<p><b>Neutral</b></p>	<p><b>Disagree</b></p>	<p><b>Strongly Disagree</b></p>		
<p>Increase Council Tax by 1.99% (City Council's recommendation). This is equivalent</p>						


<p>to an extra £5.55 per year for each band D tax payer, and helps us to protect frontline services.</p>	
<p>Freeze council tax and reduce services by an equivalent amount to a 1.99% increase in Council Tax (£250k per annum)</p>	


## 7

### COUNCIL TAX SUPPORT SCHEME

The City Council is recommending that its **Council Tax Support Scheme** (formerly the Council Tax Benefit Scheme) is maintained on the same basis as that introduced on 1<sup>st</sup> April 2013. It is estimated that this will cost the Council around £550k per annum from next year as Government Grant is withdrawn.. This means that people on very low incomes will continue to have part or all of their Council Tax paid. Do you agree or disagree with this proposal?

Please select one option.

<p>I agree</p>		<p>52% (17)</p>
----------------	--	-----------------

I disagree		27% (9)
I don't know		21% (7)

## 8

### **COUNCIL HOUSING RENTAL INCOME (“HOUSING REVENUE ACCOUNT”)**

Council tenants’ rental income is held separately. The government has announced changes which will reduce our funding by £34 million over the next four years, requiring us to make some reductions.

We currently propose to prioritise making sure that our existing homes are properly maintained (including meeting the new “Oxford Standard”), improving the environment on our estate (though the “Great Estates” programme), and provide particular support to the regeneration of central Blackbird Leys and Barton. This means we are having to reduce expenditure on energy efficiency improvements to council stock, and withdraw plans for new council housing, which we will instead try to see developed, as affordable housing, through a housing association or council-owned housing company.

In what order should the council prioritise the following:

(Please rate from 1 to 5 with 1 being your most important priority and 5 being your least important priority)

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	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5
1	2	3	4	5		
Maintaining the quality of existing council homes						
Investing to improve the environment on council estates						
Improving energy efficiency of existing council homes						
Ensuring that new affordable homes have the council, rather than a housing association or locally-owned housing company as the landlord						
Regeneration of Barton and the Leys						

**9**

Are you a Council tenant?

Yes		3% (1)
No		97% (31)

10

**OTHER COMMENTS**

Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2016-20 and draft Budget 2016 -17? (Max. 5000 characters)

This question has been answered 10 times.

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**To:** City Executive Board  
**Date:** 20 February 2016  
**Report of:** Head of Financial Services  
**Title of Report:** Capital Strategy

## Summary and Recommendations

**Purpose of report:** To present a Capital Strategy for approval.

**Key decision:** No

**Executive lead member:** Councillor Ed Turner, Board Member for Finance, Asset Management and Public Health

**Policy Framework:** Improving value for money and service performance (Corporate Plan 2015-2019)

**Recommendation(s):** That the City Executive Board resolves to:

1. approve the Capital Strategy attached at Appendix A

## Appendices

**Appendix A** – Capital Strategy 2016/17 – 2019/20

**Appendix B** – Project Brief

**Appendix C** – Project Initiation Document (PID)

**Appendix D** – Monthly Monitoring Form

**Appendix E** – Project Closure Statement

**Appendix F** – Capital Gateway Process

## Background

1. Paragraph 18.11 of the Council's Constitution requires that a Capital Strategy is prepared which includes:
  - a. the principles the Council will follow in its capital planning and management
  - b. the methodology for inclusion of schemes within the Capital Programme

- c. the arrangements for the effective management of capital schemes
2. The Council continues to have a significant capital investment programme and has introduced a new methodology for identifying, selecting and monitoring capital projects. The Council's updated Capital Strategy, which is attached at Appendix A, sets out the approval process for schemes getting into the Programme as well as the governance arrangements in place to manage delivery.
3. The Strategy also sets out the various funding sources available for capital projects and how these might change over time. It also aims to set out the issues the Council needs to consider over the medium to long term.

### **Changes Incorporated within the Strategy**

4. There are a number of changes incorporated into the Strategy at Appendix A. The key changes are outlined below and are cross-referenced to the Strategy.
5. The explanation of what constitutes capital investment has been amended to include loans and grants to other organisations for capital purposes and the payment to the Government for the sale of High Value Council Housing. (Appendix A paragraphs 2.1 and 2.2)
6. Membership of the Capital Asset Management and Capital Board has been amended to reflect changes in organisational structure. (Appendix A paragraph 6.6)
7. New freedoms around the use of capital receipts have been incorporated. (Appendix A paragraph 8.4)
8. Given the financial pressures on the General Fund there is limited use of prudential borrowing to finance the General Fund Capital Programme. The prudential borrowing that is planned is for specific projects which adhere to prudent financial criteria and hence do not result in increased ongoing revenue financial pressures. (Appendix A paragraph 8.11)
9. The announcement of changes to the Housing Revenue Account, including the sale of High Value Council Housing, means that borrowing will be taken out to fund capital works on the HRA. (Appendix A paragraph 8.15)

### **Legal Implications**

10. There are no legal implications directly relevant to this report.

### **Financial Implications**

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

### **Environmental Impact**

12. The Capital Strategy does identify the growing and relevant environmental issues that need to be considered when selecting capital projects.

### **Level of Risk**

13. There are no risks directly arising from this report. Risks to delivery of individual projects are identified and monitored as part of the capital scheme approval and monitoring process.

### **Equalities Impact**

14. The procurement of capital expenditure will be undertaken in line with the Council's policies to support the payment of a living wage and making apprenticeship opportunities available to local people. Many of the facilities funded out of the Capital Programme – such as community centres and social housing – will promote the narrowing of inequality in Oxford. There is no requirement to provide an Equalities Impact Assessment for this report.

#### **Name and contact details of author:-**

Name: Bill Lewis

Job title: Financial Accounting Manager

Service Area / Department: Financial Services

Tel: 01865 252607 e-mail: [blewis@oxford.gov.uk](mailto:blewis@oxford.gov.uk),

**List of background papers:** None

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# CAPITAL STRATEGY 2016/17 – 2019/20

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### **Appendices**

Appendix B – Project Brief

Appendix C – Project Initiation Document (PID)

Appendix D – Project Monitoring Form

Appendix E – Project Closure Statement

Appendix F – Capital Gateway Process

## **Capital Strategy 2016/17 – 2019/20**

### **1. Executive Summary**

1.1. The Council's Constitution requires the Head of Financial Services to prepare a Capital Strategy which;

- a. Sets out the principles the Council will follow in its capital planning.
- b. Outlines the methodology for inclusion of schemes within the Capital Programme.
- c. Sets out the arrangements for management of capital schemes.

1.2. The Capital Strategy document is therefore a high level summary of the Council's approach to capital investment and lays out the rules against which capital schemes are developed, evaluated and monitored.

### **2. What is Capital Investment?**

2.1 Capital investment seeks to provide the infrastructure and equipment necessary to deliver the Council's priorities and operational requirements in the longer term. Expenditure for capital purposes generally therefore gives rise to new assets or increases the value and / or useful life of existing assets.

2.2 Grants, investments and loans to individuals and organisations which are for capital purposes also count as capital expenditure. This includes loans to companies in which the Council has an interest.

### **3. Identifying Need**

3.1. The Council's Corporate Plan 2016-2020 sets out the Council's vision together with the following five strategic priorities;

- **A Vibrant and Sustainable Economy**  
To build a strong local economy, make the case for greater local control and devolution and improve workforce skills to meet local demand.
- **Meeting Housing Needs**  
Increasing 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 outside London. The Strategic Housing Market Assessment (SHMA) which is undertaken about every five years suggests that 24,000 to 32,000 new homes will be needed by 2031 to meet the city's housing need.
- **Strong and Active Communities**  
Oxford City Council is working with citizens and community groups to build communities that are socially cohesive and safe, and citizens

who are actively engaged in pursuing their own well-being and that of their communities.

➤ **A Clean and Green Oxford**

The City Council's objective is to maintain and develop a clean and green Oxford – in the city centre, in our neighbourhoods and in all public spaces.

➤ **An Efficient and Effective Council**

This means the Council being a flexible, fit-for-purpose organisation, delivering high quality services and excellent value for money for all its citizens. In the last four years the Council has achieved annual efficiencies totalling £8.5 million. Over the next four years the Council is aiming to achieve another £7 million of savings on the non-housing budget.

3.3. Aligned to the Corporate Plan are a number of subsidiary and complementary plans and strategies. Examples include:

- Asset Management Plan which aims to deliver better and more efficient use of the Council's property; improvements in its condition, and deliver improvements to the Council's capital values, income stream and levels of return.
- Service Plans which demonstrate how individual services contribute to and support the delivery of the Corporate Plan priorities and the resources required to do this, including the capital aspects.
- Housing Strategy which considers the demand and supply of housing in Oxford, across all tenures, the economic conditions; Government policy and legislation and lays out plans to address these challenges.

#### **4. External Drivers**

4.1. In addition to the Council's own priorities there are external factors which influence capital spending decisions, e.g. central government funding, the local enterprise partnership (LEP) priorities and the implications of any legislative changes.

#### **5. Evaluation and Budget Approval**

5.1 Capital projects are prioritised and ranked using a scoring matrix aligned to a Capital Gateway Framework that ensures capital resources are targeted towards schemes that best meet and deliver the Council's corporate objectives.

5.2 Due to competing demands for limited resources, the Council will look to prioritise capital expenditure on property and equipment that it currently owns based on a number of different factors such as:

- Contribution to Corporate Priorities
- Statutory or Non-Statutory service
- Funding Availability



- Revenue Implications
- Risk of not undertaking the capital expenditure; and
- Environmental and Sustainability considerations

#### How Schemes Get Included in the Capital Programme

5.3 The flowchart on page 7 sets out the overall approval process. Formal budget approval flows directly from the evaluation process; capital budgets must be approved by Council. Key stages include:

A. *Preparation of a Project Brief* (See Appendix A and link <http://occweb/intranet/documents/gateway-guidance-notes> ).

This sets out:

- The rationale as to why the project is required.
- The present position
- What the project will deliver/achieve.
- The improvements the project will produce.
- Linkages and dependencies with other projects.
- Whether there are demonstrable financial savings, overhead reductions, efficiencies, or service improvements arising from the project.
- Delivery options and associated risks
- Anticipated implementation and running costs

B. *The Evaluation and Ranking of Projects*

The Capital Programme Management Group quality assures the Project Brief and scores it against the evaluation criteria (shown in Appendix B – Project Brief) prior to reporting to the Corporate Asset Management and Capital (CAMAC) Programme Board. The current membership, roles and responsibilities of both CAMAC and the Programme Management Group can be found at paragraph 6.6 below and in Appendix F.

5.5 CAMAC subsequently recommend schemes to the City Executive Board (CEB) for consideration and approval by Council as part of the annual Medium Term Financial Strategy (MTFS) refresh. Schemes which arise outside of the MTFS process are submitted to CEB as necessary for recommendation to Council for inclusion in the Programme.

5.6 Once the Capital Programme is approved by Council, Project Managers can begin to progress their project(s) in accordance with the agreed Capital Project Approval process. Key stages include:

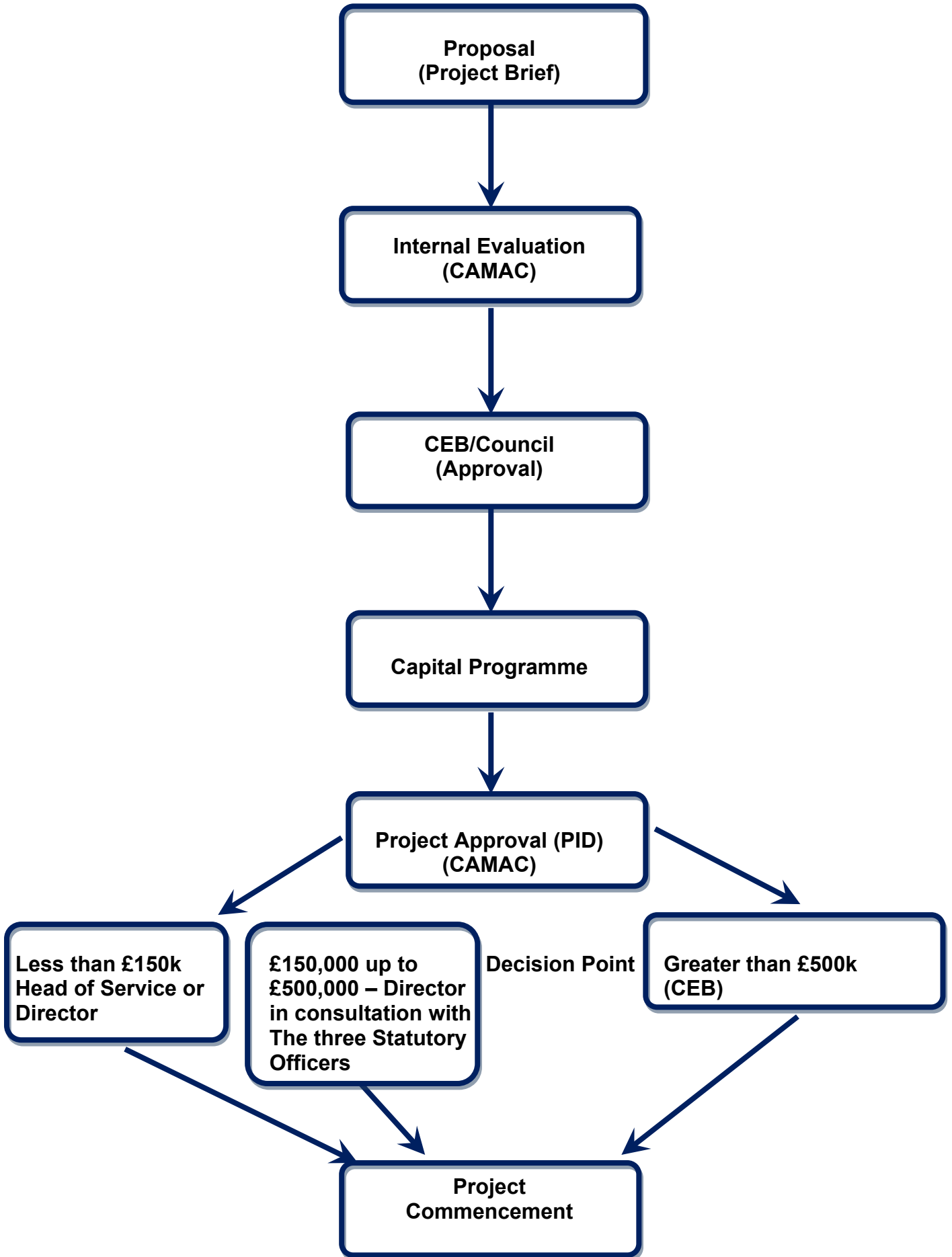
5.7 Agreement of the Project Initiation Document (see Appendix B and <http://occweb/intranet/documents/gateway-guidance-notes>) This requires the Project Manager to complete the required proforma setting out;

- The objectives and scope of the project,
- Deliverables and Constraints

- Risks, uncertainties and potential mitigations –What events might arise that would delay or prevent the project delivering on its objectives and what can we do about them.
- Project milestones and associated timeline
- Acceptance Criteria – Essential elements that must be achieved in order for the project to be accepted as complete.
- Net Capital and Revenue Implications - expenditure, savings, and funding profiled over the next 4 financial years.
- Interfaces and dependencies with other projects or tasks
- Whole Life Cost / Sustainability – What the likely environmental impacts might be.

5.8 The approval process for a scheme is outlined in the diagram below:

**Capital Scheme Approval Process**



## 6. **Performance Monitoring**

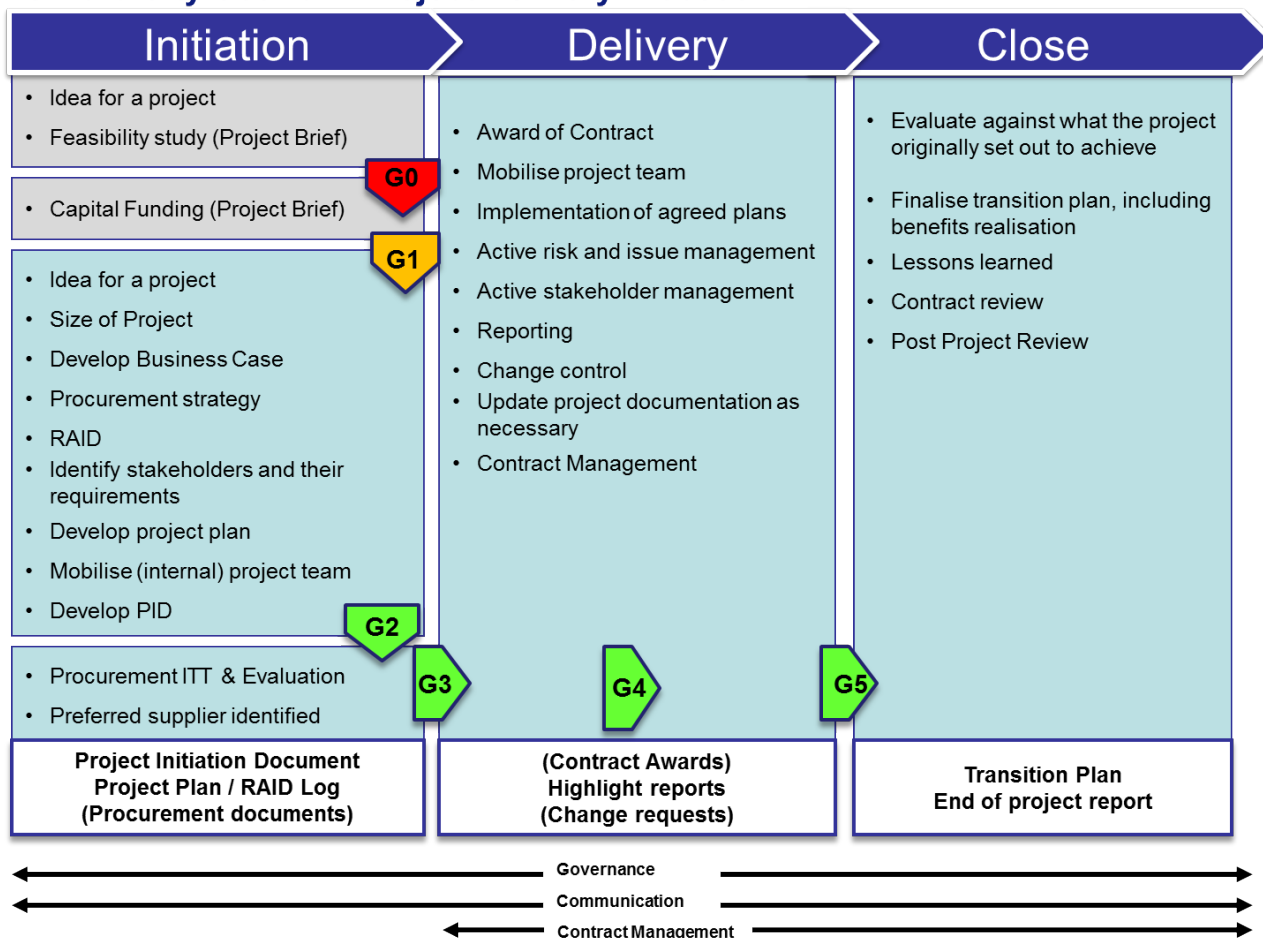
- 6.1. Approved schemes are subsequently monitored by an officer group, currently the Corporate Asset Management and Capital (CAMAC) Programme Board, to ensure delivery is on time, within budget and meets the projects objectives. The roles and responsibilities of CAMAC, together with Project Sponsors and Project Managers are detailed within Appendix E – Capital Gateway Process.
- 6.2. Capital expenditure is reviewed for its legitimacy in meeting the definition of a capital purpose and reconciled monthly. Monthly monitoring meetings are held between Project Managers and Finance staff. For larger projects this may mean the setting up of a Project Team with officers and advisors covering a variety of expertise, chaired by the Project Manager who is responsible for the delivery of the project.
- 6.3. All Project Sponsors and Project Managers receive monthly financial reports advising them of current spend against the profiled budget. Project Managers are required to provide monthly monitoring information including commentary on any variances. Project Managers are responsible for ensuring that capital schemes follow the Capital Gateway Process; specifically the Project Manager:
- Directs the project team, where appropriate.
  - Plans and monitors progress of the project
  - Manages the project risks and issues
  - Prepares revised plans and documentation through a change control process and presents them to the Project Team
  - Agrees the technical and quality requirements of the project with the scheme project Team or, in the absence of a project team, the Project Sponsor
  - Escalates issues as necessary with the Project Sponsor
  - Prepares the Project Closure Statement including lessons learned and presents it to the scheme project team or, in the absence of a team, the Project Sponsor and then to CAMAC
- Full details of the Capital Gateway Process can be found in Appendix F.
- 6.4. Performance of the Council's Capital Programme is reported to Directors and CMT via a monthly Finance Budget Report. Additionally, a Quarterly Integrated Performance Report which illustrates the impact of capital scheme delivery on Directorate / Corporate risk and performance is reported to Directors and Members.
- 6.5. Terms of reference and membership for the CAMAC group are set out below.

6.6. Terms of Reference and Membership of CAMAC

<p>Capital Asset Management and Capital Board (CAMAC)</p>	<p>The CAMAC Board is a corporate Officer group responsible for agreeing and recommending schemes for inclusion into the Programme and then monitoring their delivery as well as making sure effective arrangements are in place for management and delivery of schemes in accordance with Council priorities, objectives, rules and procedures. The group also offers advice regarding the financial and asset management aspects of capital programme activity.</p> <p>The membership of the group is as follows:</p> <ul style="list-style-type: none"> <li>• Chair – Executive Director of Regeneration &amp; Housing</li> <li>• Executive Director of Organisational Development and Corporate Services</li> <li>• Head of Financial Services</li> <li>• Head of Housing &amp; Property</li> <li>• Head of Service Planning &amp; Regulatory</li> <li>• Corporate Lead - HR/OD</li> <li>• Head of Community Services</li> <li>• Deputy Head of Direct Services</li> <li>• Regeneration &amp; Major Projects Service Manager</li> <li>• Property Services Manager</li> <li>• Corporate Asset Manager</li> <li>• Service Manager Environmental Sustainability</li> </ul> <p>Advisory Attendees:</p> <ul style="list-style-type: none"> <li>• Corporate Safety Advisor</li> <li>• Finance Business Partner</li> <li>• Project Manager(s); sponsor(s)</li> </ul>
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## Capital Gateway Project Delivery Process

### Oxford City Council - Project Delivery Process



## 7. The Capital programme 2016/17 – 2019/20

7.1. The Council’s Capital Programme is approved by CEB and then Council on an annual basis and is updated from time to time during the year.

7.2. The procurement of capital expenditure will be undertaken in line with the Council’s policies to support the payment of a living wage and making training and apprenticeship opportunities available to local people. Many of the facilities funded through the Capital Programme – such as community centres and social housing – will promote the narrowing of inequality in Oxford.

## 8. Available Capital Funding

8.1. There are a number of sources of funding the Council can use to finance capital expenditure. These include:

- Capital Receipts
- Prudential Borrowing

- Developers Contributions e.g. s106 receipts and Community Infrastructure Levy (CIL)
- Revenue Contributions
- Capital Grants e.g.
  - New Growth Point Grant – for the West End Partnership
  - Disabled Facilities Grant – housing adaptations within the private sector

8.2. In the past the Council has relied heavily on capital receipts to fund its General Fund Programme but with limited property available for sale this is a finite and reducing resource. Additionally, continuing budgetary pressures on the Council's General Fund mean the Council will need to weigh the relative priority of capital and revenue spending pressures before determining the level of direct revenue funding and prudential borrowing it wishes to undertake, as well as investigate alternative funding streams.

#### Capital Receipts

8.3. The Council can recycle capital receipts generated from the disposal of assets back to fund both General Fund and HRA capital projects. The Council's approach in budget setting for 2016/17 has been to only use capital receipts for funding the capital programme that have already been received or where there is certainty of receipt. Additionally, where receipts are received in respect of the disposal of operational property it will seek to use these receipts in the first instance to fund capital expenditure which relates to operational property.

8.4. In the spending review, an announcement was made that councils will no longer be prevented from using capital receipts to fund services, provided they are applied to the revenue costs of reform projects. Any such use will be carefully assessed and will take account of the one-off nature of the receipts and the need to finance capital expenditure.

8.5. The Council has entered into an agreement with the Department for Communities and Local Government (DCLG) to recycle within a rolling 3 year period 'additional' Right to Buy (RTB) receipts into new social housing dwellings within the City.

#### Prudential Borrowing

8.6. The Prudential Code seeks to show the relationship between capital accounting, capital and revenue expenditure and treasury management by clarifying the impact that capital investment decisions have on the finances of the authority both in overall terms as well as on the respective General Fund and Housing revenue accounts.

8.7. The Prudential Code asks three key questions of any investment decision:

- is it prudent;
- is the scheme affordable; and
- will it prove to be sustainable?

8.8. Under the Prudential Framework local authorities are now free to make their own judgements as to whether new borrowing is affordable and prudent, subject to a duty to follow agreed professional principles, which are contained within the Prudential Code.

8.9. The main advantages offered through borrowing under the Prudential Framework are:

- Rescheduling Capital Expenditure by switching revenue contributions to capital to cover prudential borrowing costs
- Spend to Save Schemes – where the capital investment achieves revenue savings, which could wholly or largely meet the on-going revenue costs associated with the level of borrowing required

8.10. Prudentially borrowing to fund capital projects does however bring with it the need to make a charge to revenue to reflect the cost of borrowing. This charge, known as the Minimum Revenue Provision (MRP) is based on the life of the asset in accordance with the approved methodology contained within the Council's Treasury Management Strategy.

8.11. The Council is seeking to restrict the use of prudential borrowing to protect its future revenue position from increasing levels of MRP. Specific uses of this within the current plans which are considered to be in line with protecting the future revenue position are:

- National Homelessness Property Fund  
The Council is investing £5 million in the fund which is then match funded to purchase around 50 properties within Oxford. The investment is a fixed term investment which will redeem in 7 to 9 years. The capital receipt from this redemption can be used to repay the internal borrowing used to fund the investment and therefore, providing there is no depreciation in the asset values, no MRP will be payable
- Acquisition of Investment Properties  
A capital budget of £10.3 million to be financed from prudential borrowing will be used to purchase investment properties. The investment properties will be chosen on the basis of their rate of return such that the income will pay for the MRP and also provide an additional revenue stream for the Council.
- Acquisition of Oxpens  
The Council has set a capital budget of £8.4 million to be used as a contribution to a joint venture, operated in conjunction with Nuffield, to purchase land at Oxpens.

S106 Developer Contributions/Community Infrastructure Levy (CIL)

8.12. Developer contributions are sought to mitigate the impact of development and overcome what would otherwise be a potential reason to refuse a planning application. In the main the remaining s106 contributions the Council seeks to recover relate to meeting the social housing targets within our current planning policies.



8.13. The Community Infrastructure Levy largely replaces s106 and can be claimed to fund Community Facilities, Indoor Sports Facilities, Public Open Space, Environmental Improvements, Public Art, Highway measures (inclusive of Park and Ride, Pedestrian measures, Cycle Facilities etc.), Education, Libraries, Waste Recycling, Youth Services, Museum Resource Centre and Day Care Provision for Adults.

#### Revenue Contributions

8.14. The Council can budget from within its revenue accounts, the General Fund (GF) and Housing Revenue Account (HRA), to make contributions towards the funding of its Capital Programme. Within the HRA this currently forms a significant element of expenditure as it is affordable and reflects the ambitious works Programme that has been approved for the HRA. The GF Programme utilises this source of funding but at a much reduced level.

8.15. The announcements of changes to the Housing Revenue Account, including the sale of High Value Council Housing, means that the HRA programme has been reduced and borrowing will be taken out to fund capital works on the HRA to enable the payment of a capital sum to the Government based on an assessed level of potential sales.

#### Capital Grants

8.16. Capital grants generally are awarded for specific projects. The availability of capital grants to supplement Council resources can improve the chances of a capital budget being approved; however the scheme must still be in line with Council priorities and must still go through the same budget approval and project approval processes.

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# Project Brief

**Project Title:** [Insert Project Title]

**Date:** [insert date document issued]

**Sponsor:** [Insert name of Project Client/Sponsor]

**Project Manager:** [Insert name of Project Manager]

**Lead Officer** [Insert name of Lead Officer – where project is being run by an external partner]

**Responsible Programme:** [Insert the name of the Responsible Programme]

**Version No:** 0.1

[Guidance on Version Control:

- The first draft will be 0.1.
- Each re-drafted version will be 0.2, 0.3 etc.
- Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc.

Once the amended document is approved by the Board it will be 2.0.]

- Approvals:**
1. [list the names of Boards or persons this document is being submitted to for formal approval]
  - 2.

# Project Brief

## 1 Background

*[Explain the context of the project and why it is needed. If this project is intended to be part of a wider programme, indicate how it will support the programme's objectives.]*

## 2 Project Objectives

### 2.1 Business Objectives

*[Indicate how this project will support the programme's objectives and the Corporate Priorities]*

### 2.2 Project Objectives

*[What is the project required to achieve? Express these, wherever possible in specific, measurable, achievable, realistic, and time-based terms]*

## 3 Project Scope and Exclusions

*[What is outside the remit of the project?]*

## 4 Constraints

*[Describe the constraints, within which the project must operate, e.g. statutory requirements, business continuity considerations, restrictions on time, resources, funding and/or the eventual outcome, dependencies on other projects etc.]*

## 5 Authority

*[List the names of the persons/s accountable for the delivery of this project.]*

Name	Role	Signature	Date

## **6 Costs**

*[Please provide a description of the costs associated with the project (figures will be listed in section 9 below). This should include expenditure items as well as non-financial resources such as staff time (quantified in hours/days).]*

## **7 Project Approach**

*[Describe the approach for delivering the project.]*

## **8 ICT Requirement**

*[Consider, with advice from City ICT, the technology requirement]*

## **9 Procurement Route**

*[Consider, with advice from Procurement and referring to Procurement rules, the required supply for services or goods.]*

## **10 Project Options**

*[List any options for delivering the project that have been considered or will need to be considered. Please identify a preferred option if one has been selected at this point.]*

### **10.1 Project Benefits**

*[List the key improvements the project is expected to bring about. Express these wherever possible in specific, measurable, achievable, realistic, and time-based terms. Any financial benefits should also be listed in section 5.]*

## 11 Outline Business Case

### Capital

	b/fwd	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Capital Project Costs</b>						0
Funding:						
Usable Capital Receipts						0
Develepers Cont's						0
CIL						0
Capital Grants						0
S106						0
Borrowing						0
Other						0
<b>Total Funding</b>						0

### On-going Revenue Implications

	Part Year	Full Year
	£'000	£'000
<b><u>Expenditure</u></b>		
Employees		
Premises		
Transport		
Supplies and Services		
Other		
<b><u>Income</u></b>		
Income		
<b>Total Net Revenue Implications</b>	0	0

### 11.1 Project Deliverables

*[List the required deliverables/products that the project must create or acquire]*

# Project Initiation Document (PID)

**Project Title:** [Insert Project Title]

**Date:** [insert date document issued]

**Client/Sponsor:** [Insert name of Project Client/Sponsor]

**Project Manager:** [Insert name of Project Manager]

**Responsible Programme:** [Insert the name of the Responsible Programme]

**Version No:** 0.1

[Guidance on Version Control:

- The first draft will be 0.1.
- Each re-drafted version will be 0.2, 0.3 etc.
- Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc.

Once the amended document is approved by the Board it will be 2.0.]

**Approvals:** 1. [list the names of Boards or persons this document is being submitted to for formal approval]

2.

# Project Initiation Document (PID)

## 1 Background

*Explain the context of the project; provide a brief description and business reasons for undertaking the project. If this project is intended to be part of a wider programme, indicate how it will support the programme's objectives.*

## 2 Project Objectives

### 2.1 Business Objectives

*Indicate how this project will support the programme's objectives and the Corporate Priorities]*

### 2.2 Project Objectives

*What is the project required to achieve? Express these, as far as possible in specific, measurable, achievable, realistic, and time-based terms.*

## 3 Project Scope and Exclusions

*Define the remit of the project - what is in and out of scope?*

## 4 Constraints

*Describe the constraints within which the project must operate.*

Constraint Title	Description
Resource availability	
Timescales	
Cost	
Statutory requirements	
Other Programmes / Projects	

## 5 Project Organisation and Corporate Governance

*Describe the project team and management and control aspects.*



## 5.1 Authority

*[List the names of the persons/s accountable for the delivery of this project.]*

Name	Role	Signature	Date

## 5.2 Structure

*Provide the governance structure chart for the project.*

## 5.3 Roles and Responsibilities

Name	Role	Responsibility
<b>Core roles:</b>		
[Please insert name]	Project Board: Project sponsor	Overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits.
[Please insert name]	Project Board: Senior supplier	Represents the supplier interests within the project and provides supplier resources.
[Please insert name]	Project Board Senior user	Represents the Service area directly benefiting from the project.
[Please insert name]	Project Manager	Plans and delivers the project on a day to day basis and is responsible for ensuring the project delivers to time, budget and requirements.

## 5.4 Reporting

*What are the reporting arrangements for the project? If issues arise, what are the escalation routes?*

## 5.5 Risks, Assumption, Issues and Dependencies (RAID)

*Provide details of all risks, assumptions, issues and dependencies. The [RAID log](#) should be a working document and the extract provided here should reflect the current position.*

## 5.6 Change Control

*Detail the arrangements for recording and managing change within the project. Refer to the Council's guidance on [change control](#).*

## 5.7 Lessons Learned

*How will learning during the project be captured and shared?*

## 5.8 Project Closure

*What is the process for closing the project?*

## 5.9 Project Tolerances

*Define the tolerances for the project.*

<b>Tolerance</b>	<b>Level</b>
<b>If additional budget required please refer to Finance</b>	<i>Refer to Finance for guidance on virement/additional budgetary provision.</i>
<b>Time tolerance is set at:</b>	<i>When is the project to be complete?</i>
<b>Timescales for realisation of benefits are:</b>	<i>When, how and how much will the benefits of the project be realised.</i>

## 6 Approach

*Describe how the project will be managed. E.g. for larger projects, a phased approach is recommended with the use of work packages.*

### 6.1 Procurement Route

*Consider, with advice from Procurement and referring to Procurement rules, the required supply for services or goods.*

## 7 Options

*List all options for delivering the project that have been considered. Please identify a preferred option if one has been selected at this point.*

## 8 Other Resource Requirements

*List all other non-financial resource requirements such as staff time.*

## 9 Project Deliverables

*List the expected and required deliverables/products that the project must create or acquire.*

### 9.1 Acceptance Criteria

*Define the specific features of the project deliverables which will meet the customers' expectations and will function as the key criteria that will be used to judge project completion. This may, for example, detail sign-off procedures.*

## 10 Project Benefits

List the key improvements the project is expected to bring about in the table below. Express these as far as possible in specific, measurable, achievable, realistic, and time-based terms. Any financial benefits should also be listed in section 5.1.

Benefit	Baseline	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					

### 10.1 Project Dis-Benefits

Please state any potential dis-benefits (negative side effects).

### 10.2 Environmental / Social / Economic Impact

	Impact
<b>What is the likely environmental impact of this project?</b>	<i>E.g. pollution, resource use, reduction to Carbon.</i>
<b>What is the likely economic impact?</b>	<i>E.g. strengthening the local economy, local employment opportunities.</i>
<b>What is the likely social impact?</b>	<i>E.g. opportunities to be part of the community, access to informal provisions.</i>

### 10.3 Equalities Impact Assessment

Does this project require an Equalities Impact Assessment? Will this project contribute to the achievement of equalities objectives for your service area?

## 10.4 Costs

### Capital

	b/fwd	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Capital Project Costs</b>						0
Funding:						
Usable Capital Receipts						0
Develepers Cont's						0
CIL						0
Capital Grants						0
S106						0
Borrowing						0
Other						0
<b>Total Funding</b>						0

### On-going Revenue Implications

	Part Year	Full Year
	£'000	£'000
<b>Expenditure</b>		
Employees		
Premises		
Transport		
Supplies and Services		
Other		
<b>Income</b>		
Income		
<b>Total Net Revenue Implications</b>	0	0

## 11 Project Plan – High Level Milestones

List the high level milestones for the project. Once approved, they will help measure progress and achievement towards the end goal and will be used as the high level baseline against which activities will be co-ordinated and planned in detail as the project progresses.

Milestone	Start	Finish

### 11.1 Quality Plan

Please outline the key actions that will ensure the project meets the customers' expectations and the acceptance criteria e.g. quality review meetings. Where relevant please also indicate specialist quality standards and processes from external parties involved.

11.2 \$

Activity	Responsibility (person or organisation)	Resources Required (e.g. User representation/time)

### stakeholder map and communications

The purpose of this table is to define all parties with an interest in the project and the means and frequency of engaging them. Large projects can append a separate Communication Plan where necessary.

Stakeholder	Information/interest Requirements from Project (two way)	Communication Channel	Date or Frequency	Responsible individual
<b>Internal stakeholders</b>				
<b>External stakeholders</b>				

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# Capital Gateway Project Monthly Monitoring Form

October

## A Capital Project

A  
Capital  
Code



Project Manager		2014/15				Date Form Required	15-Nov-14
A Project Manager		Last Month	Current Month			Latest Annual Budget	Cumulative Spend
Progress Assessment Score for the Period		0.00	6.61			£ 150,000	£ 122,000
<b>Individual Scores (from -2 to +2)</b>		<b>Applicable</b>	<b>Score</b>				
Feasibility (Gateway 0)		0	0				
Bid Approval (Gateway 1)		7	2				
Initiation and Procurement (Gateway 2)		6	2				
Contract Award and Delivery (Gateway 3)		4	2				
Monitoring (Gateway 4)		5	1				
Completion (Gateway 5)		6	0				
<b>Scoring Key</b>							
Unlikely Will be Completed						-4	
Encountering Difficulties						-2	
Neutral						0	
Progressing						2	
Complete						4	
<b>Feasibility (Gateway 0)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 The Project is in line with Council objectives		N	0				
2 Initial consultant and investigation costs identified		N	0				
3 Project Client has been assigned		N	0				
4 Initial cost estimate		N	0				
5 Outline Project Brief prepared		N	0				
6 Key benefits identified		N	0				
7 Major Risks have been identified		N	0				
<b>Bid Approval (Gateway 1)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 The Project is in line with Council objectives and scored		Y	4				
2 Full Project Brief prepared		N	0	Project already approved.	None.		
3 Project Client identified		Y	4				
4 Project Manager identified		Y	4				
5 Full Capital and Revenue breakdown of costs prepared		Y	4				
6 Project governance structure agreed		Y	4				
7 Internal Resources identified		Y	4				
8 External consultants identified		Y	4	Not required.	None.		
9 Procurement methodology identified		Y	4				
<b>Initiation and Procurement (Gateway 2)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 Budget has been allocated (Council Approval)		Y	4				
2 Full PID prepared and approved by CAMAC		Y	-2	This being undertaken retrospectively and as such not had CAMAC approval as yet.	PID prepared and submitted to Monitoring Group for approval onto CAMAC.	PM	17-Nov-14
3 Actual project costs completed - both capital and revenue		Y	4				
4 Risk register populated and completed		Y	4				
5 Successful contactor identified		Y	4				
6 Procurement methodology signed off by the procurement team		Y	4				
<b>Contract Award and Delivery (Gateway 3)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 Full budget released		Y	4				
2 Contract placed		Y	4				
3 On site management team in place		Y	4				
4 All relevant permissions in place		Y	4				
5 Project Plan prepared		Y	-2	Not prepared as yet.	Will have to prepare a Project Plan detailing project's critical events.	PM	17-Nov-14
<b>Monitoring (Gateway 4)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 Project Budget profiled on Agresso in line with Project Plan		Y	-2	Given Project Plan isn't completed as yet the profiling of the budget on Agresso is as yet unfinished.	Once Project Plan is complete, profiling will be undertaken.	PM/Management Accountant	17-Nov-14
2 Project spend within approved budget		Y	4				
3 Project will be spent in accordance with profiled budgets		Y	4				
4 Project scope unchanged		Y	4				
5 Project Manager completing monitoring reports monthly		Y	4				
<b>Completion (Gateway 5)</b>		<b>Applicable</b>	<b>Score</b>	<b>Comments</b>	<b>Actions</b>	<b>Who</b>	<b>When</b>
1 Final account agreed		Y					
2 All defects attended to under the contract		Y					
3 No outstanding claims		Y					
4 Project Closure Statement completed by Project Manager		Y					
5 Project Closure Statement approved by CAMAC		Y					
6 Scheme has achieved initial business case objectives		Y					

**Project on target  
progressing well**

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# Project Closure Statement

**Project Title:** [Insert Project Title]

**Date:** [insert date document issued]

**Client/Sponsor:** [Insert name of Project Client/Sponsor]

**Project Manager:** [Insert name of Project Manager]

**Responsible Programme:** [Insert the name of the Responsible Programme]

**Version No:** 0.1

[Guidance on Version Control:

- The first draft will be 0.1.
- Each re-drafted version will be 0.2, 0.3 etc.
- Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc.

Once the amended document is approved by the Board it will be 2.0.]

- Approvals:**
1. [list the names of Boards or persons this document is being submitted to for formal approval]
  - 2.

# End Stage Report

## **Purpose**

This is the project manager's report to the Project Executive and Project Board and provides information on how well the project/this stage of the project has performed against the agreed scope defined within the Project Initiation Document and Business Case.

The stage report should review whether the project is delivering/has delivered Value for Money, and to ensure that it still represents the most effective and efficient way to meet the relevant objectives.

## **1 Background to the project**

*Introduction, objectives, rationale for the project and business benefits expected*

## **2 Achievement of Project Objectives and Deliverables**

*Has this stage of the project achieved its objectives (purpose) and deliverables (tangible and specific products) as outlined in the Business Case and PID? How well did the project perform against the planned target time and cost? Summarise whether the project was successful or not.*

## **3 Impact of Changes**

*The effect on the original Project Plan and Business Case of any changes that were approved, including any effect on the planned outcomes*

## **4 Quality review**

*What type of quality review was undertaken and what were the results?*

## **5 Risk Review**

*Update on key project risks*

## **6 Project Issues**

*Update on project issues*

## **7 Actions for the next Stage**

*Document any unfinished business/outstanding elements at the end of this stage, identify the person responsible for them and pass them on for completion. Outline work that needs to be done to begin the next stage*

## **8 Benefits Update**

*Update on planned benefits for the project, including level of achievement so far for each benefit or expected levels of achievement and when and how the final benefits realisation will be monitored and reported.*

## **9 Lessons learnt**

*List any key lessons learnt that should be captured and shared. List any recommendations for future enhancement or modification of the project management method*

## **10 Conclusions/recommendations**

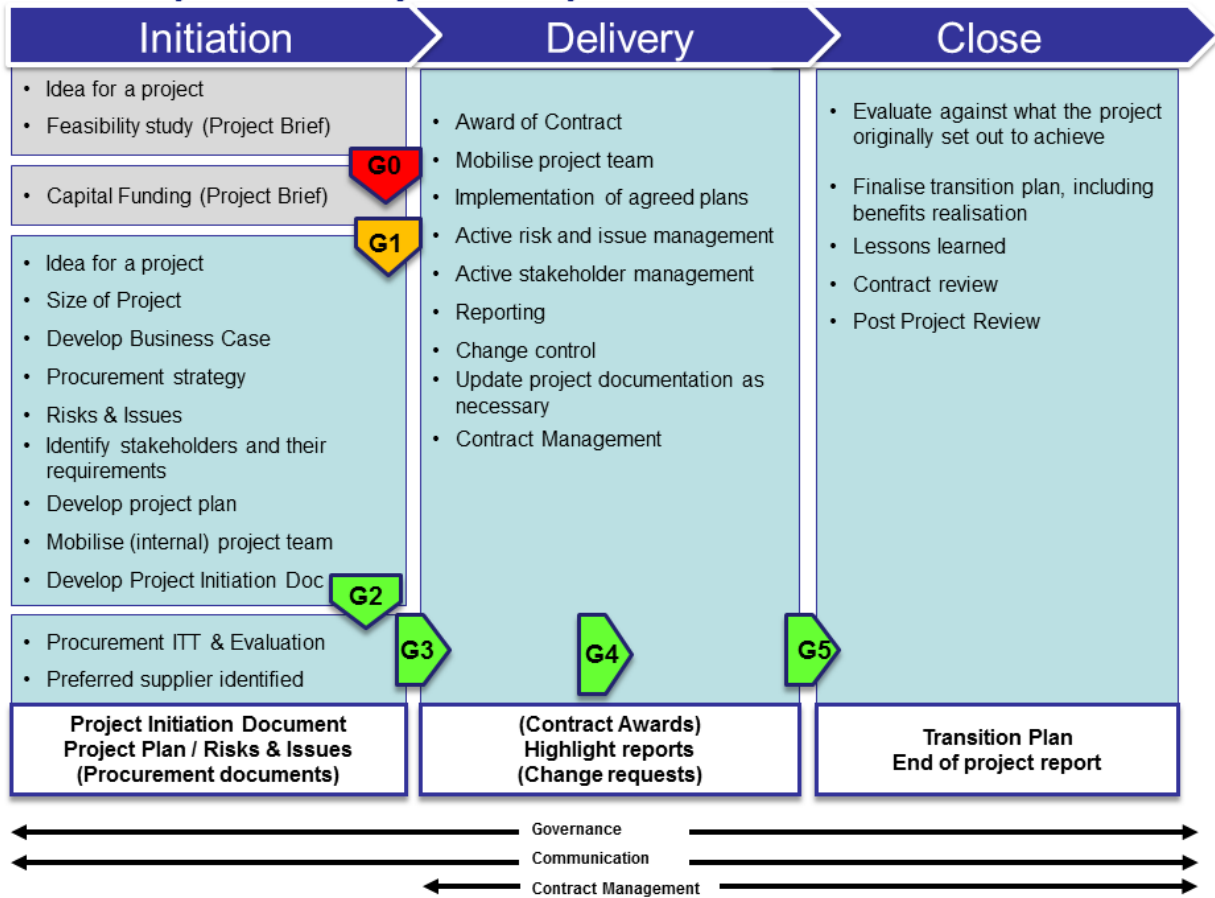
*List any key conclusions/recommendations that emerge from the lessons learnt.*

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# Corporate Asset Management and Capital Programme

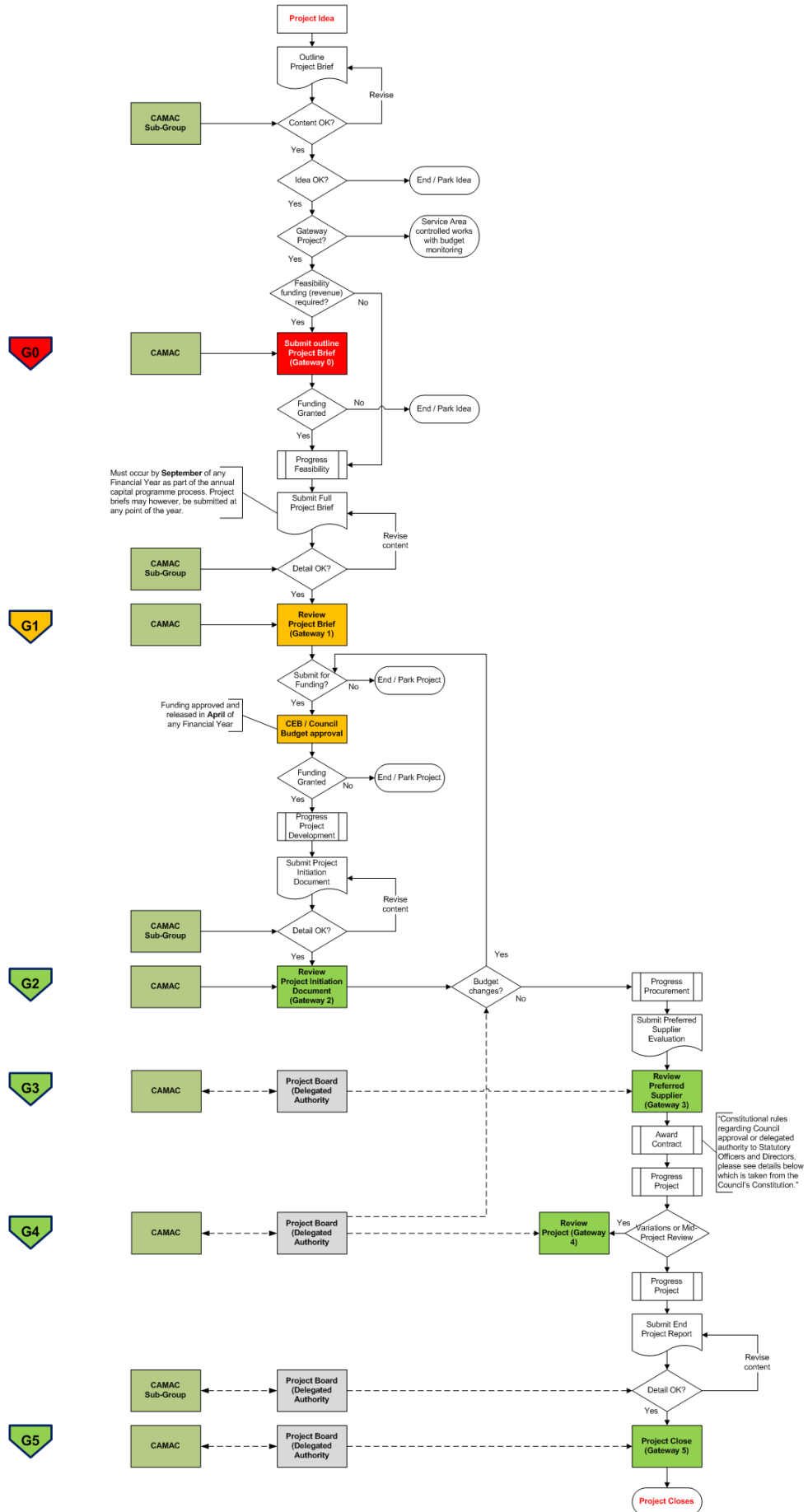
## Capital Projects Gateways Process

### Oxford City Council - Project Delivery Process



# Corporate Asset Management and Capital Programme

## Gateway Process – Capital Projects



# Corporate Asset Management and Capital Programme

## Governance and Assurance Gateways

Capital funding bids and where funding is approved, select projects will pass through a series of governance and assurance gateways. The governance and assurance gateways are designed to ensure that the bids and a project's progress are monitored and assessed through a robust process aligned to the Capital Strategy.

The Gateway process will require specific documentation to be completed and submitted for review and challenge at various stages. As capital funding bids are to be submitted by September of any year, and funding is approved, ready for release during the new Financial Year (beginning April), the documentation requirement will ensure that capital expenditure or capital project details and its associated business case are recorded, in a consistent manner, so that any scheme can continue with all parties understanding the proposed outcomes and costs.

Some schemes will not become 'Gateway projects.' Though the capital expenditure will need to be understood for aspects such as vehicle replacement, or fencing maintenance, these will not be subject to the Gateway Process other than the first stage (Gateway '0' (zero)). These aspects will be managed within Service Areas and be subject to budget monitoring

Once a project has been approved, as well as governance and assurance gateways, monitoring reports will be required, for review by the Corporate Asset Management and Capital (CAMAC) Programme Board.

Governance arrangements for a project are to be proposed to CAMAC, who will revise or ratify the arrangements. Should responsibility for the project be delegated by CAMAC, the delegated authority (typically a Project Board), will be responsible for the completion of any governance and assurance. Monitoring reports, regarding the Capital Bid and Projects will continue to be submitted for review by CAMAC irrespective of whether authority has been delegated or not.

Note: Roles and responsibilities associated with capital projects are described below.

Note2 Documentation should be submitted to [capitalprojectdocuments@oxford.gov.uk](mailto:capitalprojectdocuments@oxford.gov.uk)

## Required Documentation

All activity, where capital funding is required, should be described using a Project Brief template to enable information to be captured in a consistent manner. Capital 'Gateway projects' will be required to complete, as a minimum, four documents (over the course of the project) that will apply at the various stages from concept through to completion. Where external procurement is required, a fifth document will be required. The documents required are:

Note: Template examples of the documentation are provided within the appendices.

# Corporate Asset Management and Capital Programme

<p><b>Project Brief</b></p>	<p>This document enables a Sponsor and project manager to describe the proposed project or scheme in terms of background, objectives, scope, constraints (including risks), cost (including a proposed profile of spend), approach, options and benefits.</p> <p>The document also enables Service Areas to describe maintenance or replacement works that are to be carried out.</p> <p>The information contained will enable CAMAC to determine whether the idea should be progressed (Gateway 0 (zero)) and a funding bid submitted to CEB / Full Council (Gateway 1) as a Gateway Project or to be Service Area managed with budget monitoring.</p> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>• A Project Brief template should be used where 'match funding' financing is required. Using this template and submitting the information to CAMAC will enable the idea and budget to be considered and approved. Where there are short deadlines for funding, rather than wait for the next Capital Programme Management meeting or full CAMAC Board, an exceptional meeting would be appropriate.</li> <li>• Where a project is managed by an external party, e.g. Oxfordshire County Council, the project should be described using the project brief template. This should incorporate the City Council's financial commitment so that the idea and budget can be considered and approved. A City Council Lead Officer should be appointed, so that the project may be tracked in terms of progress and expenditure.</li> </ul>
<p><b>Project Initiation Document (PID)</b></p>	<p>Where the Funding Bid has been approved by CEB / Full Council (Gateway 1), CAMAC will request that the project be fully planned and documented.</p> <p>The starting point for the completion of the Project Initiation Document (PID) will be to copy the information from the Project Brief.</p> <p>A PID will be required for projects whose cost is in excess of £100,000</p> <p>The PID requires significant effort and planned activity to collect and prepare all of the required detail.</p> <p>Note: Once work begins on the PID, the Project Brief may be discarded.</p> <p>The information contained will enable CAMAC (or a delegated authority) to determine whether the project should continue and along with any procurement activity, whether preferred resource or suppliers may be contracted (Gateways 2 and 3 respectively).</p> <p>The CAMAC, or the delegated authority will ratify any project tolerance and contingency that has been proposed. Tolerance and contingency should be considered in terms of Cost, Time, and Quality and this should be linked to the risk register for the project</p> <p>Once the PID has been agreed, the scope of the project and its deliverables are fixed. Any changes to this would be addressed through agreed tolerances, or where significant, through requests for</p>



# Corporate Asset Management and Capital Programme

	change to CAMAC (Gateway 4).
<b>Project Monitoring Tool</b>	<p>This tool enables the project manager to indicate the progress and status of a project through responding to a small number of questions.</p> <p>The tool presents a status and enables the capture of comments, actions and owners.</p> <p>This tool will remain 'live' for the duration of the project and should be completed as each stage progresses. The monitoring tool is stored on a central network drive and the Project Manager will update the details on a monthly basis. Finance will collate the information provided and will update the Capital Programme Report that is reviewed by the CAMAC.</p> <p>Note: Where ICT projects are capitally funded, these projects should also be reported to CAMAC through the use of the Monitoring Tool, even though it would be the Organisational Development and Corporate Efficiency Programme Board which is responsible for the project's delivery</p>
<b>Project Closure Statement</b>	<p>Where CAMAC or the delegated authority has agreed that the project has been completed, the project manager will complete a Project Closure Statement.</p> <p>The starting point for the Project Closure Statement is the PID. The report enables the assessment of the project in terms of products or services delivered benefits, outstanding risks and lessons learned.</p> <p>The detail required within the report will be proportionate to the size and complexity of the project.</p>
<b>Procurement Strategy</b>	<p>Where any external procurement activity is to be conducted as part of the Capital Project, the Project Manager will, by working with the Procurement Team, complete a Procurement Strategy.</p> <p>The starting point for the Procurement Strategy is the Project Brief. The strategy enables the control and monitoring of the procurement and ultimately the award of a contract in line with defined milestones and governance.</p> <p>The detail required within the report will be proportionate to the size and complexity of the project.</p>

# Corporate Asset Management and Capital Programme

## Governance and Assurance Gateways – requirement and timing

Capital funding bids and subsequent Gateway Projects will be governed through a series of six Gateways; numbered zero through five.

Gateways ‘zero and one’ relate to funding Bids that are to be submitted by September of any year.

Gateways ‘two through five’ relate to CEB / Full Council approved projects and their subsequent progress following the release of capital from April of any year.

The purpose and documentation requirements for each gateway are:

<p><b>Gateway Zero</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• A Sponsor and a project manager wish to propose a project /scheme. This project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress.</li> <li>• A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance</li> <li>• Gateway 0 (zero) enables CAMAC to make a determination on whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted.</li> <li>• The result of this stage will be:             <ul style="list-style-type: none"> <li>○ Gateway Project - subject to Full Gateway process</li> <li>○ Not a Gateway Project - Service managed works an reviewed through budget monitoring</li> </ul> </li> <li>•</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• An project brief should be completed, outlining the project idea or expenditure programme</li> </ul>
<p><b>Gateway One</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• CAMAC have approved the scheme as a Gateway Project at Gateway 0 (zero).</li> <li>• A Sponsor and a project manager are seeking internal approval to formally request the required funding via CEB / Full Council</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• A fully completed project brief, describing the project</li> </ul>
<p>CEB / Full Council determine whether funding is to be granted and committed</p>	
<p><b>Gateway 2</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• CEB / Full Council have approved the required funding for the project/.scheme</li> <li>• To review requests to formally begin the project to planned timescales and to authorise the commencement of procurement activity based on an approved procurement strategy.</li> </ul> <p>Note: No tender process will commence unless the specification is affordable within the budget that has</p>

# Corporate Asset Management and Capital Programme





	<p>been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <ul style="list-style-type: none"> <li>• To fully understand the cost of the project including requesting additional budgetary provision from CAMAC (via report to CEB / Full Council)</li> <li>• To ensure that all internal resource requirements are captured and recorded within the PID. This would include resource from Procurement, Legal and Finance.</li> </ul> <p><b>Notes:</b></p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> <li>○ Value engineered to achieve the approved budget figure</li> <li>○ Can money be vired from another part of the Capital Programme to cover the shortfall?</li> <li>○ Does the scheme need to go back to CEB / Full Council to request the additional funding?</li> <li>○ Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing.</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• A Procurement Strategy document (completed with Procurement)</li> <li>• A fully completed Project Initiation Document</li> </ul>
<p><b>Gateway 3</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• CAMAC have approved the project/scheme at Gateway 2</li> <li>• To evaluate tender responses and approve recommendations to proceed with a preferred supplier or suppliers</li> <li>• To fully understand the cost of the project including requesting additional budgetary provision from CAMAC (via report to CEB / Full Council)</li> </ul> <p><b>Notes:</b></p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> <li>○ Value engineered to achieve the approved budget figure</li> <li>○ Can money be vired from another part of the Capital Programme to cover the shortfall?</li> <li>○ Does the scheme need to go back to CEB / Full Council to request the additional funding?</li> <li>○ Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing.</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• A revised and fully updated Project Initiation Document</li> <li>• Procurement Strategy template (completed with Procurement)</li> <li>• Preferred supplier tender evaluation report/s</li> </ul>
<p><b>Gateway 4</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• CAMAC have approved the project/scheme at Gateway 3</li> </ul>

# Corporate Asset Management and Capital Programme

	<p>and any contract award has been approved following the rules set out in the Constitution.</p> <ul style="list-style-type: none"> <li>• Project Boards (as delegated authorities) will manage the day-to-day delivery of the project/scheme and any tolerances/contingency</li> <li>• Should there be exceptional changes (outside of agreed tolerances/contingency relating to costs, viability, quality and timescales established by the appropriate authority and ratified by CAMAC) then the project should submit Change Request documentation to the Capital Programme Management group. This will trigger a Gateway 4.</li> <li>• CAMAC may wish to request a Gateway 4 as an external pair of eyes</li> </ul> <p><b>Notes:</b></p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> <li>○ Value engineered to achieve the approved budget figure</li> <li>○ Can money be vired from another part of the Capital Programme to cover the shortfall?</li> <li>○ Does the scheme need to go back to CEB / Full Council to request the additional funding?</li> <li>○ Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing.</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• The agreed Project Initiation Document</li> <li>• Change Request documentation</li> <li>• Monitoring tool to assess current progress</li> </ul>
<p><b>Gateway 5</b></p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• CAMAC have approved the project/scheme at Gateway 3</li> <li>• Project Boards (as delegated authorities) are requesting formal closure of the project/scheme</li> <li>• To review the completed project and to assess its successes and any lessons learned.</li> </ul> <p><b>Documentation required</b></p> <ul style="list-style-type: none"> <li>• A Project Closure Statement</li> <li>• Monitoring tool to assess current progress</li> </ul>

# Corporate Asset Management and Capital Programme

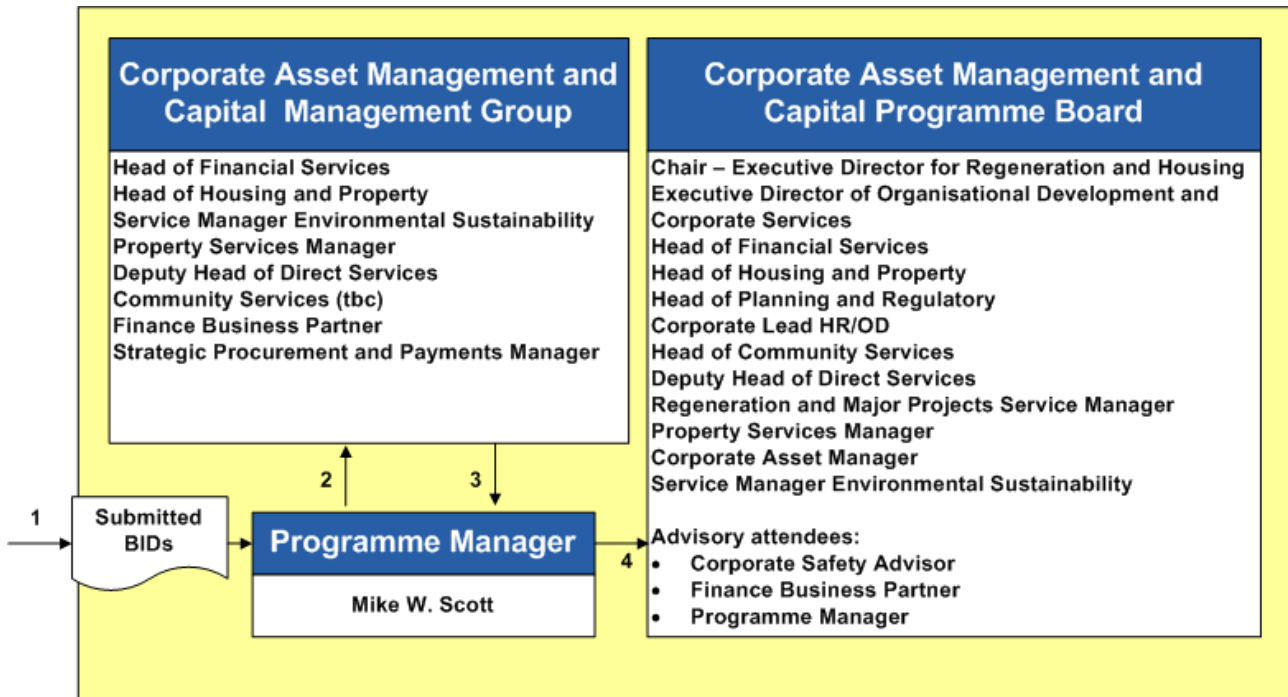
## Appendices

Project brief (template)	 Project Brief.doc
Project initiation document (template)	 Project Initiation Document.doc
Project governance / project monitoring tool	 Capital Project Monitoring Form.xlsx
Project Closure Statement (template)	 Project Closure Statement 2014-15.d

# Corporate Asset Management and Capital Programme

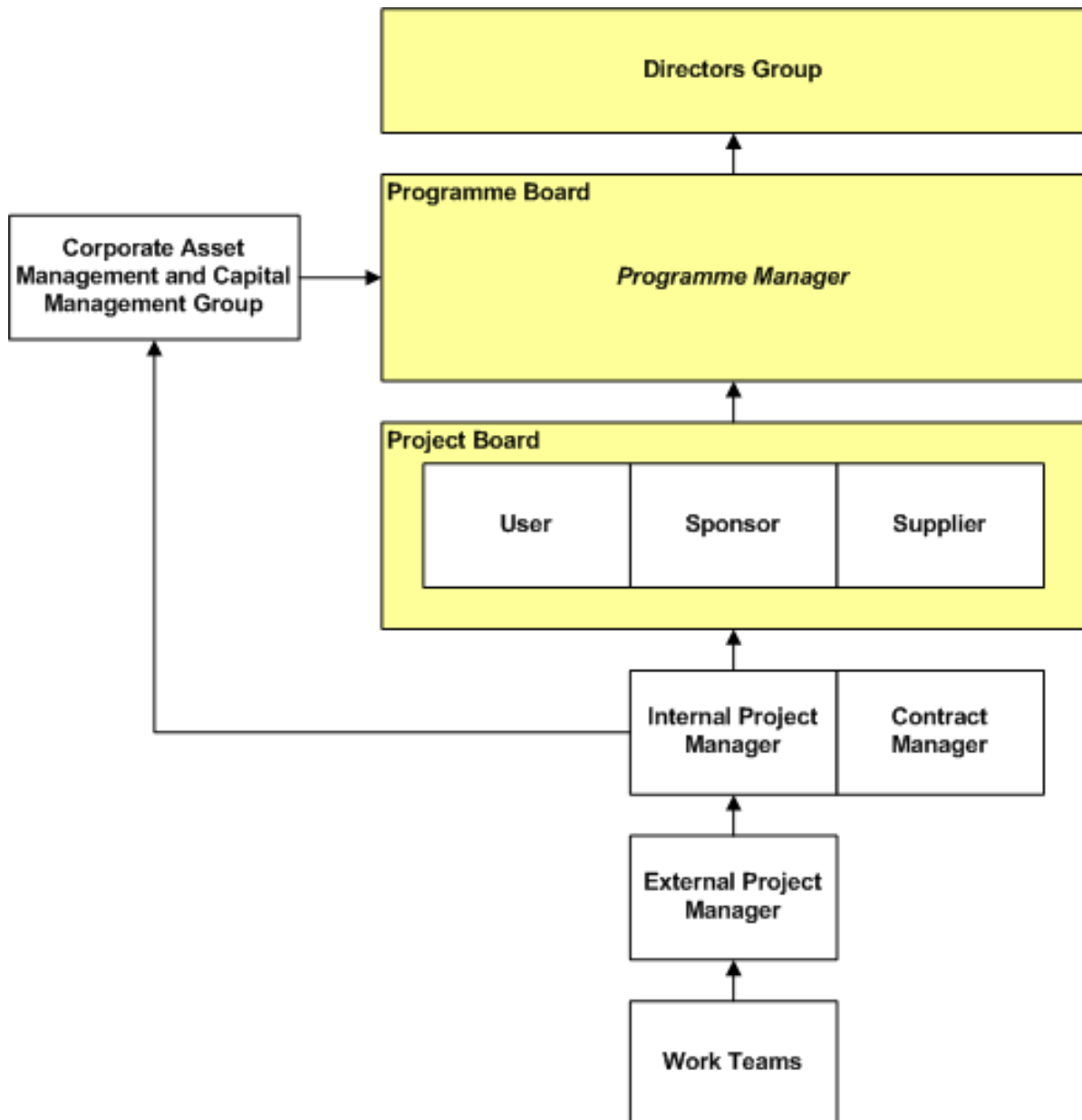
## Capital Projects process and governance

### Structure, Definition of Roles and Responsibilities



Documentation should be submitted to [capitalprojectdocuments@oxford.gov.uk](mailto:capitalprojectdocuments@oxford.gov.uk)

# Corporate Asset Management and Capital Programme Overall Structure



Note: two Project Management configurations are described as follows:

- Management Structure 1 : Internal Project Manager appointed
- Management Structure 2 : External Project Manager appointed

# Corporate Asset Management and Capital Programme

## Structure, Definition of Roles and Responsibilities

<b>Roles and Responsibilities</b>	
<b>Directors Group)</b>	<p>The Group which are accountable for the successful delivery of the Corporate Programmes and who have control over the resources allocated to it.</p> <p>Provides support, advice and dispute resolution.</p> <p>Appoints a Senior Responsible Officer to the Programme Board.</p> <p>The Chief Executive chairs the Directors Group</p>
<b>Programme Sponsor</b>	<p>The person, appointed by Directors Group, who is accountable for the successful delivery of a programme, who has control over the resources allocated to it, and to whom the programme manager reports progress and escalates issues for resolution.</p> <p>The programme sponsor chairs the programme board</p>
<b>Programme Board</b>	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p>
<b>Corporate Asset Management and Capital Programme Board</b>	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p> <p>The Terms of Reference for CAMAC are:</p> <p>To Review Policy and Strategy in respect of:</p> <ul style="list-style-type: none"> <li>• Asset Management Plan</li> <li>• Capital Strategy</li> <li>• Investment Property Strategy</li> <li>• Health &amp; Safety</li> <li>• To manage the implementation of annual capital programme.</li> </ul>
<b>Corporate Asset Management and Capital Management Group</b>	<p>This group will review all submissions where capital funding is required. These submissions may relate to:</p> <ul style="list-style-type: none"> <li>• A Sponsor and a project manager wish to propose a project /scheme.</li> <li>• A Sponsor and a project manager wish to propose a project /scheme and this project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress.</li> <li>• A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance</li> </ul> <p>The group will collate, advise on, prioritise (using a central scoring/prioritisation process), prepare determine whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted. The group will submit the capital bids, to the CAMAC for approval.</p> <p>The initial outputs of this group will be to determine:</p> <ul style="list-style-type: none"> <li>• Gateway Project - subject to Full Gateway process</li> <li>• Not a Gateway Project - Service managed works an reviewed through budget monitoring</li> </ul>



# Corporate Asset Management and Capital Programme

	<ul style="list-style-type: none"> <li>• Not a viable scheme</li> </ul> <p>The group may advise on the suitable selection of a Project Manager to manage the scheme.</p> <p>Where funding has been approved, this group will ensure that No tender process will commence unless the specification is affordable within the budget that has been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <p>The group will review excessive variations to the project and respective requests for change.</p> <p>Part of this arrangement will also be the monitoring of current capital schemes and reporting to the CAMAC on an exception basis and receiving advice and guidance where required.</p> <p>Where disputes on project arrangements are identified, this group will facilitate their resolution through escalation to the CAMAC and to the Senior Responsible Officers Group.</p>
<p><b>Programme Manager</b></p>	<p>The person with responsibility for ensuring the delivery of the programme on a day to day basis.</p> <p>The programme manager will receive the capital funding bid papers and will submit them to the programme sub-group for review.</p> <p>Receives an aggregated monitoring report (project status information collected from project managers) via Finance for review and discussion by the CAMAC.</p>
<p><b>Project Board</b></p>	<p>A temporary, flexible organisation created to co-ordinate, direct and oversee the completion of a project against the agreed business case.</p> <p>This governance group is responsible for providing the project sponsor with support, advice and technical input.</p> <p>Approves the appointment and defines the objectives and the responsibilities of the Project Manager.</p> <p>Works within scope and tolerances set by the programme board for ensuring the project is on track to deliver agreed outcomes in the agreed Project Initiation Document (PID)</p> <p>Monitoring project progress and assists the project manager with problem resolution, whilst also providing guidance on the direction of the project.</p> <p>Responsible for ensuring the Capital Programme Management Group have visibility of any excessive variances</p> <p>Carries out gateway reviews where this responsibility has been delegated by the programme board.</p> <p>Monitors and reviews performance of the project team and its key roles</p> <p>The project board consists of three roles:</p>

# Corporate Asset Management and Capital Programme

	<ul style="list-style-type: none"> <li>• Project Sponsor</li> <li>• Senior user</li> <li>• Senior supplier</li> </ul> <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
<p><b>Project Sponsor</b></p>	<p>The senior person with a relevant interest in the project benefits.</p> <p>This person is the owner of the business case, and is accountable for the delivery of the project in line with the agreed business case.</p> <p>This person is able to allocate resources, approve scope changes and provide high-level direction.</p> <p>This person chairs the project board and would typically sit on the programme board.</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Oversees the development of the Project Brief and the Business Case</li> <li>• Appoints a Project Manager (may be advised by the Capital Management Group)</li> <li>• Ensures that there is a coherent project organisation and a logical set of plans</li> <li>• Ensures Procurement have been involved in developing the procurement strategy for the project.</li> <li>• Monitors and reviews the project against the business case.</li> <li>• Ensures risks are being monitored and mitigated as effectively as possible</li> <li>• Approves the project Closure Statement and that outstanding risks and issues are documented and passed on to the appropriate resource.</li> <li>• Ensures that project benefits have been realised</li> </ul> <p><b>For Gateway 0 (zero)</b></p> <p>Works with a project manager to develop the outline brief for consideration by CAMAC and aligned to the Capital Strategy.</p> <p>Seeks funding for any feasibility study.</p> <p>Nominates an officer to take forward the idea which may or may not include carrying out some discrete procurement to deliver feasibility studies.</p> <p><b>Following Gateway 1</b></p> <p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of timeline, budget and business outcomes.</p> <p>The Sponsor must approve to the procurement strategy before it is submitted to CAMAC for approval.</p> <p>The Sponsor needs to ensure the project manager follows the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> <li>• <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i></li> <li>• <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted</i></li> </ul>

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	<p><i>to discuss their ability to carry out the works</i></p> <ul style="list-style-type: none"> <li>• <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i></li> <li>• <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i></li> </ul> <p><b>Following Gateway 2</b></p> <p>The Sponsor is Accountable for the sign-off of the final tender specification before release to market.</p> <p>Informed of the outcome of the tender evaluation via a formal report</p> <p>Depending on the contract value and CEB Delegated Authority given, the appropriate Director will give approval to award the contract in accordance with the tender evaluation report.</p> <p>Responsible for agreeing the Contract Manager.</p> <p><b>Following Gateway 3</b></p> <p>Responsible for reviewing and agreeing the final draft contract before it is given to Legal for signing</p> <p>Accountable for the delivery of the project in accordance with the agreed PID and awarded contract.</p> <p>Informed of project delivery progress at each project board and changes managed through the Gateway process.</p> <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
<p><b>Senior User</b></p>	<p>This person represents the interests of all those for whom the project will achieve an objective or who will use the outcome of the project to deliver benefits.</p> <p>This person is responsible for ensuring project requirements are fully and accurately specified in the business case and for monitoring the quality of the outcomes.</p> <p>This person must ensure that the end-user requirements are carefully scrutinised against affordability restrictions and the final scope does not represent a 'wish list' that is over engineered or deviates from the original Project Brief and its requirements so that they meet the needs of the organisation in terms of quality and use</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Ensures that the desired outcome is specified</li> <li>• Promotes and maintains focus on the desired outcome</li> <li>• Resolves user requirement, budgetary, scope and priority conflicts</li> <li>• Advise user management on matters concerning the project</li> <li>• Ensure that user requirements are accurate and unambiguous</li> <li>• Risks to users are monitored</li> </ul>

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<b>Senior Supplier</b>	<p>This role (may be an individual or a variety of individuals over the course of a project) on the project board provides knowledge and experience of the main areas involved in producing the project's deliverables, such as of those who will design, develop or procure the project's products.</p> <p>This role will represent the suppliers' interests within the project and has the authority to commit or acquire supplier resources in support of the design, development, facilitation, procurement and implementation of the project deliverables.</p> <p>During the early phases of the project process, Procurement, Legal and Finance will occupy this position – see relevant sections below.</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"><li>• Agree objectives for supplier activity</li><li>• Promotes and maintains focus on the desired outcome</li><li>• Ensures supplier resources are made available</li><li>• Resolves supplier requirement and priority conflicts</li><li>• Advise non-technical management on supplier aspects of the project</li><li>• Ensure that supplier and operating standards defined for the project are met</li><li>• Risks regarding production are monitored</li></ul>
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# Corporate Asset Management and Capital Programme

## Management Structure 1 : Internal Project Manager appointed

<b>Internal Project Manager</b>	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role. As a minimum, all project managers are required to have undertaken internal, project management training before being assigned to a project.</p> <p>The project manager should have an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract)</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"><li>• Directs the project team</li><li>• Works with Procurement in developing the procurement strategy for the project.</li><li>• Plans and monitors progress of the project</li><li>• Manages the project risks and issues</li><li>• Prepares revised plans and documentation through a change control process and presents them to the Project Board</li><li>• Tender submission quality checks with Procurement</li><li>• Agree the technical and quality requirements of the project with the project Team</li><li>• Agree the technical and quality requirements of the project with the project board</li><li>• Ensures project resource submit timesheets and these are reviewed against project costs and the business case</li></ul> <ul style="list-style-type: none"><li>• Prepares the Project Closure Statement including lessons learned and presents it to the Project Board</li><li>• Monitors the performance of any supplier</li><li>• Reviews non-standard items with the project team to determine their impact on project costs</li></ul> <p><b>For Gateway 0 (zero)</b></p> <p>Works with a project sponsor to develop the outline brief for consideration by CAMAC.</p> <p>Works with Procurement in developing the procurement strategy for the project.</p> <p><b>Following Gateway 1</b></p> <p>The Project Manager is Responsible for the production of the Procurement strategy.</p> <p>This is to be produced with input from Procurement, Legal and Finance.</p> <p>The Sponsor is to be consulted to ensure that the strategy meets</p>
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# Corporate Asset Management and Capital Programme

the requirements of the project in terms of budget, timeline and business outcome.

The Internal Project Manager submits the completed strategy to CAMAC for approval

## **Notes:**

Work with the Sponsor to ensure the project follows the terms of the Framework for Commercial Contracts to ensure:

- *Lead Contractors develop a relationship with Oxford Direct Services (ODS)*
- *Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works*
- *Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work*
- *Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel*

## **Following Gateway 2**

Responsible for ensuring the procurement strategy is signed-off.

Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy and project plan.

The Internal Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing to Procurement to finalise the full tender documentation.

Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, fit for purpose and provides value for money.

Responsible for submitting the final tender documentation for approval by the Sponsor

Responsible for the coordination of answers to all clarification questions and for approving the tender clarification responses

Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)

Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.

Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose, agreed by the project team and are within the project budget.

Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.

The Internal Project Manager at this point may become the Contract Manager for the project. This assignment needs to be agreed by Sponsor

## **Following Gateway 3**

Responsible for ensuring that the monitoring arrangements of

# Corporate Asset Management and Capital Programme

	<p>performance and KPIs are in place.</p> <p>Receives and reviews contract performance data and reports</p> <p>Responsible for the day-to-day delivery of the project against agreed plans.</p> <p>Responsible for ensuring that the project is being delivered in accordance with the contract.</p> <p>Responsible for producing highlight reporting to the project board and</p> <p>Responsible for producing the monitoring report for the CAMAC.</p> <p>Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards</p> <p>Ensures that payments are made in accordance with the agreed contract terms, and that no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator.</p> <p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Responsible for submitting requests for change beyond agreed project tolerances. This would include time, cost, scope and non-standard items</p> <p>Responsible for ensuring the appropriate reporting is passed to CAMAC for review.</p>
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# Corporate Asset Management and Capital Programme

## Management Structure 2 : External Project Manager appointed

<p><b>Internal Project Manager</b></p> <p>[May also be the Contract Manager]</p>	<p>Where insufficient capacity or skill is available within the Council, the Project Sponsor may choose to appoint an 'external' project manager to plan and deliver the project on a day-to-day basis.</p> <p>The Internal Project Manager will act on behalf of the project board and will advise on constraints laid down by the board. The role will act within an assurance capacity.</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"><li>• Directs the External Project Manager where one has been appointed</li><li>• Ensures the External Project Manager understands the Council requirements regarding Project and Programme controls, including Gateways, and should have an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract) and tender submission compliance checks.</li><li>• Ensures the Project Manager works with Procurement in developing the procurement strategy for the project.</li><li>• Monitors progress of the project against agreed plans</li><li>• Monitors the project risks and issues on behalf of the Council</li><li>• Agrees revised plans and documentation through a change control process and presents them to the Project Board</li><li>• Agrees the technical and quality requirements of the project with the project manager and presents them to the project board before they are made available to the market</li><li>• Ensures project resource (including suppliers) timesheets are collected and reviewed against project costs and the business case</li><li>• Approves the Project Closure Statement including lessons learned and presents it to the project board</li></ul> <p><b>Following Gateway 1</b></p> <p>The Internal Project Manager is accountable for ensuring that the Procurement strategy is produced.</p> <p><b>Notes:</b></p> <p>Work with the External Project Manager (and Lead Contractor) to ensure they follow the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"><li>• <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i></li><li>• <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i></li><li>• <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i></li></ul>
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# Corporate Asset Management and Capital Programme

- *Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel*

This is to be produced with input from the Project Manager, Procurement, Legal and Finance.

The Internal Project Manager is responsible for submitting the strategy to CAMAC for approval.

## **Following Gateway 2**

Responsible for ensuring the Project Manager presents the procurement strategy to the Board.

Responsible for ensuring the procurement strategy is signed-off.

Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, fit for purpose and provides value for money.

The Internal Project Manager is responsible for submitting the final tender documentation for approval by the Sponsor if an external Project Manager is in post.

Responsible for approving the tender clarification responses.

Responsible for undertaking the tender evaluation as a panel member.

Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose and within the project budget.

Responsible for ensuring that the costs of both the technical specification and the management of the project are within budget

Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.

The Internal Project Manager at this point may become the Contract Manager for the project.

This assignment needs to be agreed by Sponsor

## **Following Gateway 3**

Consulted on the arrangements of contract monitoring of performance and KPIs.

Receives and reviews contract performance data and reports

Responsible for ensuring that the Project Manager is delivering the project in accordance with the contract.

Responsible for ensuring the appropriate reporting is passed to CAMAC for review.

Ensures that payments are made in accordance with the agreed contract terms, and that no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator.

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<p><b>Contract Manager</b></p> <p>[May also be the Internal Project Manager]</p>	<p>Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards</p> <p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Works closely with an External Project Manager or may also be the Project Manager where no external appointment is made.</p>
<p><b>External Project Manager</b></p>	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role. This will include the Council's Project Management methodology, the Capital Gateway process and an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract).</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p><b>Specific Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Directs the project team</li> <li>• Works with Procurement in developing the procurement strategy for the project.</li> <li>• Plans and monitors progress of the project</li> <li>• Manages the project risks and issues</li> <li>• Prepares revised plans and documentation through a change control process</li> <li>• Agree the technical and quality requirements of the project with the project board having previously had this agreed by the Council's internal project manager</li> <li>• Ensures project resource (including suppliers) submit timesheets and these are reviewed against project costs and the business case</li> <li>• Prepares the Project Closure Statement including lessons learned</li> </ul>

# Corporate Asset Management and Capital Programme

## **For Gateway 0 (zero)**

Works with a project sponsor to develop the outline brief for consideration by CAMAC.

Works with Procurement in developing the procurement strategy for the project.

## **Following Gateway 1**

The Project Manager is Responsible for the production of the Procurement strategy.

### **Notes:**

Work with the Internal Project Manager (and Lead Contractor) to ensure the terms of the Framework for Commercial Contracts are followed to ensure:

- *Lead Contractors develop a relationship with Oxford Direct Services (ODS)*
- *Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works*
- *Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work*
- *Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel*

This is to be produced with input from Procurement, Legal, Finance and the Internal Project Manager.

The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of budget, timeline and business outcome.

The Project Manager submits the completed procurement strategy to the Internal Project Manager who will submit the strategy to CAMAC for approval

## **Following Gateway 2**

Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy.

The Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing to Procurement to finalise the full tender documentation.

Responsible for the coordination of answers to all clarification questions.

Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)

Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.

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	<p><b>Following Gateway 3</b></p> <p>Responsible for ensuring that the monitoring arrangements of performance and KPIs are in place.</p> <p>Responsible for producing highlight reporting to the project board and inclusion in the monitoring report for CAMAC.</p> <p>Responsible for the day-to-day delivery of the project against agreed plans.</p> <p>Responsible for submitting requests for change beyond agreed project tolerances.</p> <p>Ensures no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator</p>
<p><b>Procurement</b></p>	<p><b>Following Gateway 1</b></p> <p>Procurement is responsible for developing the strategy with key input from project stakeholders and ensuring that it contains all elements required by the strategy and that it meets the Councils Corporate Objectives and Constitution.</p> <p>Procurement must approve the strategy before the Internal Project Manager submits it to CAMAC for approval.</p> <p><b>Following Gateway 2</b></p> <p>Procurement is responsible for providing advice to the Board.</p> <p>Responsible for finalising the full specification documentation.</p> <p>Ensuring that the Councils Corporate Priorities are incorporated in the final specification and deliverables.</p> <p>Ensuring that the Council's commercial teams have had opportunity to bid for work where appropriate.</p> <p>Responsible for releasing the tender documents to the market.</p> <p>Accountable for ensuring that the tender process is managed in accordance with all relevant procurement regulations and that a tender submission compliance check has been completed..</p> <p>Accountable that the clarification questions are being responded to appropriately and promptly.</p> <p>Accountable for arranging the evaluation process and ensuring that the evaluation panel carry out the evaluation compliantly in accordance with all relevant regulations.</p> <p>Accountable for finalising the tender evaluation report in conjunction with Finance and Legal.</p> <p><b>Following Gateway 3</b></p> <p>At the point of contract award, Procurement are responsible for ensuring that the final contract is prepared for signing in accordance with specification requirements and solution agreed.</p> <p>Once the contract is signed, arranging for the original contract to be signed by the other party.</p>

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	<p>Accountable for retaining the original copy and ensuring that the relevant staff have access to an electronic copy.</p> <p>Responsible for monitoring the Risk status and market position of the contracted supplier and reporting this to the Board on a monthly basis.</p> <p>Supporting the Internal Project Manager in contract reviews.</p> <p>Responsible for reviewing and agreeing contractual variations to the contract taking professional advice from Legal.</p> <p>Receives corporate target updates through project highlight reporting.</p> <p>Ensuring that monthly performance data in relation to the Corporate Performance targets is provided for inclusion in reports to CEB.</p>
<p><b>Legal</b></p>	<p><b>Following Gateway 1</b></p> <p>Legal are to be consulted during the production of the Procurement Strategy and will provide advice as required.</p> <p>Legal must approve the strategy before the Internal Project Manager submits it to the Sponsor for approval.</p> <p>Legal must advise on contract terms and any legislation.</p> <p><b>Following Gateway 2</b></p> <p>Legal are to advise on any project specific Terms and Conditions that they consider need to be included in the final contract before the final tender is submitted to the Sponsor for approval.</p> <p><b>Following Gateway 3</b></p> <p>Responsible for advising on the proposed amendments to the contract terms put forward by the preferred bidder.</p> <p>Responsible for ensuring the final contract contains the appropriate Legal contract terms</p> <p>Need to sign or seal the contract in accordance with the constitution.</p> <p>Notified of any proposed contractual changes.</p>
<p><b>Finance</b></p>	<p><b>Following Gateway 0 (zero)</b></p> <p>Finance is responsible for sign-posting the project manager to the Project Monitoring tool.</p> <p>On a monthly basis, collate the information provided and will update the Capital Programme Report that is reviewed by the CAMAC.</p> <p><b>Following Gateway 1</b></p> <p>Finance are to be consulted during the production of the Procurement Strategy and will provide advice where required.</p> <p>Finance must approve the strategy before the Internal Project Manager submits it to CAMAC for approval.</p> <p>Finance need to advise on:</p> <ul style="list-style-type: none"> <li>• the selection and evaluation criteria</li> <li>• their requirements in terms of suitability of the selected</li> </ul>

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	<p>supplier</p> <ul style="list-style-type: none"> <li>• how the cost of the project should be evaluated.</li> </ul> <p><b>Following Gateway 2</b></p> <p>Finance need to sign-off the specification is in accordance with their advice documented in the strategy before the final tender is submitted to the Sponsor for approval.</p> <p>Responsible for undertaking the evaluation as a panel member.</p> <p>Carry out an assessment of the financial health of each of the bidders and ensuring that the financial evaluation of the preferred bid is robust and assessed correctly taking into account 'whole life' costs.</p> <p><b>Following Gateway 3</b></p> <p>Responsible for ensuring the final contract includes the correct financial considerations</p> <p>Responsible for ensuring the Capital spend is in accordance with the budget profile and reporting on any discrepancies.</p>
<p><b>Project Team / Work streams</b></p>	<p>The people required by the Internal Project Manager/project manager to assist in the delivery of the project.</p> <p>A project team may be made up of people working full time on the project or others, from different areas, who provide occasional support.</p> <p>The size and composition of the project team is dependent on the nature and size of the project.</p> <p>The people on the team should have the necessary skills and expertise to carry out their roles to deliver the elements of the project under the planning and coordination of the project manager. This will include the appropriate input to the design of any technical specification</p> <p>It is the project manager's responsibility to identify who is needed, but the project Sponsor's responsibility to ensure they are made available.</p>

**To:** City Executive Board  
**Date:** 11 February 2016  
**Report of:** Head of Financial Services  
**Title of Report:** Treasury Management Strategy 2016/17

## Summary and Recommendations

**Purpose of report:** To present the Council's Treasury Management Strategy for 2016/17 together with the Prudential Indicators for 2016/17 to 2018/19.

**Key decision:** Yes

**Executive lead member:** Councillor Ed Turner

**Policy Framework: Sustaining Financial Stability**

**Recommendation(s):** That the City Executive Board resolves to recommend that Council resolves to:

1. Approve the Treasury Management Strategy 2016/17, and adopt the Prudential Indicators for 2016/17 – 2018/19 as set out in paragraphs 7 to 41, and Appendix 2;
2. Approve the Investment Strategy for 2016/17 and investment criteria as set out in paragraphs 21 to 38 and Appendix 1; and
3. Approve the Minimum Revenue Provision (MRP) Statement at paragraphs 11 to 20 which sets out the Council's policy on debt repayment.

### **Appendices:**

- Appendix 1 – Credit and Counterparty Risk Management
- Appendix 2 – Prudential Indicators
- Appendix 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. The main changes to the Strategy are
  - a. the introduction of Real Lettings as an investment instrument (which was approved by Council on 23 September 2015),
  - b. provisions for assessing the Minimum Revenue Provision on loans to a Housing Company or other organisations in which the Council has an interest; and
  - c. the proposal to reclassify loans to government bodies along with an increased duration of such investments.
2. The report presents the Council's prudential indicators for 2016/17 – 2018/19. Notable indicators include capital expenditure and borrowing limits as these are areas of significant activity.
3. Members are required to agree the Council's Minimum Revenue Provision (MRP) policy (set out at paragraphs 11 to 20), which is the annual charge to revenue for the repayment of debt.
4. The average value of investments during the financial year to date is £71.7m, ranging from £58.4m to £88.2m at any one time; an increase on the previous year, when average balances were £69.4m and ranged from £63.7m to £76.1m; this rise is primarily due to slippage in the Council's Capital Programme.

During 2015/16 the Council will repay the residual balance of its General Fund debt (£0.895m). All external debt as at 31 March 2016 (£198.5m) will relate solely to the Housing Revenue Account self-financing debt taken out in 2012 which is held at fixed rates with varying fixed periods to maturity.

5. The Council's General Fund Capital Programme over the next four years continues to be funded from a combination of government grants, capital receipts, revenue resources and Community Infrastructure Levy but with an increase in the amount funded from prudential borrowing of £15.3 million over the next four years. This relates to an investment in the National Homelessness Property Fund the purchase of homes for homeless families and the purchase of investment interests in properties. This borrowing is likely to be undertaken from internal resources in order to restrict the cost of carrying external debt.
6. Whilst the majority of the Housing Capital Programme continues to be funded directly from Council House rents the Council's budget also allows for increased borrowing (around £20 million) to fund a package of housing investments over the next four year period



## **Treasury Management Strategy Borrowing and Debt Strategy 2016/17**

7. Under the Prudential Code, individual authorities are responsible for deciding the level of their borrowing. The system is designed to allow authorities with an affordable borrowing requirement, to borrow in order to pay for capital investment.
8. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
9. The parameters for determining the level of prudential borrowing are:
  - A balanced revenue budget that includes the revenue consequences of any capital financing i.e. interest, debt repayment and running costs of any new project;
  - That the impact of the authorised borrowing limit on Council Tax or Council rents is reasonable.
10. The draft Capital Programme which appears elsewhere on the Agenda; includes:
  - £20 million of HRA borrowing, to fund the HRA Capital Programme over the next four years.
  - £5 million for investment in the National Homelessness Property Fund;
  - £8.4 million for investment in the regeneration of Oxpens to be undertaken in 2015/16; and
  - £10.3 million for investment in property that will generate additional revenue income

## **Minimum Revenue Provision (MRP) Statement 2016/17**

11. Prudential borrowing increases the Council's Capital Financing Requirement (CFR) or underlying need to borrow. Whether the Council actually borrows to finance capital expenditure is a treasury management decision unconnected to the capital financing decision. In practice, the Council is likely to use a combination of internal and external borrowing in the medium term to fund the Capital Programme. The amount of external borrowing, if any, will depend on the borrowing requirement compared to the level of cash balances. The Council is required to make a prudent charge to its revenue account for borrowing. This charge is known as Minimum Revenue Provision (MRP) and reflects the repayment of principal borrowed. In some circumstances there is no need to charge a MRP; these circumstances are identified in paragraph 12 below.
12. Regulations require Full Council to approve the Council's MRP policy on an annual basis. The following statement is recommended for 2016/17:

- a) For capital expenditure incurred before 1 April 2008 or which in the future will be supported capital expenditure<sup>1</sup>, existing practice, outlined in the former Department for Communities and Local Government (DCLG) regulations will apply.
  - b) For capital expenditure that relates to the assets transferred from the Housing Revenue Account (HRA) to the General Fund (GF) MRP will be based on the estimated useful life of the assets, taking into account the number of years the assets have been in existence, and previous funding allocated to them.
  - c) For all unsupported borrowing<sup>2</sup> incurred after 1 April 2008 the MRP policy will be the Asset Life Method (with the exception of d below), i.e. the MRP will be based on the estimated life of the asset and borrowing will be charged to the revenue account in equal instalments over the life of the asset.
  - d) In respect of the Council's investments in a Directly Managed Property Fund or loans to other organisations such as a company in which the Council has an interest, under s25(b)/s25(d) of The Local Authorities Capital Finance and Accounting (England) Regulations 2003 the Council will make no MRP provision as it is anticipated the investment will be repaid in full. The investment and CFR position will be reviewed on at least an annual basis and if there is a likelihood of capital loss, a prudent MRP provision will then be made.
13. The HRA is not required to make a MRP but is required to make a depreciation charge. Regulations allow the Major Repairs Allowance (MRA) to be used as a proxy for depreciation for the first five years of the HRA self-financing scheme. Depreciation on HRA properties is estimated at £6 million per annum and the MRA received is in line with this. After the five year period (which ends in 2016/17), no offsetting will be available and depreciation will be a real charge impacting the bottom line.
14. The S151 officer has delegated authority to determine the need for any future borrowing taking into account prevailing interest rates and associated 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.
15. Borrowing may be undertaken to fund the approved Capital Programme or to fund future debt maturities. The S151 officer will adopt a cautious approach and take into account the following factors:
- The on-going revenue liabilities created, and the implications for the future plans and budgets;

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<sup>1</sup> Supported Capital Expenditure means the total amount of capital expenditure which a local authority has been notified by Government will be given as part of the grant payment

<sup>2</sup> Unsupported borrowing is any borrowing not covered by Government grants.

- The economic and market factors that might influence the manner and timing of any decision to borrow;
  - The pros and cons of alternative forms of funding including internal borrowing;
  - The impact of borrowing in advance on cash balances and the consequent increase in counterparty risk.
16. Council officers, in conjunction with our treasury advisors, Capita Asset Services - Treasury Solutions, monitor both prevailing interest rates and market forecasts, thereby allowing the Council to respond to any changes that may impact on the timing and manner of borrowing decisions, to ensure these are optimised.
17. The Council had £199.4m of external debt as at 1 April 2015, all of which was held at fixed rates with varying maturity terms up to 2057. This debt is primarily related to housing although £0.895 million related to the General Fund, all of which has been repaid during 2015/16.
18. Therefore, as at 31 March 2016, all external debt relates solely to the Housing Revenue Account and totals £198.5m
19. The Council's Capital Financing Requirement is an indication of the Council's underlying need to borrow to fund its capital investments; this borrowing can be undertaken internally using available resources or externally.
20. The Council's draft capital programme assumes the ongoing need to borrow.

## **Investment Strategy 2016/17**

### **Interest rates**

21. Average cash balances are currently £71.7m, having fluctuated between £58.7m to £88.2m during the year to date.
22. Interest rates remain at an all-time low, with the Base Rate having been held at 0.50% since March 2009. The Council's treasury advisors expect rates to begin to rise slowly during 2016 peaking at around 1.5% by the end of 2017 (calendar year).
23. Most existing investment deal terms are less than 364 days. The Strategy allows for investments beyond 364 days with high quality counterparties; however prevailing interest rates have not been attractive enough to outweigh the additional risk that a longer term investment brings. The exceptions to this are investments in property funds, investments with Local, Fire and Police Authorities and the investment in the National Homelessness Property Fund in which the Council has agreed to invest £5m for a period of 7 to 9 years at an estimated return of 3.5% after the acquisition period.

24. Investments are made in accordance with the Council's Treasury Management Strategy such that returns are balanced against security of investment, liquidity of cash to ensure funding of day to day cash flows and yield. Consequently, procedures are in place to determine the maximum periods that funds may be invested for, as well as the nature of those investments.
25. The Council works to achieve the optimum rate of return on its investments commensurate with proper levels of security and liquidity.
26. Investment instruments identified for use are listed in Appendix 1 under the specified and non-specified investment categories. Counterparty limits are set in accordance with the Council's Treasury Management Practices (TMPs).
27. The Council utilises the creditworthiness services provided by Capita Asset Services – Treasury Solutions. The model combines the credit ratings, credit watches and credit outlooks provided by the credit rating agencies - Fitch, Moody's and Standard and Poor's in a weighted scoring system which is then combined with an overlay of Credit Default Swap<sup>3</sup> (CDS) spreads and sovereign ratings for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration of investments.
28. The Council is alerted to changes to ratings by Capita Asset Services - Treasury solutions' creditworthiness service and takes the following action in respect of this update:
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, it is withdrawn immediately from further use
  - If a counterparty's credit rating is placed on negative watch or negative outlook, officers carry out a review to determine whether the institution is still worthy of inclusion on the counterparty list. If there is any doubt, the counterparty is temporarily suspended pending the credit rating agency's full review.
- The contract for Treasury Advisors is due for renewal in September 2016.
29. As part of the creditworthiness methodology a minimum sovereign rating of AA- from Fitch (or equivalent from other agencies if Fitch does not provide) has been determined.

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<sup>3</sup> A financial swap agreement that the seller of the CDS will compensate the buyer in the event of default

30. In addition to the recommendations from Capita Asset Services, the S151 Officer and Treasury Management team have agreed to limit the amounts invested with any one country (excluding the UK) or sector as follows:
- No more than 20% of the previous year's average monthly investment balance with any one counterparty or group (currently £15.8m)
  - Maximum of 10% of total investments to be with institutions in other countries that meet the required criteria.
31. To ensure that the Strategy is not breached and to also be aware of any new opportunities, the Council's counterparty list is reviewed on a daily basis taking into account market information and changes to the methodology used. The list is maintained by the Treasury Management Team, and reported to the S151 Officer on a regular basis.
32. The Investment Strategy provides delegated authority for the S151 Officer to determine the most appropriate form of investment dependant on prevailing interest rates and counterparty risk at the time.

### **Specified and Non-Specified investments**

33. In approving the Investment Strategy, Members are approving the types of investments the Council can undertake. Investments are classified as either specified or non-specified and are show in more detail in Appendix 1.
34. Currently, the Strategy defines a specified investment as one that is in sterling, no more than one year in duration or, if in excess of one year can be repaid earlier on request and with counterparties that meet the Council's credit rating criteria. However, once the duration of an investment falls below 365 days, investments previously classified as non-specified (due to a longer duration period) also fall into the specified category.
35. Non-specified investments are any other type of investment including property funds. Whilst generally these investments will earn a higher rate of return they are inherently more risky in nature and a maximum level of 25% of the previous year's average monthly investment balance is placed on such investments.
36. Investments may be arranged in advance and there has been a significant rise in "forward deals" in recent times. Trades arranged up to four weeks in advance of the start date will still be classified as specified investments, provided the duration of the investment from the start date to the maturity are no longer than 364 days. Trade dates should be factored into the duration of the investment if arranged in advance by more than this period because there is an increased risk due to funds being contractually committed.

37. For 2016/17, it is also recommended that loans to government bodies such as Local Authorities, Fire and Police authorities are exempt from the non-specified category regardless of the duration of the investment; as these counterparties are essentially risk free because they are Government-backed. Therefore, the only risk associated with lending longer term is interest rate risk and the potential for rates to rise whilst a fixed deposit is in place. It is also proposed that lending to government bodies is permitted for a maximum period of 3 years as longer-term interest rates are proportionately more favourable than those achievable over shorter periods.

### **Loans to companies in which the Council has an interest**

38. A loan for capital purposes to a company in which the Council has an interest would be categorised as capital expenditure by the Council. The Council could fund that capital expenditure from any capital resource. For the purposes of this Strategy no loans have been assumed in the Prudential Indicators. Amendments to the Strategy may be needed in respect of any future proposed loans. The MRP provisions in respect of any loans to a Company are covered in paragraph 12 d).

### **Ethical Investment Policy**

39. Council adopted an ethical investment policy in 2015/16, which is set out below. No changes are proposed to this policy for 2016/17.

40. The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's mission and values. This would include, inter alia, avoiding direct investment in institutions with material links to:

- a. Human rights abuse (e.g. child labour, political oppression)
- b. Environmentally harmful activities (e.g. pollutants, destruction of habitat, fossil fuels)
- c. Socially harmful activities (e.g. tobacco, gambling)

### **Prudential Indicators**

41. The Council is required to set out a number of indicators, relating to the affordability and prudence of its Treasury Strategy. These indicators are detailed in Appendix 2 for the period 2016/17 – 2018/19, and will be monitored and reported on an annual basis.

### **Legal implications**

42. This report fulfils four key requirements:

- The reporting of the Prudential Indicators setting out the Council's expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities).
- 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 links day to day Treasury Management to the Capital Programme and the Treasury Management 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.
- Agreeing the Investment Strategy, this sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

43. The Local Government Act 2003 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.

44. The Constitution requires the Strategy to be reported to the City Executive Board and Full Council outlining the expected treasury activity for the forthcoming four years on an annual basis.

#### **Financial Issues**

45. All financial issues have been addressed in the body of the report.

#### **Environmental Impact**

46. Following the inclusion of the Ethical Investment Policy, this ensures that through our investments we will not knowingly, directly invest in businesses that undertake harmful environmental activities.

#### **Equalities Impact**

47. There is no equalities impact relating to this report.

#### **Name and contact details of author:-**

Name: Bill Lewis

Job title: Financial Accounting Manager

Service Area / Department: Financial Services

Tel: 01865 252607 e-mail: [blewis@oxford.gov.uk](mailto:blewis@oxford.gov.uk)

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

The Department of Communities and Local Government (CLG) issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

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 Councils 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 Section 151 Officer has produced Treasury Management Practices (TMPs). This part, TMP 1, covering investment counterparty policy requires approval each year.

**Annual Investment Strategy** - The key requirements of both the Code and the investment guidance are that Councils set an annual Investment Strategy, as part of their Treasury Strategy for the following year, covering the identification and approval of the following:

- The 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.
- Non-specified investments the Council will use, clarifying the greater risk implications, and the overall amount of various categories that can be held at any time.

Maturity periods are defined as the remaining length of an investment period. Arranging a deal in advance by up to four weeks is not considered to add to the duration of the investment.

In addition to the investments identified below as specified and non-specified investments, the Council may provide loans to a company in which the Council has an interest. These loans are outside the limits specified in the tables below and may be matched by equivalent external borrowing. The loans will then be given at a rate that at least covers the Council's costs and that is compliant with State Aid requirements.

**Specified Investments** – These investments are sterling investments that do not exceed a maturity period of more than one year, or those which could be for a longer period but where the Council has the right to be repaid within twelve 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 Gilts with less than one year to maturity).

2. Supranational bonds of less than one year's duration.
3. A Local Authority, Parish Council, Community Council, Fire or Police Authority
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) meeting the minimum 'high' quality criteria where applicable.

Additionally, and in accordance with the Code, the Council has set duration and value limits as follows:

## Specified Investments - Limits on value and period

	Minimum credit criteria/colour banding	Max % of total investments / £ limit per institution	Max maturity period
Debt Management Office – UK Government	Not applicable	100%	364 days
UK Government Gilts	UK Sovereign rating	20%	364 days
UK Government Treasury Bills	UK Sovereign rating	20%	364 days
Bonds issued by multilateral development banks	UK Sovereign rating	20%	6 months
Money Market Fund	AAA	£20m	Liquid
Local Authorities, Fire and Police Authorities		20%	364 days
Term deposits with banks and rated building societies	Blue Orange Red Green	£15m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
certificate of Deposit or corporate bonds with banks and building societies	Blue Orange Red Green	£10m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Enhanced Cash funds		20%	6 months
Corporate bond funds		20%	6 months
Gilt Funds	UK sovereign rating	20%	6 months

The colour ratings above for the Term deposits with banks and rated building societies and Certificates of Deposit or corporate bonds with banks and building societies link the durations in the right hand column to colour coding used in Capita's Credit List i.e. Blue and Orange coloured institutions can be allow investments of up to a year according to the Capita Credit List

**Non-Specified Investments** – Non-specified investments are any other type of investment not defined as Specified. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Overall Non-specified investments (excluding loans to a company in which the Council has an interest) will not exceed more than 25% of the previous year’s total investment portfolio. If the Council’s average investment balance increases further over the medium term, decisions will need to be made on the viability of undertaking additional Non-specified Investments. The level of investment in a particular counterparty will be measured based on the amount of the initial investment. Non specified Investments would include any sterling investments with:

**Non-Specified Investments - Limits on value and period**

	<b>Minimum Credit Criteria</b>	<b>Max % of total investments/£ limit per institution</b>	<b>Max maturity period</b>
Local Authorities, Fire and Police Authorities		15% of total investments	Up to 2 years
Fixed term deposits with variable rate and variable maturities	Orange	15% of total investments	Up to 1 year
Fixed term deposits with variable rate and variable maturities	Yellow Purple	£10m or 20% of total investments	Up to 5 years Up to 2 years
Commercial paper issuance covered by a specific UK Government (explicit) guarantee		10% of total investments	Up to 1 year
Fixed term deposits with unrated Building Societies	Asset Base over £9bn	£3m – 20% of total investments	100 days
Commercial paper other		15% of total investments	Up to 1 year
Corporate bonds		15% of total investments	Up to 1 year
Other debt issuance by UK banks covered by UK Government (explicit) guarantee		15% of total investments	Up to 1 year
Floating rate notes		15% of total investments	Up to 1 year
Indirect Property funds		25% of total investments	Medium to long term
Fund Managed Property Investments		25% of total investments	Medium to long term

The colour ratings above for the Term deposits with banks and rated building societies and Certificates of Deposit or corporate bonds with banks and building societies link the durations in the right hand column to colour coding used in Capita’s

Credit List i.e. Yellow coloured institutions can be allow investments of up .to 60 months (5 years) according to the Capita Credit List

**The Monitoring of Investment Counterparties** - The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services – Treasury Solutions 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 Section 151 Officer, and if required new counterparties which meet the criteria will be added to the list. The Council also monitors counterparties against the limits specified below:

Duration Limits (based on Fitch ratings)		
Long Term Rating	Short Term Rating	
	F1+	F1
AAA	2 years	364 days
AA+	2 years	364 days
AA	2 years	9 months
AA-	2 years	9 months
A+	364 days	9 months
A	9 months	6 months
A-	6 months	3 months

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## APPENDIX 2

### Prudential Indicators

#### A. Capital Expenditure Plans

1. The Council's capital expenditure plans are the key driver of treasury management activity. Estimates of capital expenditure for the period 2016/17 to 2018/19 based on the Council's draft Capital Programme are summarised below and this forms the first of the prudential indicators. The revenue consequences of associated borrowing and any on-going maintenance costs are accommodated within the Council's revenue budgets.
2. 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 be covered by Prudential Borrowing and will add to the Council's borrowing need, or Capital Financing Requirement (CFR).
3. Estimates of resources such as capital receipts may be subject to uncertainty i.e. anticipated asset sales may be postponed or reduced due to changes in the property market or planning issues.
4. Elsewhere on the agenda the draft Capital Programme is recommended for approval. The table below summarises the proposed expenditure and how it will be financed. Any shortfall of financing results in a borrowing need.

**Table 1:- Capital Expenditure and Financing**

	<b>2014/15 Actuals £000's</b>	<b>2015/16 Estimate £000's</b>	<b>2016/17 Estimate £000's</b>	<b>2017/18 Estimate £000's</b>	<b>2018/19 Estimate £000's</b>
<b>Expenditure</b>					
General Fund	26,750.1	25,428.3	18,035.8	10,097.8	7,441.0
HRA	21,961.8	17,235.4	22,168.0	24,452.0	17,858.0
<b>Total expenditure</b>	<b>48,711.9</b>	<b>42,663.7</b>	<b>40,203.8</b>	<b>34,549.8</b>	<b>25,299.0</b>
<b>Financed by:</b>					
Developer Contributions	834.6	1,213.9	3,832.5	2,567.0	200.0
Capital Grants	1,759.7	4,697.9	501.0	501.0	501.0
Capital Receipts	17,762.9	224.6	9,365.0	2,229.0	2,350.0
Revenue	19,650.6	19,432.3	1,944.3	14,720.8	4,798.0
Major Repairs Reserve	8,704.2	6,858.0	20,105.0	4,760.0	6,157.0
Sub Total	48,711.9	32,426.7	35,747.8	24,777.8	14,006.0
<b>Prudential Borrowing</b>		<b>10,237.0</b>	<b>4,456.0</b>	<b>9,772.0</b>	<b>11,293.0</b>
<b>Total funding</b>	<b>48,711.9</b>	<b>42,663.7</b>	<b>40,203.8</b>	<b>34,549.8</b>	<b>25,299.0</b>

## B. Capital Financing Requirement (CFR).

5. 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.
6. The CFR also includes other long term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

**Table 2:- Capital Financing Requirement**

	2014/15 Actuals £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
General Fund	1,257	11,232	15,415	18,320	22,878
HRA	199,384	199,384	199,384	205,896	212,150
	200,641	210,616	214,799	224,216	235,028

Movement in CFR	-19,910	9,975	4,183	9,417	10,812
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## C. Ratio of Financing Costs to the Net Revenue Stream

7. This indicator represents the estimate of the ratio of financing costs to the net revenue stream for HRA and General Fund.

**Table 3:- Ratio of financing costs to net revenue stream**

	2013/14 Revised Actuals £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2016/17 Estimate £000's
General Fund	-7.2%	-8.7%	-9.0%	-9.4%	-9.1%
Housing Revenue Account	17.7%	16.9%	17.3%	18.4%	18.6%

## D. Incremental Impact of Capital Investment Decisions on Council Tax and Rents

### Council Tax

8. The estimate of the incremental impact of capital investment decisions on the Council Tax is shown below; it illustrates the impact of capital investment decisions on the Band D Council Tax.
9. The figures in Table 4 below have been calculated by looking at those schemes that are uncommitted in the current Capital Programme and looking at the impact they will have on Council Tax after taking into account capital receipts, grants and revenue contributions



10. The Council will not enter into any uncommitted capital scheme until the source of funding is confirmed, e.g. Capital receipts, grants, S106 or prudential borrowing. This will ensure we can avoid any unplanned revenue consequences as a result of capital expenditure.

**Table 4:- Potential Impact of Capital Expenditure on Council Tax**

	<b>2014/15 Actuals £</b>	<b>2015/16 Estimate £</b>	<b>2016/17 Estimate £</b>	<b>2017/18 Estimate £</b>	<b>2018/19 Estimate £</b>
Overall net impact on Council Tax Band D per week	0.43	0.40	0.28	0.16	0.11

### Housing Rents

11. The estimated incremental impact of capital investment decisions on weekly housing rents is shown in Table 5 below. The figures have been calculated by looking at those schemes that are currently in the Capital Programme and deducting alternate funding resources.
12. The key driver for setting housing rents is legislation.
13. The expected expenditure on the HRA Capital Programme could have the following impact on Council rents if rents were not otherwise restricted:

**Table 5:- Potential Impact of Capital Expenditure on Housing Rents**

	<b>2014/15 Actuals £</b>	<b>2015/16 Estimate £</b>	<b>2016/17 Estimate £</b>	<b>2017/18 Estimate £</b>	<b>2018/19 Estimate £</b>
Overall net impact on Weekly Housing Rents	1.92	1.50	1.93	2.13	1.56

### E. Authorised Limit for External Debt

14. This represents a limit beyond which external debt is prohibited. 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.

**Table 6:- Authorised Limit for external debt**

	<b>2014/15 Actuals £000's</b>	<b>2015/16 Estimate £000's</b>	<b>2016/17 Estimate £000's</b>	<b>2017/18 Estimate £000's</b>	<b>2018/19 Estimate £000's</b>
General Fund	4,000	14,232	18,415	21,320	25,878
HRA	241,188	241,188	241,188	241,188	241,188
Other Long Term Liabilities	0	0	0	0	0
<b>Total</b>	<b>245,188</b>	<b>255,420</b>	<b>259,603</b>	<b>262,508</b>	<b>267,066</b>

15. Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. The Council intends to utilise most of this headroom to fund the HRA Capital Programme, although it is considered prudent to withhold £10m of the borrowing headroom as a contingency for potential changes in capital costs and interest charges. These limits are:

**Table 7: HRA Capital Financing Requirement Limit**

HRA Debt Limit	2014/15 Actuals £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Total	242,199	242,199	242,199	242,199	242,199

**F. Operational Boundary for External Debt**

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

**Table 8:- Operational boundary for external debt**

	2014/15 Actuals £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
General Fund	3,000	12,232	12,415	15,320	19,878
HRA	234,000	241,188	241,188	241,188	241,188
Other Long Term Liabilities	0	0	0	0	0
<b>Total</b>	<b>237,000</b>	<b>253,420</b>	<b>253,603</b>	<b>256,508</b>	<b>261,066</b>

**G. Net Borrowing Compared to the Council's Capital Financing Requirement**

17. Table 9 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 the current and next two financial years. This allows some flexibility for limited early borrowing for future years.

**Table 9:- Net borrowing compared to CFR**

	<b>2014/15 Actuals £000's</b>	<b>2015/16 Estimate £000's</b>	<b>2016/17 Estimate £000's</b>	<b>2017/18 Estimate £000's</b>	<b>2018/19 Estimate £000's</b>
Gross Borrowing	199,423	198,528	198,528	198,528	198,528
Other Long Term Liabilities	0	0	0	0	0
<b>Total Gross Debt 31 March</b>	<b>199,423</b>	<b>198,528</b>	<b>198,528</b>	<b>198,528</b>	<b>198,528</b>
CFR	200,641	210,616	214,799	224,216	235,028
<b>Net Borrowing v CFR</b>	<b>1,218</b>	<b>12,088</b>	<b>16,271</b>	<b>25,688</b>	<b>36,500</b>

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

18. The Council can confirm that it has complied with this code throughout 2015/16 and will continue to do so.

**I. Upper Limit on Fixed and Variable Interest Rate Borrowing and Investments**

19. 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.

**Table 10:- Upper limit on borrowing and investments**

	<b>2014/15 Actuals %</b>	<b>2015/16 Estimate %</b>	<b>2016/17 Estimate %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>
Upper limit on fixed rate borrowing	100	100	100	100	100
Upper limit on fixed rate investments	100	100	100	100	100
Upper limit on variable rate borrowing	100	100	100	100	100
Upper limit on variable rate investments	100	100	100	100	100

**J. Upper and Lower Limit for the Maturity Structure of Borrowing**

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

**Table 11:- Upper and lower limit on borrowing maturity**

	<b>2015/16 Estimate Upper %</b>	<b>2015/16 Estimate Lower %</b>	<b>2016/17 Estimate Upper %</b>	<b>2016/17 Estimate Lower %</b>	<b>2017/18 Estimate Upper %</b>	<b>2017/18 Estimate Lower %</b>
< 12 months	30	0	30	0	30	0
12 months - 2 years	30	0	30	0	30	0
2 - 5 years	80	0	80	0	80	0
5 - 10years	100	0	100	0	100	0
10 years +	100	0	100	0	100	0

**Table 12:- Upper limit for investments longer than 364 days**

	<b>2014/15 Actuals %</b>	<b>2015/16 Estimate %</b>	<b>2016/17 Estimate %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>
Upper limit for investments for periods longer than 364 days	25	25	25	25	25

21. The table above shows the 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 25% due to the continuing uncertainty of the market and to reduce the risk posed by longer term investments.

Risk Register

Treasury Management

Risk ID	Risk					Gross Risk		Current Risk		Residual Risk		Risk Mitigation		
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I		P	
1	Loss of capital investment due to a counterparty collapsing	T	The Council loses its principal investment or an investment becomes impaired.	Counterparty collapses or hits a financial crisis rendering it unable to repay investments.	The Council may lose money or repayment of funds could be significantly delayed which could have an adverse impact on operational funding levels	5-Aug-15	4	2	3	1	3	1	Reducing risk by limiting the use of high risk counterparties. Imposing a maximum investment value on approved counterparties in order to spread and reduce risk. Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. Counterparties are also monitored and reviewed on a weekly basis at least, or more regularly if considered necessary to do so.	
2	Property fund investments lose value	T	The value of the Council's units held in property fund investments decreases.	Changes in market conditions and demand for properties	Capital depreciation will decrease the overall value of the investment.	5-Aug-15	4	3	3	3	3	3	2	The Council receives monthly valuations from the property fund managers detailing the indicative redemption value of the individual units. These are reported to the Head of Finance on a monthly basis. The Council has the option to sell its units if there is a concern that the fund value is likely to decrease for a prolonged period.
3	Decline in interest rates	T	Interest rates continue to remain at an all time low with very little movement.	No change to base rate and associated market investment rates. Lower risk counterparties tend not to offer as competitive a rate as the higher risk ones.	The Council may not achieve its target level of interest.	5-Aug-15	2	5	1	4	1	4	4	In the current economic climate where rates tend to be static, arranging investments over a longer period of time where possible will allow the Council to capitalise on a higher rate of return without there being an opportunity cost. The Council continually monitors base rate and rates being achieved against budget to ensure it has secured the best value possible in a difficult economic climate.
4	Fraudulent activity	T	Potential fraud by staff	Fraudulent activity	Loss of money for the Council Disciplinary action for the staff involved	5-Aug-15	3	3	3	1	2	1	1	Segregation of staff duties, reviewing and monitoring of internal controls to ensure the correct protocol is being followed. Ensuring all insurance policies and the fidelity guarantee are fully up to date.
5	Money laundering	T	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund	Fine and/or imprisonment	5-Aug-15	4	2	4	1	4	1	1	Ensuring the money laundering policy is reviewed and up to date. Checking refunds back to source. Raising awareness of this issue amongst staff and reviewing the financial regulations.
6	Network failure/Barclays.net being inaccessible	T	The Council is unable to carry out its daily treasury functions due to a network failure	Barclays.net is unavailable or the Council's network has failed	Daily Treasury functions will not be carried out	5-Aug-15	2	3	1	2	1	2	2	Invoke the business continuity plan to minimise the effects of a network issue.
7	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 may not be able to execute some desired projects.	5-Aug-15	3	3	2	2	2	2	2	Revenue budgets monitored on monthly basis and future year forecasts undertaken. Reserve some capital receipts to cover borrowing costs in the short term. Monthly financial reports and forecasts.
8	Lack of suitable counterparties	T	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list	Use of counterparties not paying best value rates.	5-Aug-15	3	4	3	3	3	3	2	The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit surplus cash balances in the event of no space with other counterparties and also to ensure there is always cash instantly available in order to meet payment obligations when they fall due. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.

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**To:** City Executive Board  
**Date:** 11 February 2016  
**Report of:** Head of Community Services  
**Title of Report:** Grant Allocations to Community & Voluntary Organisations

## Summary and Recommendations

**Purpose of report:** Allocate grants to community & voluntary organisations through the Community Grants Programme.

**Key decision?** Yes

**Executive lead member:** Councillor Simm & Councillor Brown

**Policy Framework:** Oxford City Council Corporate Plan & Oxford Sustainable Community Strategy

### Recommendation(s):

Subject to Council subsequently agreeing the grants budget as set out in Table 1, the City Executive Board is recommended to:

1. Approve the recommendations for the second year of a three year commissioning programme as listed in Appendix 1.
2. Approve the recommendations for the applications received to the grants annual open bidding programme as set out in Appendix 2.
3. Approve the recommendation to delegate authority to the Executive Director for Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual unallocated funding (£20,000) in the Advice and Money Management commissioning theme.

## Appendices

- Appendix 1 2016/2017 Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme.  
Appendix 2 Grant Applications to the 2016/2017 Open Bidding Grants Programme.  
Appendix 3 Evaluation framework.  
Appendix 4 CEB Report Risk Register

## Introduction

1. Oxford City Council supports the local community and voluntary sector with grant aid. The community and voluntary organisations (CVO's) grants programme is co-ordinated and monitored through the Communities and Neighbourhoods team in consultation with lead commissioning officers and their portfolio holders.
2. The CVO's grants programme has two elements:-
  - Open Bidding – one off grants that can be applied for on an annual basis or on a smaller scale throughout the year.
  - Commissioning – funding for activities that have been identified by the Council as making a substantial contribution to the achievement of our corporate priorities.
3. The demand for grants from the city council continues to grow as other sources of funding are reduced reflecting the general tightening in public sector funding. We should expect further turbulence in this area if the county council removes all such grants. The proposal in this report is to broadly maintain the funding pattern established in previous years through the City Council's prospectus and maintaining existing relationships and funding patterns

## Grants Budget

4. The total indicative budget for the CVO's grants programme, as currently proposed for 2016/2017, is set out below.

**Table 1**

	<b>2016/17 Budget (£)</b>
Advice & Money Management commissioning theme	518,379
Homelessness commissioning theme	442,279
Inclusive arts & culture commissioning theme	235,262
Community Safety commissioning theme	61,082
Community & voluntary sector infrastructure commissioning theme	43,736
Inclusive leisure & play for disabled children and young people commissioning theme	15,000
Open Bidding	110,000
Small grants programme to run during the year.	5,232
<b>Total</b>	<b>£1,430,970</b>

## Commissioning

5. During 2015/16 officers have worked closely with the commissioned organisations. Achievements will be reported in the next monitoring report to the City Executive Board later in 2016.
6. This report recommends allocations for the second year of a three year commissioning programme ending 31 March 2018.



7. Commissioning themes, which remain the same as in previous years, were selected to prioritise grant funding for those most disadvantaged communities in our city.
8. Based on previous performances by commissioned organisations, some of the main achievements that we can expect to be delivered under each theme are:
  - People suffering hardship or distress will get the support they need from the advice centres. In particular by the provision of information, advice and assistance on all matters relating to welfare benefits and debt.
  - Children and young people from different societies will be supported to better understand the local context, stay safe and take advantage of opportunities.
  - Specialist support for victims of violence, intimidation and abuse, will be provided giving practical and emotional support.
  - There will be improved opportunities for the diverse range of communities in the city to actively participate in high quality cultural activities and events. This will be achieved by offering reduced and/or free tickets and places to low income families.
  - Work will be done to support homeless people or those threatened with homelessness or rough sleeping into sustainable accommodation. They will be given opportunities to access education, training and employment.
  - Community & voluntary organisations will be supported to bid for funding and improve their sustainability.
  - Volunteering will be promoted giving local people the opportunity to increase their skills, knowledge and confidence.
9. Funding agreements will be put in place with each of the commissioned organisations and a feature of that agreement will be that funding in any given year will be subject to an assessment of performance and budget availability.
10. The Grants Officer works with a number of lead officers from other service areas that have specialist knowledge of specific commissioning themes.
11. The three year commissioned advice services agreement (2015/2018) makes provision for agreeing on an annual basis a priority area to focus on. The priority area agreed with the Advice Organisations for 2016/17 is households with someone in low paid work. This has been chosen as impact assessments of the government's welfare reforms announced in the summer budget show this group's income suffering the largest reduction. Work in the area will include supporting people to manage their money, dealing with debt and helping them maximise their income. A specific set of outcome measures will be developed in partnership between the City Council and Advice Organisations.
12. The commissioned advice programme has previously funded the development of Credit Unions in the city, both to aid sustainability, and to fund a merger (which ultimately did not proceed). £20,000 has previously been

allocated in this area on an annual basis. A number of organisations currently providing support to the proposed priority area are likely to see their funding reduce or end altogether. This would include the four Job Clubs in the city, which have required additional top-up funding from both the City and County Council during the year to continue operating

13. Consequently, it is proposed that the Welfare Reform Team and Revenues and Benefits Programme Manager develop options to utilise this funding by the end of April 2016 and that authority is delegated to the Executive Director of Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate this funding
14. The Financial Inclusion Strategy includes actions to help support people into employment. This work is led by the Welfare Reform team, and utilises various organisations in the city that provide specialist help to our customers.
15. The City Executive Board is recommended to approve the recommendations for the commissioning programme as listed in Appendix 1.
16. A report will be submitted to the City Executive Board in March 2016 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations.

### **Annual Open Bidding**

17. A total of 39 applications were received to the grants annual open bidding programme by the closing date of 4 November 2015. Of the 39 applications received 35% were targeting children and young people. Indicating the perceived severity of funding cuts in these areas.
18. Where previously some of these groups would not have applied to this programme they are finding that there are fewer other funding sources available.
19. The total amount requested this year was £323,668. More than three times the indicative budget allocated for the open bidding grants programme which is £110,000.
20. The total amount of grant funding awarded through this programme last year (2015/16) was £104,484
21. Appendix three is a copy of the evaluation framework used by the officer grants panel that made the recommendations for each of the applications received.
22. Each application was first screened for eligibility, i.e. applicants must demonstrate that they are a constituted community organisation run by a committee, providing annual accounts, a bank statement and an equal opportunity statement. Those organisations working with children & young

people or vulnerable adults also provided copies of their safeguarding and data protection policies. All applications are subsequently evaluated against criteria relating to:

- Evidence of social need
- Who the project is targeting
- Risk
- How the application meets Council priorities
- Monitoring and evaluation
- Whether the group receive any other subsidy from the Council
- If the group is financially competent
- Demonstration of financial need and
- Value for money.

23. Appendix 2 is a listing of all applications received, the amount requested and the rationale for the recommendation.
24. The City Executive Board is recommended to approve the recommendations for the open bidding grants programme as listed in Appendix 2.

### Rents

25. Some organisations recommended for funding from the CVO's grants programme also occupy Council premises and their rent will be deducted from any funding awarded to them. These are set out in table two below.

**Table 2**

<b>Organisation</b>	<b>Grant (£)</b>	<b>2016/17 rent</b>	<b>Balance to organisation</b>
Agnes Smith Advice Centre	85,290	7,250	78,040
Donnington Doorstep Family Centre	7,000	700	6,300
Film Oxford (OFVM)	25,000	5,000	20,000
Modern Art Oxford	70,000	70,000	0
Oxford Community Work Agency	122,611	8,100	114,511
Rose Hill & Donnington Advice Centre	90,478	3,000	87,478
Rose Hill Junior Youth Club	7,500	7,270	230
Emmaus Oxford	25,000	5,000	20,000
<b>Total</b>	<b>£432,879</b>	<b>£106,320</b>	<b>£326,559</b>

### Climate Change / Environmental Impact

26. Successful applicants are made aware of the Council's commitment to reducing its carbon footprint and encouraged to take similar action.

### Equalities Impact

27. Each organisation must provide their equal opportunities statement to confirm they comply with this legislation and understand their responsibility to promote equality.
28. Some examples of how equality is positively enhanced by the grants programme include funding services for:
- Survivors of rape, sexual abuse and domestic violence

- Lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline
- People with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play
- Older people, through recommending support for specific activities
- BME groups, through funding dedicated work with asylum seekers and refugees.

### Level of Risk

29. Successful applicants must agree to and sign terms and conditions within these terms they must agree to:

- Spend the funding on the project described in their application
- Repay any unspent grant
- Keep financial records and receipts
- Return a monitoring form

30. Each organisation awarded grant funding will be monitored by an officer. Please see Appendix 4 for the risk register.

### Financial Impact

31. The allocations of grant funding as proposed are dependent on agreement of the Councils budget in February 2016.

32. The total amount of the grants budget currently recommended in this report is £983,459 because £5,232 has been allocated for a small grants programme that will take place during 2016/17 (see table 1 above) and a report will be submitted to the City Executive Board in March 2016 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget (£442,279) to voluntary sector organisations.

### Legal Implications

33. There are no legal implications of this report.

#### Name and contact details of author:-

**Name:** Julia Tomkins  
**Job title:** Grants & External Funding Officer  
**Service Area / Department:** Communities & Neighbourhoods,  
 Community Services  
**Tel:** 01865 252685 **e-mail:** jtomkins@oxford.gov.uk

#### List of background papers:

**Version number:** 1.6

APPENDIX 1

**2016/2017 Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme**

Theme **Community Safety**  
 Strategic Objective **Strong, Active Communities**

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p><b><u>The Children's Society (Oxford)</u></b>                      The project delivers a range of services supporting new migrant and refugee children and their families. To do this the project currently works in partnership with 4 secondary schools and the local further education college.</p> <p>The children and young people they are working with are from societies that are vastly different from the UK and get mixed messages from adults, other young people and their own observations around sexual behaviour.</p> <p>These children and young people will be supported to better understand our society, its law and rules around what is appropriate and what is not. This includes appropriate behaviour with girls, internet safety and protection, staying safe, making safe choices and keeping other young people safe.</p> <p>The continued funding of this part-time post for one day a week would improve and build resilience for this particular vulnerable group of individuals.</p>	£8,000	£8,000
<p><b><u>A2 Dominion Housing Group</u></b>                      A project providing practical and emotional support for females and males experiencing domestic abuse. With a growing need for specialist support for victims of violence, intimidation and abuse, this project has a good track record supporting victims of domestic violence.</p> <p>They work to improve the quality of life for females, males and any children by working with a holistic approach to support and using family intervention</p> <p>The funding will be used to fund 1 FTE domestic violence outreach worker and support costs for the post.</p>	£35,082	£35,082
<p><b><u>Oxford Sexual Abuse &amp; Rape Crisis Centre</u></b>                      A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information.</p> <p>The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape. They are developing their service to include an ISVA and therapeutic counselling.</p> <p>The funding will be used to contribute to the core running costs for this work.</p>	£15,000	£15,000

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<b><u>Organisation &amp; project description</u></b>	<b>Grant awarded 2015/16</b>	<b>Recom'd for 2016/17</b>
<p><b><u>Oxford Friend</u></b>                      A confidential telephone helpline service for the Lesbian, Gay Men, Bisexual &amp; Transgender (LGBT) community in Oxford. Which is run by a team of trained volunteers who are all part of the LGBT community.</p> <p>The helpline is open three times a week and is the only agency providing this type of service for a high risk marginalised group of people in Oxford. The funding will be used to contribute to the core running costs for this work.</p>	£3,000	£3,000
<b><u>Community Safety Theme Total</u></b>	<b>£61,082</b>	<b>£61,082</b>

**Theme Inclusive Play & Leisure for Children & Young People with Disabilities**

<b><u>Organisation &amp; project description</u></b>	<b>Grant awarded 2015/16</b>	<b>Recom'd for 2016/17</b>
<p><b><u>Parasol Project</u></b>                      A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City</p> <p>A good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers.</p> <p>This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities).</p> <p>The funding will contribute to the delivery of this work.</p>	£15,000	£15,000
<b><u>Inclusive Play &amp; Leisure or Disabled C&amp;YP Theme Total</u></b>	<b>£15,000</b>	<b>£15,000</b>

**Theme Community & Voluntary Organisations Infrastructure**

<b><u>Organisation &amp; project description</u></b>	<b>Grant awarded 2015/16</b>	<b>Recom'd for 2016/17</b>
<p><b><u>Oxfordshire Community &amp; Voluntary Action (OCVA)</u></b>                      OCVA is the main umbrella body for the voluntary and community sector in Oxfordshire. Providing advice, information and training, it engages in advocacy and representation at a strategic level and builds partnerships.</p> <p>The funding will be used to contribute towards the core running costs of this organisation.</p>	£48,736	£43,736
<b><u>CVO Infrastructure Theme Total</u></b>	<b>£48,736</b>	<b>£43,736</b>

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**Advice & Money Management Commissioning**  
**Strategic Objective                      Strong and Active Communities**

<b>Organisation &amp; project description</b>	<b>Grant awarded 2015/16</b>	<b>Recom'd for 2016/17</b>
<p><b><u>Blackbird Leys Neighbourhood Support Services</u></b>                      (also known as Agnes Smith Advice Centre)                      This advice centre is located in Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>The area of delivery is Blackbird Leys and the surrounding area. In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £7,250 rent payable to Oxford City Council), and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;">Core Funding                      £68,232                      Priority Area Funding            £17,058                      Total                                        £85,290</p>		
<p><b><u>Oxford Citizens Advice Bureau</u></b>                      Located in the centre of Oxford, the Citizen's Advice Bureau (CAB) offers self-help and assisted information. CAB is a free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;">Core Funding                      £160,000                      Priority Area Funding            £40,000                      Total                                        £200,000</p>		

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Organisation & project description	Grant awarded 2014/15	Recom'd for 2015/16
<p><b>Oxford Community Work Agency (OCWA)</b>                      Located in Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice, supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £8,100 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p><b>Core Funding</b>  <b>Priority Area Funding</b>  <b>Additional funding to cover increased work due to the loss of Legal Aid</b>  <b>Total</b></p>	<p><b>£75,200</b>  <b>£18,800</b>  <b>£28,611</b>  <b>£122,611</b></p>	<p><b>£75,200</b>  <b>£18,800</b>  <b>£28,611</b>  <b>£122,611</b></p>
<p><b>Rose Hill &amp; Donnington Advice Centre</b>                      Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits &amp; debt.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £3,000 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;"><b>Core Funding</b>  <b>Priority Area Funding</b>  <b>Total</b></p>	<p><b>£72,382</b>  <b>£18,096</b>  <b>£90,478</b></p>	<p><b>£72,382</b>  <b>£18,096</b>  <b>£90,478</b></p>
<p>Unallocated</p>	<p><b>£20,000</b></p>	<p><b>£20,000</b></p>
<p><b>Advice &amp; Money Management Theme Total</b></p>	<p><b>£518,379</b></p>	<p><b>£518,379</b></p>

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**Inclusive Arts & Culture Commissioning**  
**Strategic Objective Strong and Active Communities**

<b>Organisation &amp; project description</b>	<b>Grant awarded 2015/16</b>	<b>Recom'd for 2016/17</b>
<p><b>Fusion Arts</b>                      A project that fosters and promotes the improvement and development of artistic knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>They aim to deliver inclusive projects with outcomes that bring people together in established cultural venues and events. The funding will be used to deliver community focused projects.</p> <p>In 2013/14, Fusion worked with 152 artists, provided 740 education sessions and delivered work for an audience of more than 45,000 people.</p>	£28,128	£28,128
<p><b>Modern Art Oxford</b>                      This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community &amp; education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council.</p>	£70,000	£70,000
<p><b>Oxford Contemporary Music</b>                      A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>Core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding. They support, with delivery of the music programme for the Lord Mayors Christmas Carol Service and Christmas Light Festival, which have been hugely successful both in terms of quality of music and public engagement.</p>	£10,000	£10,000
<p><b>Film Oxford</b>                      A project making film and digital media more accessible. Delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council).</p> <p>In 2013/14, they delivered 210 days of education sessions, provided employment for 1000 artists and delivered work that reached an audience of 70,000 people. In 2013/14, every £1 of Council funding helped them leverage more than £7 of funding from other sources.</p>	£25,000	£25,000

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Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p><b>Experience Oxfordshire</b>                      Our funding traditionally contributes towards the core running costs of the organisation rather than the delivery of public-facing work. This can no longer be prioritised. Remaining funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience.</p>	£2,000	£2,000
<p><b><u>Oxford International Link (OIL)</u></b>                      An umbrella organisation co-ordinating twinning links and events throughout the year. Good partnership working and brings a lot into the city in both funding and culture.</p> <p>The funding will be used to contribute towards the running costs of these events and to allocate grants to the twinning links for their community activity.</p>	£6,000	£6,000
<p><b><u>Oxford Playhouse</u></b>                      An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. It boasts a good national and international reputation. Delivering a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted, support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000
<p><b><u>Arts at the Old Fire Station</u></b>                      Launched in 2011, Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama, a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£32,134	£32,134
<p><b><u>Pegasus Theatre</u></b>                      An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. Strong reputation, good partnership working and good track record delivering high quality accessible arts. Delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000

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<b><u>Organisation &amp; project description</u></b>	Grant awarded 2015/16	Recom'd for 2016/17
<p><b><u>OVADA</u></b>                      OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge &amp; experience, encourage collaborations between artists, develop partnerships, exhibit work and build new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with Oxford and Cherwell Valley College (OCVC). Their wider programme includes opportunities for students to work in the space, alongside professional artists and practitioners. OVADA will offer day courses and workshops to these young people.</p> <p>OVADA deliver the “The Warehouse Art School”, a one year continuing practice course aimed at artists wishing to professionalise their practice at any stage of their career. Skills development for both young people and emerging artists is combined with a focus on supporting creative practitioners to showcase their work and develop their business expertise.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><b><u>Ark T Centre</u></b>                      The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There’s a recording studio for young musicians, rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups.</p> <p>Their volunteer programme aims to help people experiencing difficult situations benefit from mixing with a wide range of other life experiences and to be useful and productive to others. Volunteers provide food every day in the cafe; learn administrative and customer service skills; garden, and support creative workshops. Through this process they acquire skills and training as well as refining social and personal confidence to move on from challenging circumstances. These volunteers are referred to Ark T from agencies working with marginalised groups experiencing the difficulties of drug and alcohol abuse, homelessness, mental health difficulty or those who are NEET.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><b><u>Oxford Philomusica</u></b>                      Funding specifically to enable Oxford Philomusica to increase the number of free family concerts they deliver from 2 to 3 each year, to continue to offer discounted tickets for young people for concerts (with at least 100 free tickets per year to be distributed through the Communities team), continue to deliver work in hospitals and primary schools, and contribute at least one event / activity to the city's Light Festival in November each year.</p>	£3,000	£3,000
<b><u>Arts &amp; Culture Theme Total</u></b>	<b>£235,262</b>	<b>£235,262</b>



APPENDIX 2

Grant Applications to the 2016/2017 Annual Open Bidding Grants Programme - Strategic Objective:

Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Archway Foundation</b> An organisation that supports individuals feeling isolated through disability, low income or health problems.</p> <p>Funding has been requested to contribute towards their core running costs.</p>	City Wide	£5,000	£10,000	£7,500	<p>Strong in terms of targeting and evidenced a means of addressing social inclusion issues.</p> <p>Recommend awarding 75% of the request.</p>
<p><b>Asylum Welcome</b> Asylum Welcome supports refugees, asylum seekers in Oxford including immigration detainees at Campsfield House at Kidlington.</p> <p>Funding requested to contribute towards their core running costs that will enable them to:-</p> <ul style="list-style-type: none"> <li>• Strengthen current services</li> <li>• Improve links with lawyers</li> <li>• Advise and support the local council on resettling Syrians</li> <li>• Explore options to get all of their services under one roof.</li> </ul>	City Wide	£7,500	£10,000	£10,000	<p>Strong in terms of need and targeted work with asylum seekers and refugees who have recently arrived in the country and are living in Oxford.</p> <p>The panel recommend funding 100% of this request to contribute towards their core costs and for the additional demand that they will have on their services to support the Syrian families arriving in Oxford.</p> <p>This recommendation is conditional that this funding it is not used for work outside of the city.</p>
<p><b>Balsam Family Project</b> Balsam Family Project is a Christian charity which seeks to express God's compassion for all families following biblical principles of love, honour and restoration.</p> <p>Funding has been requested to support 5 families from Oxford to access the project for one year.</p>	City Wide	Nil	£10,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects promoting a religion or faith.</p> <p>As a Christian charity one of the main objectives of the Balsam Family Project is to advance the Christian faith.</p> <p>The panel agreed that the application was unclear whether faith would be promoted during the work and support they give families on this project.</p> <p>Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>Berkshire, Buckinghamshire &amp; Oxfordshire Wildlife Trust (BBOWT)</u></b>                      BBOWT protects and speaks up for our wildlife, runs events and works to inspire children to discover our natural world.</p> <p>Funding has been requested to contribute towards an element of the Oxford Festival of Nature, the Wild Fair that is the corner stone of the event and will comprise of a variety of talks, stalls wildlife exhibits and family activities.</p>	City Wide	Nil	£10,000	£2,000	The panel recommend funding £2,000 towards the infrastructure and promotion of the Wild Fair and to link in with the Councils Locality Officers to ensure there is promotion in priority areas of the City
<p><b><u>Bicester Green</u></b>                      Based in Bicester, Bicester Green is a Centre for people to learn new skills with a focus on sustainability using second hand items.</p> <p>Funding has been requested to deliver three workshops. One at Barton, Rose Hill and Blackbird Leys. They will use waste wood to bring people of all ages together, to work together and learn new skills and build a sense of community and achievement.</p> <p>They will do this using their mobile workshop</p>	City Wide	Nil	£7,550	£0	The panel felt the application was unclear how they would engage with local residents and there was a lack of progression for anyone participating in one of the workshops.  Although data was provided that referred to the IMD it was unclear how a need was established with local people.  Therefore the recommendation is not to fund.

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Blackbird Leys Adventure Playground</b>                      A facility for children aged 8 – 13 years old living in Blackbird Leys &amp; Greater Leys.</p> <p>Each week they are open Monday to Friday. During term time they are open from 3pm to 5.30pm and during half term holiday times they are open 10am to 4pm.</p> <p>They provide creative play and learning by getting the children involved with:-</p> <ul style="list-style-type: none"> <li>• Growing fruit and vegetables, how to cook and eat them</li> <li>• How to repair your bicycle</li> <li>• Music project</li> <li>• Creative play including arts and crafts.</li> </ul> <p>Funding requested to contribute towards their core costs of running term time activities.</p>	<p>South East</p>	<p>£7,500</p>	<p>£10,000</p>	<p>£7,500</p>	<p>Strong in terms of need and delivered in an area of multiple deprivation and in one of the Councils priority areas.</p> <p>Children pay £1.50 a day to attend after school activities and £5 a day to attend half term holiday activities.</p> <p>The panel recommend funding 75% of their request.</p>
<p><b>Blackbird Leys Credit Union (BBLCU)</b>                      The BBLCU operates from the Blackbird Leys Community Centre.</p> <p>Funding has been requested to cover their staffing costs which will enable them to:-</p> <ul style="list-style-type: none"> <li>• Deliver their face to face service</li> <li>• To continue discussions with Northampton credit union on a merger and</li> <li>• Look at developing a system for Halal Loans.</li> </ul>	<p>South East</p>	<p>Nil</p>	<p>£10,000</p>	<p>£0</p>	<p>With only 8.75% of member's savings out as loans, the panel were very concerned about the lack of sustainability for this organisation.</p> <p>Although there is value in the face to face service provided it is unclear what overall service the organisation is providing because their main business appears to be payment of benefits, wages and cashing cheques free of charge.</p> <p>Concerns were also raised about the faith focus of Halal loans.</p> <p>The recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Church of the Holy Family</b> This Church is located at the top of Garsington Road, Blackbird Leys.</p> <p>The application is requesting funding for a community musical performance planned to take place in Autumn 2016.</p>	South East	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects promoting a religion or faith.</p> <p>It was noted that in the application it mentions how the production can bring about changes for individuals and they become members of the congregation.</p> <p>The panel agreed that this project inadvertently promotes a faith and therefore the recommendation is not to fund.</p>
<p><b>Clean Slate</b> This organisation is based at Upper Heyford and provides counselling and support to people who have suffered from abuse.</p> <p>Funding has been requested to support 16 people in Oxford</p>	City Wide	Nil	£6,000	£0	<p>Outreach work targeting people affected by abuse is funded through the Grants Commissioning programme.</p> <p>The recommendation is not to fund this application.</p>
<p><b>Clear Sky Children's Foundation</b> The Clear Sky Children's Foundation was established to offer flexible and accessible psychological support therapies including play therapy to children and young people across the UK</p> <p>They work with children exclusively in schools across Oxfordshire.</p> <p>Funding has been requested for their one to one play therapy service for children in Oxford.</p>	City Wide	Nil	£8,805	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities taking place in schools for children attending that school and activities that fall under a social care heading.</p> <p>The panel agreed that this project falls under both of these categories.</p> <p>Therefore the recommendation is not to fund.</p>



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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Community Emergency Food Bank (CEF)</b>                      The CEF operates from St Francis Church, Hollow Way and is open every Tuesday and Friday lunchtimes from 12 noon - 2pm.</p> <p>Funding has been requested to cover core running costs.</p>	City Wide	£5,000	£10,000	£5,000	<p>Strong on evidencing a need for a service supporting people facing a crisis.</p> <p>People accessing this service must be referred to them by GP's, social worker's, advice centres and community workers etc.</p> <p>The recommendation is to fund 50% of this request.</p>
<p><b>Creative Dementia Arts Network</b>                      The aim of this organisation is to raise awareness of the challenging stigma associated with dementia.</p> <p>To advance the health and wellbeing of people living with dementia and the people who care for them by promoting the use of creative arts.</p> <p>Funding has been requested to run an arts and activities programme that aims to meet the psychological and social needs of older people with disabilities including dementia and family carers:</p>	South East	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities that are functions that are the responsibility of another public agency.</p> <p>The panel agreed that this work falls under this category particularly health and social care.</p> <p>Therefore the recommendation is not to fund.</p>
<p><b>Cotteslowe Community Association</b>                      Cotteslowe Community Association has requested funding to contribute towards their 3 week Summer Play Scheme 2016 for up to 55 children aged 5 to 11 years old.</p>	North	£2,500	£8,900	£4,450	<p>Strong on need and for children aged 5 to 11 years old of which the average attendance age is under 8 which means that the play scheme falls outside of the Holiday Activities grant programme.</p> <p>From previous years approximately 60% of the children attending will be from families on benefits.</p> <p>It was also noted that the cost per week is £50 per child from local families and £20 per children for families on benefits.</p> <p>The recommendation is to fund 50% of this request.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Cotteslowe Seniors</b> A club for local people aged 60 plus living in Cotteslowe and the surrounding area.</p> <p>Cotteslowe Seniors meet every second and fourth Friday morning of the month, alternating a social meeting (usually with a speaker) with an outing to a place of interest. It currently has around 35 members and is managed by a part-time co-ordinator.</p> <p>Funding has been requested to contribute towards the cost of hiring wheel chair compatible transport.</p>	North	£1,000	£1,000	£1,000	<p>Strong on targeting and working with a vulnerable group within the local area of Cotteslowe.</p> <p>The panel noted that transport links in Cotteslowe are poor and there is a significant amount of isolation among the elderly in the area.</p> <p>The panel recommend funding 100% of this request towards the hire of adapted transport.</p>
<p><b>DeedMob</b> A new organisation establish this year that aims to develop a social media platform to match volunteers (Deeders) with those who need help.</p> <p>Funding has been requested to contribute towards equipment, marketing, thank you gestures, video and launch.</p>	City Wide	Nil	£10,000	£0	<p>Weak on need and not necessarily targeted towards areas of multiple deprivation.</p> <p>The panel agreed this was an expensive initiative and recommend not funding this request.</p>
<p><b>Donnington Doorstep Family Centre</b> A voluntary organisation that is based in East Oxford. Is open to all but focus support on children and young people facing particular difficulties and social exclusion.</p> <p>Funding has been requested to contribute towards their core costs to deliver the 'Drop In, Play Out' project which offers play focused activities for 7-18 year olds targeted at those at risk of social exclusion, anti-social behaviour or offending.</p>	East	£5,000	£10,000	£7,000	<p>Strong on need and targeted work with local vulnerable children and young people.</p> <p>The recommendation is to fund £7,000 towards this work.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>Dovecote Voluntary Parent Committee</u></b>                      The Dovecote play scheme runs on Greater Leys and is for children ages 4 - 14 years old.</p> <p>Funding is requested to contribute towards the holiday activities:-</p> <ul style="list-style-type: none"> <li>• Two week Easter narrow board project for children aged 8-14 years old, and</li> <li>• Four week centre based summer scheme for children aged 4-12 years old.</li> </ul>	South East	£2,750	£10,000	£2,500	<p>The panel agreed that the Easter narrow boat project is eligible for the Holiday Activities grant programme and recommend that funding is requested for this element of the project through that programme.</p> <p>However it was noted that the average age of children attending the centre based summer project will not fit the criteria therefore the recommendation is to fund 25% towards the four week summer centre based scheme for 4 to 12 year old children.</p>
<p><b><u>Good Food Oxford</u></b>                      Good Food Oxford is a project of Resource Futures Ltd ( a company limited by Guarantee)</p> <p>The principle activity of the company is that of an independent environmental consultancy business that focuses on data collection to guide customers in the efficient use of material resources and engage people in adopting more sustainable practices.</p> <p>Funding has been requested to run three series of cooking workshops targeting adults in Blackbird Leys, Barton and Rose Hill using food surplus from the Oxford Food Bank.</p>	City Wide	Nil	£7,985	£0	<p>This application is requesting the total costs of the project and the panel questioned what value for money the project gave.</p> <p>It was unclear what would be delivered for less than the full amount and the application did not justify full support.</p> <p>Therefore the recommendation is not to fund.</p>
<p><b><u>Headington Action</u></b>                      Funding has been requested to contribute towards the Headington Festival,</p> <p>The festival is due to take place over two days in June 2016.</p>	North East	Nil	£2,000	£500	<p>A popular local event and the recommendation is to fund them £500 towards insurance costs for the event.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Home Start</b> Home Start is based in the Blackbird Leys Community Centre. They recruit and train volunteers who can offer befriending at times of stress. They work towards increasing the confidence and independence of the parent through a variety of initiatives.</p> <p>Funding has been requested to fund a Family Support Worker for 12 months who will provide specialised support in highly complex families where volunteer support may not be sufficient.</p>	South East	Nil	£7,829	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is activities that fall under social care.</p> <p>The panel agreed that this work falls into this category. Therefore the recommendation is not to fund.</p>
<p><b>Innovista ( Thrive Project)</b> The Thrive project is a youth project working in Barton.</p> <p>Funding has been requested to run a young leaders programme targeting NEET young people living on Barton.</p> <p>The project will work with 8 young people to equip them with 'soft' skills (resilience, emotional management, conflict resolution) and leadership skills.</p> <p>The young people will then be supported to develop and lead their own community project in Barton.</p>	North East	£6,000	£8,000	£8,000	<p>Strong on need and targeting vulnerable young people in the local area helping them to gain new skills and resilience.</p> <p>The recommendation is to fund 100% of this request.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>International Brigade Memorial Trust (IBMT)</u></b>                      The IBMT runs to keep the memory of those who died in the Spanish War remembered by assisting in the construction and maintaining of war memorials.</p> <p>Funding has been requested to contribute towards a memorial for 6 volunteers from Oxford that died during this conflict.</p>	<p>Central, South &amp; West</p>	<p>Nil</p>	<p>£4,000</p>	<p>£0</p>	<p>The panel were unclear what the need was and due to limitations on the budget the recommendation is not to fund.</p>
<p><b><u>JACARI</u></b>                      Jacari is a student charity providing home tutoring for children aged 4-16 who don't speak English as their first language.</p> <p>Students spend an hour a week helping a child in the areas in which they are struggling. This has been proven to result in improved performance at school and an increase in the child's confidence outside the classroom.</p> <p>They also provide English lessons for the Mothers of the children they work with.</p>	<p>City Wide</p>	<p>Nil</p>	<p>£10,000</p>	<p>£2,000</p>	<p>Strong on need and targeting under performing children and young people living in OX3 and OX4 areas of the City.</p> <p>The panel recommend funding £2,000 towards their core running costs.</p>
<p><b><u>Leys Community Development Initiative – Clockhouse Project.</u></b>                      The Clockhouse Project delivers activities that address the needs of older people in the Leys to help them feel less isolated and alone.</p> <p>Funding has been requested to contribute towards providing low cost activities for older people living on the Leys to contribute towards the support costs to run and organise these activities.</p>	<p>South East</p>	<p>£7,500</p>	<p>£10,000</p>	<p>£7,000</p>	<p>Strong in terms of need and a project targeted towards older people living in the Leys which is an area of multiple deprivation.</p> <p>The panel recommend funding £7,000 of this request with the condition that outreach is continued to encourage older people from both side of the estates to get involved and take part in the activities</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>Leys News (Oxford Community Media)</u></b>                      Leys News is a community paper that provides news and information about local events and issues, training and learning opportunities and advice on pertinent issues for local people on Blackbird Leys and Greater Leys.</p> <p>Funding has been requested to contribute towards the costs for them to continue to support community groups across Oxford in publishing their own local community newspapers.</p> <p>This professional support includes editorial guidance, design, production, management and business development.</p> <p>They will also provide community journalism training, office work experience, skills development and potential employment opportunities.</p>	<p>City Wide</p>	<p>£10,000</p>	<p>£10,000</p>	<p>£7,000</p>	<p>Strong in terms of targeted work with community groups in priority areas of the City.</p> <p>Currently working with 7 community newspaper groups in Cowley, Rose Hill, Wood Farm, Barton, Northway, Risinghurst, Quarry &amp; Sandhills plus Blackbird Leys.</p> <p>The panel recommends funding £7,000 of this request to contribute towards continued support for these local newspapers.</p>
<p><b><u>Open Door</u></b>                      Open Door provides a weekly drop in and sign posting service for local refugees and asylum seekers at East Oxford Community Centre.</p> <p>They also provide a free hot meal and a space to meet.</p> <p>Funding is requested to cover 5 months project costs from May to September 2016.</p>	<p>East</p>	<p>£4,465</p>	<p>£4,300</p>	<p>£2,966</p>	<p>Strong in terms of targeted work with minority groups living in the City.</p> <p>The panel noted that generally they provide the first step before going to or being sign posted to Asylum Welcome.</p> <p>Due to budget limitations, the panel recommend funding £2,966 towards rent, co-ordinator and admin costs for this drop in service.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>Our Community Time Bank</u></b>                      The aim of the community time bank is to encourage people to volunteer for the benefit of the wider community.</p> <p>Members can build up time by doing a job for another member then bank that time to claim back at a later date.</p> <p>Funding has been requested to engage with older people in the area to encourage them to get involved to exchange time, skills and opportunities.</p>	City Wide	Nil	£3,600	£0	The panel felt this was a good initiative but due to budget limitations the recommendation is not to fund.
<p><b><u>Oxford City of Sanctuary</u></b>                      The Oxford City of Sanctuary is requesting funding for a project called Host Oxford.</p> <p>The project recruits Hosts who are members of the public who have spare rooms and who are willing to offer this accommodation free to homeless asylum seekers or refugees on a temporary basis.</p> <p>Funding is requested to pay for a part time manager to coordinate host assessments and guest placements.</p>	City Wide	Nil	£10,000	£5,000	<p>The panel agreed that this project addresses the need of people who are not eligible for existing support.</p> <p>It demonstrates good partnership working and compliments rather than competes with other services.</p> <p>The recommendation is to fund 50% of the recommendation.</p>
<p><b><u>Oxfordshire Family Mediation</u></b>                      Oxfordshire Family Mediation provides assistance to family members where relationships are in crisis or have broken down.</p> <p>Funding has been requested to fund sessional workers supporting children affected by parental separation.</p>	City Wide	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects or activities that fall under social care.</p> <p>The panel agreed that this work falls into this category. Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b><u>Oxfordshire Play Association</u></b>                      This organisation provides practical and professional support to all those who provide children and young people with opportunities to play.</p> <p>They also directly deliver play and activity days across the County.</p> <p>Funding is requested to contribute towards 4 play and activity days across the City (Barton, Cutteslowe, South Oxford &amp; Blackbird Leys) during the summer of 2016.</p>	City Wide	£2,500	£8,900	£2,500	<p>Due to budget limitations the panels recommendation is to fund one play and activity day to should take place at Cutteslowe because there will be other family activity days taking place at Blackbird Leys and Barton while South Oxford is not a priority area.</p>
<p><b><u>Oxfordshire Science Festival</u></b>                      Science Oxford is an organisation that wants to inspire school children to pursue and explore science.</p> <p>The Science Festival is dedicated to engaging people in science by offering accessible, creative and relevant activities to the broadest range of people.</p> <p>Funding has been requested to cover the Town Hall charges for room and equipment hire to hold the opening weekend of the event.</p>	Central, South & West	Nil	£10,000	£0	<p>The panel felt this was an expensive event and due to budget limitations the recommendation is not to fund.</p>
<p><b><u>Restore – Elder Stubbs Festival</u></b></p> <p>Funding requested to contribute towards the cost of organising and running the 25<sup>th</sup> Elder Stubbs Festival planned to take place in August 2016</p>	Cowley	£3,891	£6,198	£3,099	<p>A popular annual event that works to dispel the misconceptions around mental health issues.</p> <p>The panel recommend funding 50% of this request towards the volunteer recruitment and training, plus the practical infrastructure items such as hire of toilets, first aid, sound equipment etc.</p>



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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Rose Hill Junior Youth Club (RHJYC)</b>                      RHJYC runs a weekly session for children aged 6-8 years old (Wednesdays) and 9-11 years old (Thursdays) during term time.</p> <p>100 children attend each week to enjoy the opportunity to play while developing social, emotional and life skills through activities and the support provided by the club.</p> <p>Funding has been requested to cover room hire charges at the new Rose Hill community centre.</p>	<p>South East</p>	<p>£1,000 (through small grants programme)</p>	<p>£10,000</p>	<p>£7,500</p>	<p>Strong on need and targeted work in an area of multiple deprivation.</p> <p>The panel recommend funding 75% of request.</p>
<p><b>South Oxford Adventure Playground</b>                      Based off Whitehouse Road, South Oxford Adventure Playground is a supervised playground for children and young people aged 7 to 15 years old.</p> <p>Funding is requested to contribute towards the core costs for a programme of school holiday play schemes that will run during 2016 at Easter, Spring and Summer.</p>	<p>City Wide</p>	<p>£10,000</p>	<p>£10,000</p>	<p>£8,000</p>	<p>A popular facility and the recommendation is to fund £8,000 of this request.</p>
<p><b>The Oxford Academy</b>                      Funding has been requested for a project called Old School.</p> <p>An intergenerational project that links young people with older people.</p> <p>They are partnered up one to one and meet up for a minimum of an hour each week in order to help each other in any way needed.</p> <p>Funding has been requested to contribute towards staffing and administration of the project.</p>	<p>South East</p>	<p>Nil</p>	<p>£10,000</p>	<p>£0</p>	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities taking place in schools for children attending that school.</p> <p>The panel agreed that this project falls under this category.</p> <p>Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Trax Motor Project</b>                      Trax motor project was originally set up to provide an alternative to custodial sentences for young car crime offenders; it now offers a more comprehensive level of education and support.</p> <p>Their courses are based around mechanics and other practical skills such as catering and gardening, and more recently push bikes.</p> <p>Funding has been requested to contribute towards their pushbike project to build specialist bikes for disabled young people.</p>	City Wide	Nil	£8,721	£0	<p>Based at the Red Barn by Peartree roundabout. Their lease is up for renewal December 2016.</p> <p>Due to their location the panel had some concerns about whether this area was due for redevelopment and questioned the long term viability of the project.</p> <p>There was nothing in their application to address this and due to budget limitations the recommendation is not to fund.</p>
<p><b>WEA Oxford</b>                      The Workers' Educational Association (WEA) is a provider of adult education. The Oxford branch is based in Temple Cowley.</p> <p>Funding has been requested to run a community arts project in Wood Farm and Barton.                      Targeting ethnic minority groups, the elderly, lone parents and the unemployed</p>	North East & Churchill	£4,393	£9,940	£2,485	<p>This organisation provides a progression into adult education and has a good track record.</p> <p>The recommendation is to fund 25% of the request to provide a community art project in Wood Farm.</p>
<p><b>Wood Farm Youth Centre</b>                      Funding has been requested to contribute towards the continuation of the youth sessions in 2016.</p>	North East	£7,000	£9,600	£7,000	<p>Strong in terms of need and targeted work with vulnerable young people and in a priority area of the city.</p> <p>A facility that is still much needed in the area.</p> <p>Due to budget limitation the recommendation is to fund the same level as 2015/16.</p>

APPENDIX 2

Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><b>Yellow Submarine</b>                      Yellow Submarine is located in Park End Street, in Oxford.</p> <p>They work with young people in community settings from the age of 11 years old who have learning disabilities and autism.</p> <p>Funding has been requested to contribute towards a project called Launchpad.</p> <p>Launchpad runs weekly for young adults aged 18 – 30 years old. It's a social club that provides a means for them to improve their social skill, independence and opportunities onto employment.</p>	City Wide	Nil	£6,740	£0	The panel agreed that this work would be more suited towards youth ambition funding.  Therefore the recommendation is not the fund.
<b>Totals</b>		<b>£95,499</b>	<b>£323,668</b>	<b>£105,000</b>	



**Evaluation Sheet**  
**Community Grants 2016/17**

<b>Declarations of interest</b> Please provide details. If declaring an interest the assessors will absent themselves while the application is evaluated.	
<b>Organisation Name</b>	
<b>Project Name</b>	
<b>Amount requested</b>	£
<b>Date evaluated</b>	
<b>Is application eligible (yes / no)</b>	
<b>Total score</b>	
<b>Initial Recommendation</b>	£
<b>Comments</b>	
<b>Final Recommendation</b>	£
<b>Comments</b>	

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<b>Eligibility</b>	<b>Yes / No</b>	<b>Comments</b>
From community or voluntary organisation, a social enterprise or a not for profit community focused organisation		
Run by a committee (at least 3 people (chair, secretary & treasurer))		
Primarily Oxford beneficiaries		
Constitution / Equal opportunities		
Annual accounts		
Bank statement		

**If all above are not met reject application**

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<b>Monitoring Returned?</b>	<b>Yes / No</b>	<b>Comments</b>
Has the organisation been funded in 2015/16?		
Did they complete and return a monitoring form and provide evidence of spend?		
If No, the organisation is not eligible for funding for one year. Is this applicable to this application?		

**Theme selected**

A vibrant & sustainable economy

Strong & Active Communities

Meeting housing need

Cleaner, greener city

### Section 3 – About the project

#### Evidence of need

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	States what the need is but does not back this up with evidence.	
	4	Identifies need, demand and supply (or 2 out of 3) but relies on out of date data or only quantitative or qualitative data.	
	6	The proposal identifies need demand and supply. It uses up to date (i.e. less than 3 years old) available data that is both quantitative and qualitative (or example surveys, and deprivation & census data).	
/ 6	<b>Total</b>		

335

#### Beneficiaries / Targeting

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application evidences some community benefit to a wide range of individuals or groups or to area's that do not have high indices of multiple deprivation	
	10	The application evidences community benefit that is targeted towards areas with high indices of multiple deprivation or prioritises work with socially excluded groups	
/ 10	<b>Total</b>		

#### Risk

Score	Score	Description	Comments
	0	Application fails to answer the question or fails to identify any risks related to the project or activity (eg safety)	
	2	Application has identified relevant risks and has taken steps to manage some of the risks but not all	

	<b>4</b>	Application is fully aware of the relevant risks and has taken steps to manage all of them.	
<b>/ 4</b>	<b>Total</b>		

#### Section 4 – Meeting the Aims of the Council

Score	Score	Description	Comments
	<b>0</b>	Application fails to answer the question or includes nothing relevant or selects multiple objectives or wrong objective for project activity.	
	<b>2</b>	Have identified which objective the project meets but not explained how the action meets the objective.	
	<b>4</b>	The application clearly explains how the action meets the objective.	
<b>/ 4</b>	<b>Total</b>		

#### Section 5 – Monitoring & Evaluation

336

Score	Score	Description	Comments
	<b>0</b>	Application fails to answer the question or includes nothing relevant	
	<b>2</b>	The application has not stated how the activity / project will be monitored, what data will be collected and how this will be reported, or it provides basic minimal information, or has stated that the impact of the project / activity cannot be measured.	
	<b>4</b>	The application has indicated what will be monitored and what related data and impact information will be collected, at what frequency and how this will be reported.	
	<b>6</b>	The application has clearly indicated what will be monitored, at what frequency, what data will be collected plus relevant outcomes and how this will be reported and has linked this with the objective they have selected that meets the aims of the Council.	
<b>/ 6</b>	<b>Total</b>		



## Section 6 & 7 – Financial Details of Organisation & Project

### Additional subsidies

Score	Score	Description	Comments
		Is the project going to benefit from any additional subsidies from the city council? (in the form of financial or in kind support).	
	1	No	
	- 1	subsidy less than grant requested	
	- 2	subsidy same as grant requested	
	- 3	subsidy more than grant requested	
/ 1	<b>Total</b>		

### Financially competent

Score	Score	Description	Comments
	0	The summary does not accurately reflect the information in the accounts	
	1	The summary does accurately reflect the information in the accounts	
/ 1	<b>Total</b>		

Score	Score	Description	Comments
	0	The figures contained in the form do not add up correctly	
	1	The figures contained in the form do add up correctly	
/ 1	<b>Total</b>		

Score	Score	Description	Comments
	0	The estimated costs are not realistic (too expensive or too low)	
	1	The estimated costs are reasonable and realistic	
/ 1	<b>Total</b>		

337

Financial need

Score	Score	Description	Comments
		Are there more than 6 months unspecified cash reserves (in relation to expenditure)	
	0	Yes	
	1	No	
/ 1	<b>Total</b>		

Score	Score	Description	Comments
		Is the activity the primary responsibility of another agency?	
	0	Yes	
	1	No	
/ 1	<b>Total</b>		

Score	Score	Description	Comments
		How much income (cash) is raised from other sources than the City Council?	
	0	Raise less than grant request	
	1	Raise the same as grant request	
	2	Raise more than grant request	
/ 2	<b>Total</b>		

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**Section 8 – Value for Money**

Score	Score	Description	Comments
		If agreed, will the grant lever in money for the project from elsewhere / other funding bodies etc?	
	0	No	
	1	Yes but less than grant request	
	2	Same as grant request	
	3	More than grant request	
/ 3	<b>Total</b>		

<b>Summary</b>	<b>Maximum Score Available</b>	<b>Actual Score</b>
<b>Section 3 - About the Project</b>		
Evidence of need	<b>6</b>	
Targeting	<b>10</b>	
Risk	<b>4</b>	
<b>Section 4 - Meeting the aims of the Council</b>	<b>4</b>	
<b>Section 5 - Monitoring &amp; Evaluation</b>	<b>6</b>	
<b>Section 6 &amp; 7 - Financial Details</b>		
Additional subsidies	<b>1</b>	
Financially competent	<b>3</b>	
Financial need	<b>4</b>	
<b>Section 8 - Value for money</b>	<b>3</b>	
<b>Grand Total</b>	<b>41</b>	<b>/ 41</b>

Reviewed & updated June 2015

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APPENDIX 4

**CEB Report Risk Register**

Risk Score Impact Score: 1=Insignificant; 2=Minor; 3=Moderate; 4= Major; 5=Catastrophic      Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain

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No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Current Risk		
		I	P			I	P		I	P	
1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	1 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised.  Monitoring forms  Level of Effectiveness: Medium because information may not be returned	1 1	P 2	Action: Reduce  Action Owner: Julia Tomkins  Mitigating Control: Keep check list and close monitoring  Report through Community & Partnership Scrutiny  Control Owner: Julia Tomkins	Outcome Required:  Clear and detailed terms and conditions signed by each organisation or group awarded a grant.  All monitoring forms returned  Milestone Date: on going	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria-Nov 2015  Action Owner: Julia Tomkins  Mitigating Control: Work closing with media & communications team.- Feb/Mar 2016	Lessen impact of risk to reputation.		

								Control owner: Julia Tomkins			
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	Action: Reduce Provide support to source other funding  Action owner Julia Tomkins & other commissioning officers  Mitigating Control Maintain good working relationship	Continued delivery of services		

**To:** City Executive Board

**Date:** 11 February

**Report of:** Executive Director Community Services

**Title of Report:** Go Ultra Low Oxford grant funding

## **Summary and Recommendations**

**Purpose of report:** As part of a £35m national programme to accelerate electric vehicle take up, the Council and its partners have been awarded £800k capital and £16k revenue funding by Office of Low Emission Vehicles (OLEV). The funding is to deliver a project to address on-street electric vehicle charging. This report seeks to obtain the necessary budget approval and delegated authority to allow officers to deliver the scheme.

**Key decision** Yes

**Executive lead member:** Councillor John Tanner

**Policy Framework:** Sustainability Strategy, Air Quality Action Plan, Low Emission Strategy, Low Carbon Oxford

**Recommendation(s):** That the City Executive Board resolves to:

- 1) Grant project approval for the on-street electric vehicle charging project referred to in this report;
- 2) Authorise officers to complete negotiations with OLEV with a view to the Council being appointed as the accountable body for, and receiving grant funding under, a funding agreement with OLEV
- 3) Delegate to the Director of Community Services, in consultation with the Monitoring Officer and Section 151 officer, the authority to enter into:
  - a) a grant agreement with OLEV;
  - b) appropriate agreements with our bid partners; and also with all third parties required to deliver the project subject to their being selected under an appropriate procurement process.

**Appendices** to report: Appendix 1 Risk Register

## Background

1. The Council has committed itself to a vibrant, sustainable economy and a cleaner, greener Oxford in its corporate plan. The on-street electric charging project will contribute to both of these priorities by accelerating the move to a low carbon economy through increased uptake of sustainable, low carbon transport technology and, in doing so, by improving air quality and reducing carbon emissions in the city.
2. The Office of Low Emission Vehicles (OLEV) is a cross-Government, industry-endorsed team combining policy and funding streams to simplify policy development and delivery for ultra-low emission vehicles. OLEV currently comprises people and funding from the Departments for Transport (DfT), Business, Innovation and Skills (BIS), and Energy and Climate Change (DECC). Its core purpose is to support the early market for electric and other ultra-low emission vehicles (ULEVs).
3. An Ultra-Low Emissions Vehicle (ULEV) produces 75g or less of CO<sub>2</sub> per kilometre from the tailpipe, in addition to eliminating or greatly reducing NO<sub>x</sub> and particulate matter (PM) emissions. At the moment, all cars which can achieve this use electric power to directly turn the wheels to some degree, from a 100% electric car to a plug-in hybrid or extended-range electric vehicle.
4. In 2014 OLEV announced the Go Ultra Low City Scheme programme; a government initiative to allocate funding for cities to deliver a step-change in the uptake of ULEVs. The scheme ran as a competition, with up to £35m capital funding available for two to four cities to win through a competitive bidding process.
5. The Council submitted a first stage bid with partners in February 2015. In May 2015 we were told we had successfully progressed to the second stage and were invited to submit a more detailed bid, which we did on 2<sup>nd</sup> October 2015.
6. OLEV have decided to award funding to four major city projects and to a three to four smaller projects. Oxford will be one of these smaller projects and has been awarded £800k capital and £16k revenue funding to deliver the 'Overcoming challenges: on-street charging' work package of our bid.
7. A barrier to uptake of electric vehicles is access to charging infrastructure for residents of terraced or communal housing i.e. those who are unable to install their own charging device. This project will procure and test several on-street charging technologies that address this barrier through a pilot of around 30 installations. The performance of each technology will be evaluated and this analysis will inform a second phase to roll out a further 100 installations around the city.
8. Potential solutions include:
  - Light and Charge: combined street lighting and charging on a wireless technology platform
  - Cable channels: suitable for residential areas where housing fronts directly onto footpath and on-street parking is available
  - Charging bollards: kerbside or for reserved charging bays



- Pop-up charging solutions: retractable supply built into the pavement
9. The Council's partners in the scheme offer a wealth of technical and industry expertise, as well as local understanding, and financial commitment to the consortium.
- Oxfordshire County Council, as local transport authority will be instrumental in the delivery of the project, and are keen to see the planned project aid in the implementation of the Local Transport Plan 4 and Oxford Transport Strategy
  - Oxford University Transport Studies Unit (TSU) have provided expertise in the development of sustainable transport initiatives and will provide the monitoring and evaluation which is essential to evidence-based decision making about measures. The TSU are also committed to provide match-funding to the project in the form of resources.
  - BMW Group UK has also acted as strategic partner in the development of the bid.
10. This approval by CEB is sought in parallel with the process for negotiations with OLEV, therefore absolute and final cost figures may be subject to change.
11. The programme is included in the 2016/17 Budget submitted for approval to Full Council on the 17<sup>th</sup> February.

### **Legal and Financial Issues**

12. Oxford City Council will be appointed as the Accountable body and as such will receive, and will be accountable for, the whole of the funding payable. Grant funding will be paid to the Council for distribution to partners.
13. The costs of delivering the project to be fully met by the grant funding. A project manager based at Oxford City Council will be funded through the grant by capitalising their revenue costs to lead the project management.
14. OLEV will transfer the funding to the Council in a single payment before the end of March 2016. Funding may be spent over the project period running to the end of March 2021. The spending profile is expected to be evenly spread over the five years of the project. Officers expect to report on the spending profile to OLEV, but there are no specific requirements that the grant must be spent by particular deadlines. Spend will be reported into the proposed governance structure (see below) and subject to the Council's procedures on project management.
15. OLEV will not seek to claw back any funding paid under the scheme, unless it breaks the terms of the memorandum of understanding. This will not only ensure that the grant is spent on agreed measures – but that cities are also assured of any funding agreed.
16. The city and county councils will be the major partners in terms of grant spend. The precise spending breakdown between the councils depends on the contracting arrangements with installers, which is location

dependent and will be determined in the design of each phase of the pilot and roll out. The financial and legal risk associated with managing the budget and contracts will be controlled through strong partnership agreements and project management as described below.

### **Governance**

17. The risk associated with being the accountable body for a project including projects delivered by partners will be managed through strong project management. The Council will enter into agreements with the partners setting out requirements for monthly financial and project reporting. Other requirement requirements of the Council's agreement with OLEV will also be reflected in the agreements with partners. For example ensuring that partners meet the same requirements, arrangements for any changes to the project and will provide information to ensure the Council can report to OLEV.
18. As the success of the project will rely on cooperation between the partners and with several departments of the city and county councils (e.g. for permissions and works for the installations) a strong governance structure is essential. The model proposed will be based upon the successful arrangements currently used for the OxFutures partnership between the city and county councils.
19. A Project Board chaired by the City Council will include representatives of all partners and will be the main forum for reporting on financial and project progress and for risk management. Agreements between the Council and its partners will set out the terms of the funding and the operation of the project board. These will include expectations of the partnership, the principle of collaborative working, but if needed arrangements for voting on decisions and an escalation procedure in the event of disputes.
20. High level oversight and assurance to OLEV will be provided through a smaller group that will meet less frequently (to be confirmed but expected to be no more than quarterly). It will include senior representatives of the City Council, County Council and OLEV.
21. The operation of the project board and reporting to OLEV will be carried out by the project manager based at the Council.

### **Environmental Impact**

22. The scheme will reduce barriers to ULEV uptake, accelerating Oxford's transition to electric vehicle use. Oxford has a higher than average percentage (28%) of its households living in terraced properties. A high proportion of these properties will not have access to off-street parking making charging of an electric vehicle very challenging. While it is difficult to estimate the scale of impact on air quality, overcoming the issue of on-street charging will make owning an EV a realistic option for an additional 16,000 households.
23. The project will support delivery of our 2013 Air Quality Action Plan (AQAP) target of reducing NOx emissions by 35% by 2020. Our bid is

closely aligned to the actions outlined in the AQAP, and will contribute to the following specific actions:

- Promote the uptake of electric vehicles by working with our partners to install electric vehicle recharging infrastructure.
  - Explore the impact of alternative and low emission transport on air quality in Oxford.
24. Carbon impact - In addition to significant benefits for air quality the move towards ULEVs will also have a significant impact on carbon emissions;
- ULEVs emit 75g/Km or less of carbon at the tailpipe and 'well to wheel' emissions are still significantly lower than emissions that can be achieved by standard cars; 87g/km for a 100% electric car vs. 119g/km for a new 1.6l petrol car.
  - As grid electricity continues to decarbonise, the well to wheel footprint of ULEVs will reduce further.

### **Equalities Impact**

25. The scheme supports ultra-low emissions vehicle uptake through piloting and roll out of 100 on-street charging points.
26. The barrier that the project seeks to address relates to charging infrastructure on streets where residents (or businesses) are unable to carry out their own installations. The project will therefore target those streets.
27. Within this target group, accessibility for disabled residents will be factored into the assessment of charging points.
28. The pilot phase will necessarily take place in an area in which residents already own electric cars, the second phase will roll out charging points across the whole city. It is an objective of scheme to increase access to this kind of vehicle compared with the current market.
29. Significant communications activities are planned to promote the opportunities within the scheme and stakeholder mapping will be undertaken to identify the most effective routes to do this.
30. Monitoring of the scheme's impacts will be designed in detail in the initial phase of delivery and opportunities to gather data regarding equalities will be considered in that design.

<p><b>Name and contact details of author:-</b></p>
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<p>Name Mairi Brookes</p>
---------------------------

<p>Job title Sustainable City Team Leader</p>
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<p>Service Area / Department: Sustainability Service</p>
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<p>Tel: 01865 252212 e-mail: mbrookes@oxford.gov.uk</p>
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**To:** City Executive Board

**Date:** 11 February 2016

**Report of:** Director Regeneration and Housing

**Title of Report:** New Lease of Pathways Workshop, Dunnock Way

### Summary and Recommendations

**Purpose of report:** To give consent for the new lease to be below market rent

**Key decision** No

**Executive lead member:** Councillor Ed Turner

**Policy Framework:** Strong Active Communities  
Cleaner Greener Oxford

**Recommendation(s):** That the City Executive Board resolves to:

- 1) agree a new lease to be granted at the Pathways Workshop at below market rent; and
- 2) delegate authority to the Executive Director of Regeneration and Housing to vary these lease terms to accommodate any particular concerns raised by the parties where this is without prejudice to the Council's position.

### **Appendices**

Appendix 1 Site Plan  
Appendix 2 Risk Register  
Appendix 3 Supporting Statement from Response Organisation

### **Background**

1. The building has been let to the charity Pathways Oxford at nil rent on a 25 lease which is due to expire in 2020, a plan showing the location is attached at Appendix 1. From the building the tenant provides quality hand-made garden furniture and wildlife products from selected reclaimed timber made by people with a wide range of disabilities.

2. Pathways Oxford is in financial distress and is working with Response Organisation to find a way to continue to operate from the workshop in the building. Response is an organisation that is supported elsewhere by Oxford City Council and they are part of the recently appointed consortium to provide mental health services to Oxfordshire through the Oxford Clinical Commissions Group.
3. To enable the financial investment in Pathways Oxford to be justified Response requires a new lease in their own name for a 10 year term at the same nil rent.

### **Legal Issues**

4. The new lease is to be for a term of 10 years at nil rent for the term with no security of tenure provision and with a 5 year mutual break option for both parties. The lease will be unassignable to ensure that no other party may benefit from this rent level, additionally there will be provision for the property to be handed back if the proposed tenant no longer wished to occupy.
5. In granting leases to voluntary organisations the Council usually prefers to offer new leases at a market rent which it will grant fund where appropriate for a period as this is financially transparent and promotes accountability for organisations receiving public funds. In this situation however there are no suitable, sufficient and sustainable grants and Response require a longer term commitment at a nil rent.

### **Financial Issues**

6. The building is of good quality but large for the area in which it is located and an open market letting would be problematic. Alterations to the building to create smaller units would involve financial investment.
7. The rent foregone from this letting would be in the region of £15,000-£20,000pa over the term of the lease once a void period has been factored in. The tenant will be responsible for maintaining and insuring the premises.

### **Environmental Impact**

8. The letting would have no environmental impact

<b>Name and contact details of author:-</b>
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Name Julia Castle Job title Surveyor Service Area / Department Housing Tel: 01865 252223 e-mail: <a href="mailto:jcastle@oxford.gov.uk">jcastle@oxford.gov.uk</a>
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**Pathway Workshop, Dunnock Way**

Scale: 1:2,000

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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Response do not operate in the building as agreed under the lease	Agreement is not complied with	Threat to charity followed by opportunity for new use for building	Poor business conditions or poor management	The Council would look to forfeit	January 16	Julia Castle	5	1	2	1	2	1		Communication with Tenant	30 June 2016	On going		Julia Castle

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## **Appendix 3**

### **Supporting Statement from Response Organisation**

#### **Pathways Workshop**

Response is a mental health housing and support charity that has been operating in Oxfordshire for the past 50 years. Response were approached by the Chair of the Pathway Workshop in Sept 2015 to see if there was any way that Response and Pathway could work together so that the Pathway Workshop could continue to fulfil its aims and obligations.

The Pathway Workshop was established more than 10 years ago, with the aim of providing paid employment for vulnerable adults. The business model was reliant on the grants for each person employed and the sales of products made from repurposed wood. Since the cessation of grants the charity has been struggling financially ever since and has only survived due to the generosity of some individuals and the dedication of board members who have been 'volunteering' in the workshop.

The project currently employs 9 adults most of whom have a mild to moderate learning disability.

Pathways have been in merger talks with other local and national charities but these talks have broken down due to perceived financial risks.

Response is convinced that it can make a success of the building and the Pathway Project, whilst also creating jobs and opportunities in Blackbird Leys

#### **Creating Social Impact in the heart of Blackbird Leys**

- The Pathway Workshop (TPW) offers a unique opportunity to power social impact in the heart of Blackbird Leys
- With the right vision, support and stability, TPW will become a focal point for change, opportunity and positive activity
- We need to harness and grow the opportunities offered by the premises, and its location, to combat deprivation and social exclusion
- TPW should be a place where some of the most disadvantaged people in our communities can find alternative and fulfilling daily activity
- Key groups include:
  - People in recovery from addiction

- Ex-offenders
- People with mental health and complex needs
- Learning and physical disabilities
- Young people/NEETS
- Key outcomes should include:
  - Positive daily activity through volunteering
  - Work experience
  - Opportunity to make new social connections
  - Peer led growth
  - Potential for skills/employment training
  - A sense of personal achievement, no matter how small

In addition Response will be relocating its Homecare service to the Office Space located above the Pathway Workshop. Currently one sixth of Responses total workforce lives in Blackbird leys (30 people). Response Homecare will provide additional employment opportunities in this area.

Response also supports Street Revolution activities in Blackbird Leys, by funding the facilities used for Social Drop in, cheap meals and foodbank provision and regular activities.

### **Outreach and engagement to date**

- Since becoming involved with TPW, we have started reaching out to potential partner and community organisations with a view to engaging service users and partnership working.

These include:

- Lifeline (My OX4): Recovery/Addiction support
- Oasis: Recovery/Addiction
- SMART (Howard House Detox/Rehab)
- Restore (Mental Health/Employment Charity)
- Turning Point (Refresh Café + Recovery/Addiction)
- Ley Community (Recovery/Addiction)
- Hill End Centre (Education/families)
- OCC Parks Team (wood supply and potential community engagement)

We are welcoming our first two volunteers this week.

Q1 2016 will see us raising the profile of TPW and include contacting BBL focused organisations including TV Police, community groups etc.

## Sustainability

### a) Product Development

We are determined that TPW becomes financially sustainable through production of goods. In order to do this, we are focusing down on specific product lines. The production and sale of these items we will create opportunity for local people.

Early scoping includes:

- Products with high perceived value direct to consumer/independent retailers. EG Handmade oak chopping boards, limited edition benches
- White label – manufacturing product for branded designers, retailers/distributors (EG garden furniture/benches)
- Outdoor wooden structures (Garden offices/leisure rooms, ‘Hobbit Huts’, Tiny Houses)
- “Urban/Industrial Chic” range of desks/tables
- Office desks and meeting tables
- Production of kindling and fire logs

The products will credibly leverage our key USPs = (1) Social Impact built-in (2) Made in Oxford (3) Environmentally sound timber sources

### b) Business Development

We have already been building profile, creating sales and exploring commercial opportunities/partnerships that will support TPW. Activity includes:

- Design, sale and manufacture of office furniture for Response Housing & Homecare teams
- Quoting on production of 1000 BBC ‘Spring Watch’ bird boxes.
- Second stage meeting with Tiny Houses UK (manufacturing partner/supplier opportunity)
- Agreement in principal to produce ‘Hill End’ branded range of garden furniture + bird boxes etc. Dedicated sales/display area at Hill End (25,000 visitors p/a)
- Meeting held with Westgate Shopping Centre (Land Securities). Potential for supply of benches in new centre PLUS direct intro Laing O’Rourke (lead contractor)
- Ongoing discussions with leading distributor of gift and garden products (holds relationships with key buyers at retailers such as John Lewis and Wyevale Garden Centres)
- Meeting pending with Sebastian Cox (who sells to Heals)
- Introductory meeting held with Arch Leisure (leading supplier to UK caravan parks, glamping sites, Alton Towers Leisure)
- Retail sales to Restore Café (chopping boards)
- Awaiting proposal from Arriva Training re: partnership/paid for accreditations

We are also in the process of helping the Pathway Project to renegotiate its contracts with a number of different customers. One of the main contributing factors to its current financial

position is the fact that they have been selling their products for less than the cost of production.



**To:** City Executive Board  
**Date:** 11 February 2016  
**Report of:** Head of Housing and Property  
**Title of Report:** Sale of Brasenose Farmhouse and yard

### Summary and Recommendations

**Purpose of report:** To approve the sale of Brasenose Farmhouse and yard which is held as a General Fund investment asset

**Key decision** Yes

**Executive lead member:** Councillor Ed Turner

**Policy Framework:** Efficient and Effective Council Meeting Housing Needs

**Recommendation(s):** That the City Executive Board resolves to:

1. Approve the sale of Brasenose Farmhouse and yard on the basis of the valuation set out in Appendix 3;
2. Delegate authority to the Executive Director for Regeneration and Housing to vary those terms on condition that the revised terms continue to represent the best consideration reasonably obtainable.

### **Appendices**

- Appendix 1 Plan
- Appendix 2 Risk Register
- Appendix 3 Confidential Appendix

### **Background**

1. The property comprises of an unused farmhouse, outbuildings and yard area, the site is outlined on the attached plan at Appendix 1. The house is surplus to requirements and has been vacant for over 5 years with no income. The house had previously been used for ranger

accommodation and the outbuildings as a City Council depot and office accommodation.

2. The property is to be sold with the benefit of planning permission. Planning permission has been supported in principle by the planning committee to create 4 new dwellings (2 barn conversions and 2 new builds), to be provided alongside the existing house. A condition of the consent will be that a planning contribution for 15% of the final gross development value will be due; this to be paid by the purchaser.
3. The site is held with the Council's investment portfolio with the intention that the proceeds are reinvested in due course.
4. This development will put the buildings into beneficial use and provide much needed accommodation in the City. The possibility of affordable housing on the site was considered and dismissed due to the unsustainable and unsuitable location; there are alternative residential development opportunities in more appropriate locations which could be utilised in higher priority regeneration areas.
5. An independent report was commissioned in 2013 to establish potential future uses for the site in light of the restrictions outlined under point 6 below. The report concluded redevelopment for residential use to be the only viable use.

#### **Legal Issues**

6. There is a covenant over the property which is in favour of Oxford Preservation Trust, who have agreed to lift this (in the area of the development only and as outlined in red on the plan at appendix 1) for a share of the proceeds of the sale. Further information is found in the confidential appendix 3.
7. The Headington and District Allotment Association has been consulted during the planning process and it has been agreed with them that they will be provided with new fencing, a new store with wc and additional parking prior to completion of the development pursuant to the approved planning permission.

#### **Financial Issues**

8. The sale will be a freehold sale of the outlined area only which will produce a capital receipt. Further details of the financial issues are detailed in the confidential appendix 3.

#### **Environmental Impact**

9. No impact

#### **Equalities Impact**

10. No impact

**Name and contact details of author:-**

Name Julia Castle

Job title Surveyor

Service Area / Department Regeneration and Major Projects

Tel: 01865 252223 e-mail: [jcastle@oxford.gov.uk](mailto:jcastle@oxford.gov.uk)

**List of background papers:**

None

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Appendix 2 - Sale of Brasenose Farmhouse

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Non completion	Transaction as set out does not proceed to completion	Threat	Restrictions as required by OPT and allotment association are too onerous and affects sale price or prejudices the sale	Reconsider with OPT and allotments which will cause delays and additional cost and possibly block any sale	June 2015	Julia Castle	5	1	3	1	3	2		Monitor enquiries closely	31 March 2016	In progress		Julia Castle
Unforeseen issues arise	Title issues arise or other legal issues	threat	Information which has not yet been uncovered	Delay or cost	June 2015	Julia Castle	4	3	4	1	2	2		Detailed legal pack to be provided with sale	31 March 2016	In progress		Julia Castle
Market Risk	Market changes	threat/opportunity	Wider economy	change in price	June 2015	Julia Castle	4	2	4	2	4	2		Monitor market	31 March 2016	In progress		Julia Castle

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**To:** City Executive Board  
**Date:** 11 February 2016  
**Report of:** Head of Direct Services  
**Title of Report:** Award of new contracts for building and housing materials

### Summary and Recommendations

**Purpose of report:** To request that the Executive Director of Community Services be given delegated authority to award new contracts for building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical.

**Key decision:** Yes

**Executive lead member:** Councillor Ed Turner

**Policy Framework:** Corporate Plan Priority - An efficient and effective Council

**Recommendation(s):** That the City Executive Board resolves to:

1. Grant delegated authority to the Executive Director of Community Services in consultation with the Corporate Procurement Manager, to award new contracts to the suppliers of building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical materials, as selected in accordance with the procurement process described in this report.

## Appendix 1 Risk register

### Background

1. This report explains the continued requirement for a range of building and housing materials for use by the Council, following the current contracts coming to an end.
2. The report proposes that the Council invites tenders for and awards call off contracts to the selected suppliers of the following categories of building and housing materials:
  - Plumbing and heating
  - Gas spares
  - Building materials

- Electrical
3. These contracts are required to enable the Council to maintain its own property portfolio and for trading services with supplies being sourced through contracts.
  4. The City Executive Board is asked to grant the Executive Director of Community Services delegated authority to award contracts to the selected suppliers following an EU compliant procurement process using a pan-government framework agreement.
  5. The total value of the contracts are likely to exceed the threshold in the Executive scheme of delegation above which contract awards must be approved by the Board. This report therefore seeks a delegation to the Director to approve the contract awards at the conclusion of the procurement process.
  6. Oxford City Council currently has contracts with Buildbase (a locally based company that is part of the larger Grafton Group), Parts Centre (part of Wolsley Group) and Eyre and Elliston. Buildbase supply building materials and plumbing and heating supplies, Parts Centre supply gas spares and Eyre and Elliston supply electrical materials to the Council via a Procurement for Housing framework agreement.
  7. The existing contracts expired at the end of December 2015 and have been extended until 1 April 2016 under the same terms and conditions to accommodate the procurement process.
  8. The Council maintains a large property portfolio, including the housing stock, and in doing so requires a range of building and housing materials.
  9. The Council spends approximately £2.5 million on building and housing supplies every year.
  10. The table below shows the expenditure for these categories:

<b>Lot</b>	<b>2014/15</b>	<b>2015/16 Apr to Nov</b>
Plumbing and heating	£1.175m	£909k
Gas spares	£140k	£128k
Building materials	£990k	£402k
Electrical	£600k	£356k

### **Proposed way forward**

11. The contracts will be awarded following a competitive process using the Procurement for Housing frameworks. The proposed length of contract will be for 2 years and may be extended for two further 1 year periods if performance is satisfactory. There will be 4 contracts awarded to 4 individual suppliers but there will only be 1 supplier per lot following a mini competition carried out by Procurement for Housing (pfh) using their current materials framework contract period April 2015 to April 2018.

12. There are 4 lots and the estimated spend per annum is show below:

<b>LOT</b>	<b>ESTIMATED SPEND</b>
Plumbing and heating	£1,350,000
Gas spares	£140,000
Building materials	£600,000
Electrical materials	£600,000

13. The contract terms will be based on the framework conditions. The contract will include local requirements such as the Oxford Living Wage, as well as the requirement for any vehicles over 3.5 tonnes having appropriate safety protection fitted to the vehicles to protect cyclists and pedestrians .
14. The contract will be managed by the Stores Manager supported by the Procurement & Payments team to ensure that it delivers the outcomes detailed in the Council's specification.

### **Risk**

15. This will be a call off contract with no guarantee of any level of spend by the Council. A risk register is attached to this report as Appendix 1.

### **Equalities Impact**

16. The new suppliers will be required to prepare equalities impact assessments once appointed and a regular review will take place of these as part of the contract review meetings. Adherence to the Council's Living Wage Policy is one of the conditions of this contract. Tenants will be able to benefit from the Council obtaining best value for money by this process.

### **Financial Implications**

17. The new contract will be a call off contract which will not commit the Council to any minimum level of annual expenditure.

### **Legal Implications**

18. The tender will be carried out using a framework which is managed by Procurement for Housing. The framework is compliant with EU procurement legislation, and in regard to each contract to be awarded a "mini-competition" among suppliers on the framework will take place to ensure that the Council benefits from the most economically advantageous tender offered.

### **Name and contact details of author:-**

Name: Steve Allen

Job title: Stores Manager

Service: Direct Services

Tel: 01865 335457 e-mail: [sallen@oxford.gov.uk](mailto:sallen@oxford.gov.uk)

**List of background papers: Nil**

**Risk Register: AWARD OF NEW CONTRACTS  
FOR BUILDING AND HOUSING MATERIALS**

					Date Raised	Owner	Gross		Current		Residual		Mitigating Actions
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P	
	Proposed costs exceed budget.	T	Proposed costs exceed budget.	Budget overspend or increased cost make Direct Services less competitive.	Dec 15	G Bourton	3	3	3	3	3	2	The procurement process should drive competitive prices.
	Preferred suppliers experience financial difficulties during the term of the contract.	T	Preferred suppliers experience financial difficulties during the term of the contract.	Provider unable to source and supply materials.	Dec 15	G Bourton	3	2	3	2	3	1	This risk applies to every construction reliant company in the UK. If the company goes into liquidation there are several other companies that would be able to supply products to the Council. Regular financial monitoring will be conducted.
	Contract no longer satisfies Oxford City Council's needs.	T		Provider unable to source and supply materials.	Dec 15	G Bourton	2	2	2	2	2	2	This is a call off contract. Oxford City Council is able to exit the contract and make alternative arrangements at any time.

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**To:** City Executive Board

**Date:** 11 February 2016

**Report of:** Head of Community Services

**Title of Report:** Energy & Water Supply Procurement 2016 – 2020

## Summary and Recommendations

**Purpose of report:** To seek approval for the approach to the procurement of energy and water for the period 1 October 2016 to 30 September 2020.

**Key decision:** Yes

**Executive lead member:** Councillor John Tanner

**Policy Framework:** An efficient and effective Council

**Recommendations: That the City Executive Board resolves to:**

1. approve the use of the Kent County Council energy procurement framework via its trading arm LASER (the specialist public sector energy buying organisation) for a further four years (2016-2020) to procure the Council's energy contracts from October 2016 and water contracts from April 2017;
2. approve the continuation of the energy purchasing approach of:
  - a flexible contract for larger electricity and gas supplies
  - a fixed term fixed price contract for smaller quarterly billed supplies;
3. delegate authority to the Director of Community Services in consultation with the Head of Financial Services to select the most appropriate 'flexible energy contract basket' option.
4. approve that, as part of the annual budget setting process, the Lead Member will determine the proportion of renewable energy purchased under the contract each year in consultation with the Head of Financial Services (S151 Officer) and Director of Community Services.

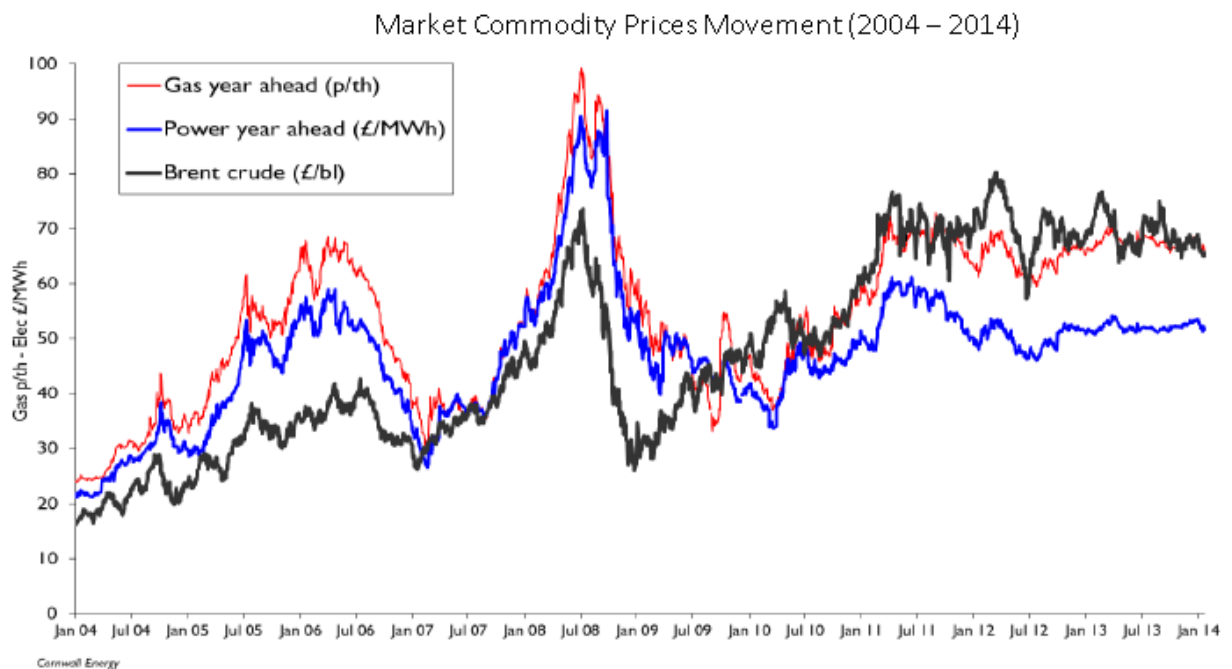
### Appendices:

Appendix 1: Laser market performance

Appendix 2: Risk Register

### Background

1. The Council's current energy purchasing arrangements using the Public Buying Organisation (PBO) LASER as a specialist energy purchasing agent were agreed at CEB in June 2011. This covered the period 1 October 2012 to 30 September 2016. This report reviews past LASER performance over the last four years and makes recommendations for the energy (and water from April 2017) purchasing approach for the new framework period 1 October 2016 to 30 September 2020.
2. LASER has been used by the Council as its main energy purchasing agent for a number of years and LASER has continued to perform well both in terms of returned prices and overall service offering.
3. Energy is currently purchased through a Flexible Procurement approach for the Council's larger electricity and gas consuming sites. This follows the best practice approach as outlined by the Cabinet Office in the Pan-Government Energy Project which recommends that all public sector organisations should adopt aggregated, flexible and risk-managed energy procurement to manage the risk of a volatile energy market.
4. To outline the nature of this market, the chart below shows historic energy market price volatility over 10 years from 2004 to 2014.



5. Purchasing energy through a PBO like LASER on a flexible energy contract meets the Cabinet Office recommendation for Council's operating in this volatile market. This approach manages risk in securing the most competitive and risk-managed energy price in an increasingly volatile and complex energy market.
6. Our existing arrangements with LASER terminate at the end of September 2016. To give the best chance of securing lower energy rates it is advised that a new contract for the period October 2016 to



September 2020 should be in place no later than 31 March 2016. This will allow for a minimum of six months of advanced purchasing of energy under the flexible purchasing arrangement.

7. The Council currently spends circa £1.62 million a year on gas, electricity and water across all of its buildings and operational sites. (800 metered supplies). The expenditure is split as follows:
  - Gas - £0.46million
  - Electricity - £0.96million
  - Water - £0.20million
  
8. Efficiency improvements at the Council, which have resulted in reduced gas, electricity and water consumption, have also made the council circa £500k/year better off (2014/15) compared to energy and water consumption levels before a carbon management plan was in place.
  
9. The contracts for the supply of electricity and gas are broken down into lots by typical annual consumption and meter type. Current arrangements with their renewal dates and typical annual consumption figures are detailed below:

<b>Energy supply</b>	<b>Number of sites</b>	<b>Annual expenditure (consumption)</b>	<b>Contract type</b>	<b>Contract renewal date</b>
Gas (large supplies)	29	c. £460,000 (14.9 million kWh)	Flexible Purchasing Contract	Oct 2016
Gas (smaller quarterly billed supplies)	35	c. £36,000 (200,000 kWh)	Fixed-term, Fixed price contract	Oct 2016
Electricity (large supplies – “half-hourly” metered)	9	c. £500,000 (5.6 million kWh)	Flexible Purchasing Contract	Oct 2016
Electricity (monthly billed non-half hourly supplies)	8	c. £130,000 (800,000kWh)	Flexible Purchasing Contract	Oct 2016
Electricity (smaller quarterly billed supplies)	c. 603 sites	c. £325,000 (2.8 million kWh)	Fixed-term, Fixed price contract	Oct 2016

10. In terms of the Council's 123 sites being supplied with water (ca £200,000 annual spend), currently Thames Water is the only supplier. However, this will be opened up to competition from other water providers from April 2017. This paper recommends using the services of a specialist PBO like LASER to renew water supply contract maximising on opportunities for lower water rates.

### **LASER performance**

11. The current agreement with LASER<sup>1</sup> bulk buying consortium is in place until 30 September 2016.
12. The total cost for using LASER across all the Council's electricity and gas supplies is currently £28,300 per annum ie 2% of the council's annual spend on these supplies (£1.4m).
13. This cost covers the management of the flexible purchase arrangement as well as bill validation on the council's larger energy supplies. This is described as the 'Fully Managed Procurement' option.
14. LASER's fees are in line with or lower than other similar PBOs available. Indicative market testing for other PBO's resulted in fee estimates of £34,000 per annum and £36,000-£54,000 per annum. LASER compares well with a current fee level of £28,200 per annum to deliver the service on the Council's portfolio.
15. In terms of prices returned from its energy purchasing provision, LASER has performed well in the market over the years, even within a relatively stable (downward trending) market where savings margins are lower. The latest LASER figures available for October 2011 to September 2014 contract period are shown in Appendix 1 of this report.
16. Independently, a London Energy Partnership report<sup>2</sup> evaluated the achieved purchase price with LASER against the average market price and rated LASER's performance as "Very good" and "Effective" on the two flexible baskets for which the Council is signed up.

### **Options appraisal**

17. In seeking to review and renew the Council's energy (and now water from April 2017) contracts the following options are presented:
- **Do nothing**
  - **Run a procurement process in-house**
  - **Use a public (professional) buying organisation (PBO) or third party intermediary (TPI) buying organisation.**
18. A detailed assessment of the above options has been carried out (See Energy Procurement Strategy, Background paper), the headlines of which are below.

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<sup>1</sup> LASER is a Kent County Council trading arm.

<sup>2</sup> Value for Money Assessment by the London Energy Partnership, 2013

19. In summary, doing nothing is not an option as this would mean that the council would slip into very expensive deemed rates/out of contract pricing arrangements with its energy suppliers without an energy contract in place.
20. Running a procurement process in-house would both be time-consuming and expensive requiring specialist energy purchasing expertise and having to run as an Official Journal of the European Union (OJEU) tendered process. The Council also does not have the large scale of purchasing volume to warrant setting up its own energy contracts via a flexible purchasing arrangement. It would also not have the buying power that a PBO or similar purchasing consortia would offer.
21. Procuring energy through a PBO is regarded as a best practice approach to mitigate energy price risk in an increasingly volatile and complex energy market and is the recommended option for OCC to pursue. PBOs are also not-for-profit organisations geared for working with public sector organisations and the constraints they have to operate in. They also present a low-risk OJEU compliant procurement route to market.

**Preferred option and benefits**

22. It is recommended to continue using the services of a PBO to procure the Council's energy. Given its good track record and level of service provided to OCC over the past three framework periods (12 years), it is recommended to continue using LASER (a not-for-profit PBO) to purchase energy (and water from April 2017) on behalf of the Council. The Energy Procurement strategy background paper provides further detail on this rationale and also assessment of other similar PBOs which provide similar services for comparable fees.
23. However it is proposed to move from a previously Fully Managed procurement arrangement on its larger supplies - where larger energy consuming site bills are validated by Laser (at a cost of ca £28k per year or 2% of annual energy spend) to a procurement only option where the Council carries out its own bill validation using its own in-house developed expertise. This will reduce LASER costs to around £17k per year – saving ca £11k in procurement charges.
24. This is possible as the Council's energy team has now established the expertise to validate energy and water bills in house using the Sigma Energy software. This, along with other energy/water management services, are being explored as a revenue generating stream for the council where the team's services are offered to other public sector organisations or local SMEs.
25. LASER is now able to provide an increased number of purchasing options (so called Energy baskets) which further balance cost against

risk. Previously two options were available – the Purchase in Advance (PIA) option - which the council currently uses - and the Purchase within Period (PWP) option. Four additional baskets are now offered depending on the appetite for risk and the nature of the energy supplies. See the Energy Procurement Strategy Background paper for more detail on the options available.

26. Discussion will be carried out through the regular quarterly meetings between Energy & Natural resources and the Council's Financial services team and a decision made jointly on the most appropriate energy basket to select during each annual framework period. Six month's notice ahead of the subsequent framework cycle (Oct to Sept) is required if OCC wants to move any supplies to an alternative energy basket. Therefore decisions would need to be made by no later than 31 March in each year of the four year framework contract.
27. For quarterly billed, smaller consuming sites fixed term fixed price contracts remain the most appropriate purchasing option given the smaller volumes of consumption and lower price risk involved.

#### **Legal issues**

28. Kent County Council (KCC) is the 'Contracting Authority' for the flexible energy supply contracts operated by LASER. The energy supply contracts are procured through OJEU compliant tender processes. KCC is a 'Central Purchasing Body' ('CPB'), as specified in the Public Contract Regulations 2006. As such, other public sector bodies are able to use the energy supply contracts without having to run separate OJEU tender processes for either the appointment of energy suppliers or LASER's contract management services. An 'Open Procedure' procurement process, in accordance with European Combined Procurement Directive 2004/18/EC, has been utilised for the tender and award of flexible energy supply contracts for the period October 2016 – September 2020.

#### **Financial Issues**

29. The Council's Finance Team will be required to engage in discussion on the suitability of the various basket options and overall portfolio performance through regular quarterly meeting between the Finance Team and Energy & Natural Resources (ENR) team. This will be led and initiated by the ENR team who have overall responsibility for managing the council's energy contracts and also managing electronic billing of all energy and water bills through the Sigma energy and water billing software it employs.

#### **Environmental Impact**

30. Renewable energy is available in the entire LASER portfolio for the flexibly purchased supplies for the duration of the new frameworks through to September 2020. However, there is no guarantee of 100% availability and this would incur an additional cost with current indication (tbc by contract start date) to be around 0.2p per unit of energy supplied

(kWh). This would equate to around £45,000 additional energy spend per year on the supplies on flexible contracts. Officers will seek to maximise the proportion of fully traceable (see below) renewable energy supplies in the contract if the utility budget allows. As part of the annual budget setting process the Lead Member will determine the proportion of renewable energy purchased under the contract each year in consultation with the Head of Financial Services (S151 Officer) and Director of Community Services.

31. Traceability of electricity supply subject to the Climate Change Levy will be available through provision of Levy Exemption Certificates (LEC) for the supplies. This will enable renewable energy sources to be identified including a full audit trail of LECs and Renewable Energy Guarantees of Origin (REGO) certificates. This will be beneficial for providing greater transparency for OCCs Carbon and Sustainability reporting as well as backing the Council's aspirations around energy and carbon emission reduction.
32. The greenest sources of energy will be sourced where viable for the quarterly supplies on the fixed term fixed price contracts - and if no more than 2% above the cost of conventional supplies - with full traceability of supply requested.
33. Demand side management options will also be available to explore as a contract option via LASER with the potential ability to receive a cost reduction or cash payment in return for being able to curtail energy usage at short notice in the Council's buildings or other energy consuming sites. This will be of increasing benefit over the years as non-commodity price elements of energy bills continue to increase (and overshadow wholesale energy prices) and again provide increasing flexibility over conventional energy contracts. It will also provide for greater integration of the Councils' energy/carbon management and energy procurement strategies – an increasing trend in the current energy market.

#### **Risk register**

34. A risk register is appended with this report. Using a PBO to procure the Energy contracts is a recommended best practice approach in the increasingly volatile and complex energy sector. Purchasing energy on flexible contracts through a PBO is also an aggregated, flexible and risk-managed way of securing energy contracts as recommended by the Pan-Government Energy Project.
35. The highest risk to the council is to not have energy contracts in place and slip in to deemed/out of contract rates for its energy supplies which are significantly more expensive than contracted rates (of the order of 50% or higher compared to arranged contract rates). The purpose of securing contracts through a PBO is to avoid this happening and also to give the best chance of securing most competitive energy (and water) contract prices.

**Equalities Impact**

36. There are no equalities impact issues with this decision.

**Name and contact details of authors:-**

Name Paul Spencer / Nicky Atkin

Job title: Energy& Carbon Manager/ Contracts and Procurement Specialist  
Environmental Sustainability/Financial Services.

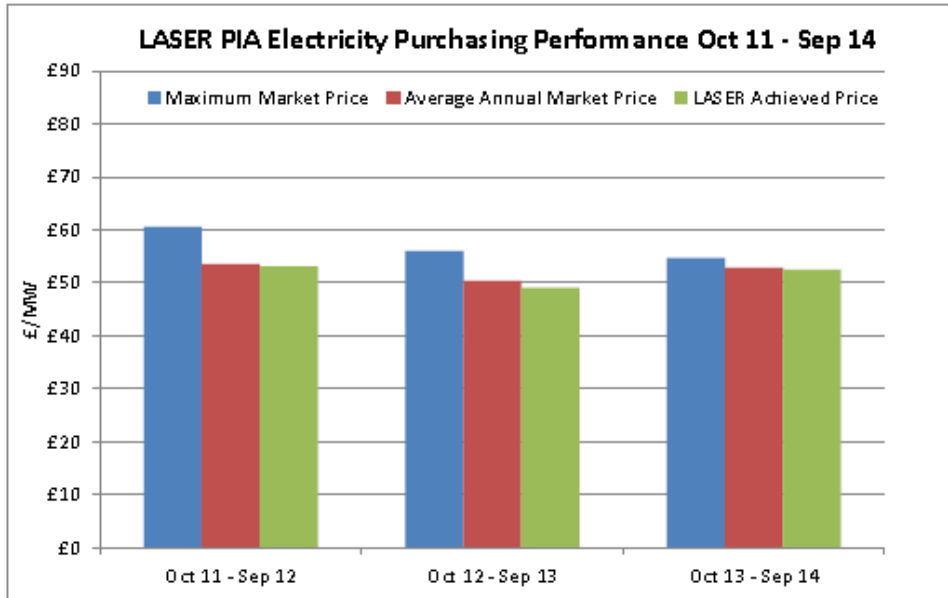
Tel: 01865 252238 e-mail: pspencer@oxford.gov.uk/ 01865 252778 e-  
mail:natkin@oxford.gov.uk

**List of background papers:**

Energy Procurement Strategy, Oxford City Council

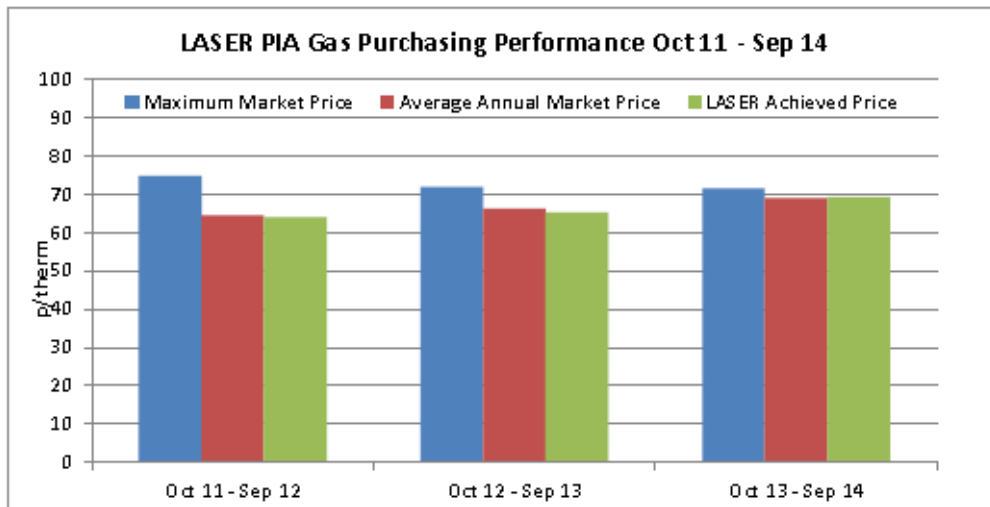
## Appendix 1: LASER market performance Oct 2011 to Sept 2014

LASER's average electricity purchase price was 1.3% below the average market price in the Purchase in Advance (PIA) energy basket. Performance over the last three years is illustrated in the chart below



Period	Maximum Market Price £/MWh	Average Annual Market Price £/MWh	LASER Achieved Price £/MWh		
Oct 11 - Sep 12	£60.57	£53.57	£53.17	-£0.40	-0.7%
Oct 12 - Sep 13	£56.00	£50.42	£49.08	-£1.34	-2.7%
Oct 13 - Sep 14	£54.68	£52.86	£52.49	-£0.37	-0.7%
3-yr		<b>£52.28</b>	<b>£51.58</b>	-£0.70	-1.3%

LASER's average gas purchase price was 0.6% below the average market price in the Purchase in Advance (PIA) energy basket. Performance over the last three years is illustrated in the chart below.



Period	Maximum Market Price p/therm	Average Annual Market Price p/therm	LASER Achieved Price p/therm		
Oct 11 - Sep 12	74.72	64.42	64.03	- 0.39	-0.6%
Oct 12 - Sep 13	71.86	66.20	65.18	- 1.02	-1.5%
Oct 13 - Sep 14	71.49	68.97	69.26	0.29	0.4%
3-yr		<b>66.53</b>	<b>66.16</b>	- 0.37	-0.6%



Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Loss of HRA monies	Deadline is missed for LASER framework sign up.	T	Failure to get agreement to procurement route before mid-March 2016	The Council has no control over the rate paid for energy due to not being in contract	21/12/2015	P.Spencer	1	1	1	1	2	1		Sufficient planning has been conducted to ensure contingency in the award process.	21/12/2015		75%	P.Spencer
Delay to having a new contractual arrangement	Various procurement baskets become unavailable throughout the contract term	T	LASER have stated that they will not offer certain baskets if there is insufficient interest by their customer base.	The Council will have to review its choice of baskets, should the preferred option not be available.	21/12/2015	N.Atkin	1	5	1	5	1	5		Regular review of the market via LASER so that we are clear on the best basket for the current market conditions.	21/12/2015		75%	N.Atkin in consultation with P.Spencer
New contract price is higher than allotted budget	Contract rates are higher than the allotted budget	T	Contract prices for existing contract have largely remained static for 5yrs and it is anticipated that there will be an increase to rates for the new contract.	The Council would have to increase the budget to meet requirement.	21/12/15	Jo Colwell	2	8	2	8	2	8	LASER are very good at keeping their customers informed about the market. Their buyers are constantly engaged with the market and aware of outside forces that can affect pricing.	The expectation that the electricity market will rise during the course of this contract has already been made clear. Fixed cost / fixed term on the quarterly billed sites will allow for initial price certainty. Close working with the Finance Business Partner at all times to prepare for any significant rises throughout the contract term.	21/12/15		75%	Jo Colwell in consultation with the Finance Business Partner

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**To:** City Executive Board

**Date:** 11 February 2016

**Report of:** Head of Housing and Property Services, Head of Direct Services, Head of Business Improvement

**Title of Report:** Replacement of Housing Computer Systems

## Summary and Recommendations

**Purpose of report:** To seek project approval for the purchase of new Housing IT Systems.

**Key decision** Yes

**Executive lead member:** Councillor Mike Rowley

**Policy Framework:** An efficient and effective Council

**Recommendation:** That the City Executive Board resolves to:

1. grant project approval for the tendering of the Council's housing systems; and
2. delegate authority to the Executive Director Organisational Development and Corporate Services to award the contract for new Housing IT System(s) on the basis of the most economically advantageous bid.

## Appendices

### Appendix 1 - Risk Register

#### Background

1. In 2014 the Council commissioned NCC (National Computer Centre) to carry out a major review of its software systems and make recommendations for potential rationalisation and efficiencies. The review was informed by a series of focus groups including service users and IT staff as well as market intelligence. A priority recommendation arising from the review was the need to retender the Council's housing related systems.

2. The current housing systems used by the Council are:
  - Northgate Housing for housing management – rents, voids, leaseholders etc. and
  - Civica Servitor for housing repairs, job costing and traded services
3. Additionally a range of ancillary systems are used to support specialist functions:
  - DRS (Xmbrace) – job scheduling and appointments
  - Codeman (Northgate) – housing asset management
  - DataStox (DataStox) – stores
  - iCaseworks (iCaseworks) – anti social behaviour
  - Information@Work (Northgate) – document management (also used by Finance with the Academy system)
4. The systems interface with other core Council systems as follows:
  - Agresso Finance – rents, repairs third part supplies, income from traded services
  - Academy Benefits – housing benefits
  - Lagan CRM – online applications for housing services
  - ePay BACS – direct debit rent payments
  - Paris - payments system
5. Software support and maintenance costs for the housing related systems are around £148K per annum. On average a further £65K is spent each year on upgrade and enhancement projects.
6. Servitor is central to the day to day operations of Direct Services. Considerable investment has been made to improve the solution and make use of improvements in the mobile technology and scheduling tools and around 180 staff use the mobile application. The solution is also central to the management and job costing of a wide range of traded services.
7. Northgate Housing has been upgraded from time to time but there have been a number of difficulties that have prevented the service from taking full advantage of new functionality provided by most recent software releases. Changes to the underlying technology platform and historic customisation of the application by the Council to meet business needs at the time mean that current data structures cannot easily be adapted to work with the latest version of the application.
8. The ICT Strategy agreed at CEB on 11 June 2015 included a commitment to retender all IT systems as and when contract periods end. The Council is now in a position where it needs to tender these systems.
9. There are a number of routes to procurement including :

- **Open competition (open or restricted procedure)** – this will require the authority to prepare a specification which is generic and not specific to the existing system. There is a cost to tendering which would be higher than if we go down the framework route.
- **Framework** – frameworks provide the ability to run a mini tender with suppliers who have already been checked for financial standing and ability to deliver the contracts.

### **Housing IT Systems Tender**

10. The core functions provided by the systems detailed in para 2 above are in scope for the housing systems tender.
11. It is expected that the tender will be divided into lots to encourage a range of providers to bid and secure best value.
12. All of the other housing related IT systems (as per para 3) will be considered in terms of their current contract period and their potential to integrate with a new solution. This is in line and consistent with the recommendations arising from the Applications Rationalisation Review (referred to in para 1).
13. Tenders will be evaluated by a multi-disciplinary project group (including service users) on the basis of most economically advantageous solution.
14. The Board is asked to delegate authority to award the new contract(s) to the Executive Director Organisational Development and Corporate Services.

### **Legal Issues**

15. There are no known legal issues. The procurement of new housing IT system(s) will be carried out in accordance with the Public Procurement Regulations 2015.

### **Financial Issues**

16. The ongoing software support and maintenance cost of the housing IT system(s) will be managed within existing revenue budgets.
17. The scale of the change project will vary depending on the solution that is chosen. If the procurement process results in the replacement of either of the main housing systems then the typical timescale for procurement and implementation would be 12 to 18 months. The implementation timetable will be dependent on the procurement and replacement of the Councils Financial Management System which depending on the agreed way forward would take precedent over this housing.
18. The additional cost to migrate to a new system would be in the order of £600K for new licences, implementation project resource and backfilling of key staff. This is included in the Medium Term Financial Plan with costs split between the HRA and the General Fund.

19. The intention is to name other local authorities within the procurement exercise, on the basis that other authorities may be added to the procurement, potentially reducing the cost of procurement, implementation and on-going support.

**Risk Implications**

20. The risks associated with this project are shown in Appendix 1.

**Environmental Impact**

21. There are no specific environmental impacts.

**Name and contact details of author:**

Name Paul Fleming  
Job title Chief Technology and Information Manager  
Service Area Business Improvement  
Tel: 01865 252220 e-mail: [pfleming@oxford.gov.uk](mailto:pfleming@oxford.gov.uk)

Appendix 1 - Housing IT systems replacement

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Skills	Insufficient breadth and depth of skills implement the chosen solution	threat	limited skills in some technical areas or single points of resource for key applications	unable to resolve operational issues for live services; slow progress on development projects	November 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	2	3	2	2	1	business and ICT skills required already established within the services; there is limited experience of implementing new systems on this scale	ensure that project management resource with specific Housing system implementation experience is included in the project plan	June 2016	not started	0	Head of Service Housing and Property, Head of Direct Services
Budget	Unable to fund migration project required to implement proposed solution	threat	Lack of budget planning or unforeseen costs mean budget is exceeded	Service levels reduced, integrity of housing systems is compromised and project is delayed	October 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	3	3	3	2	2	migration costs estimated to be approx £600K	include budget in capital bid for 2016/17 - split between HRA and General fund	March 2016	in progress	10%	Chief Technology Manager
Capacity	Unable to deliver new Housing Systems with existing ICT, Housing and Direct Services resources	threat	Insufficient resource to meet demands and timescales of business users / service plans	Housing systems not able to respond to needs of business areas; reduced confidence in Housing, Direct Services and ICT	September 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	4	3	4	2	2	existing experience housing specialists will need to be released to focus on the implementation	include backfill resource as part of business case	ongoing	in progress	5%	Head of Service Housing and Property, Head of Direct Services
Technology	Service does not keep pace with technology and industry developments	threat	Too much focus on operational service means strategic ICT issues and trends not considered in service design	New opportunities for service improvement and smarter ways of working are missed	November 2015	Chief Technology and Information Manager	2	3	2	3	1	1	technical resource will be needed from procurement and finance to support the project	ensure that new infrastructure contract provides flexibility to adapt to new options (eg cloud hosted)	June 2016	in progress	25%	Chief Technology Manager
Legislative	Changes in legislation for Housing impact on HRA	threat	Central Government changes to Local Government Housing policy and processes	Housing service has insufficient budget to implement new systems	November 2015	Head of Service Housing and Property												Head of Service Housing and Property
Procurement	Use of current systems is challenged because contracts are not in place	threat	Other suppliers of housing systems may question the contractual basis for the continued use of the current providers	Reputational damage	November 2015	Head of Service Finance	3	2	3	2	3	1		commence the procurement process to give all providers a fair chance to bid	June 2016	in progress	5%	Head of Service Finance

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**To:** City Executive Board

**Date:** 11 February 2016

**Report of:** Executive Director of Regeneration & Housing

**Title of Report:** Private Sector Housing Policy 2016 - 2019

## Summary and Recommendations

**Purpose of report:** To approve a draft Private Sector Housing Policy for discussion and amendment prior to public consultation.

**Key decision** Yes

**Executive lead member:** Councillor Bob Price – Leader of the Council

**Policy Framework:** Corporate Plan Objective applicable to the following Corporate Priorities - Meeting housing needs/ Strong and active communities/An effective and efficient council

**Recommendation(s):** That the City Executive Board resolves to:

1. Approve the draft Private Sector Housing Policy 2016 – 2019 for public consultation.

## **Appendices**

Appendix 1 – Private Sector Housing Policy

Appendix 2 – Risk Register

Appendix 3 – Equalities Impact Assessment, (EIA)

## **Introduction**

1. Oxford City Council has a strong record of successful interventions in the private rented sector. In recent years the focus has primarily been on regulating the HMO market in the City due to the need to improve the management and property conditions in that sector being such a high

priority. However, the demand for housing and the substantial growth in the private rented market as a whole in Oxford has introduced new challenges and a fresh policy is required to set a direction of travel for the next three years.

2. More people now rent rather than own their home in Oxford. The private rented sector (PRS) has increased in size by 50% in ten years and is now substantially larger than the social housing sector.
3. There appears to be no slow down in sight for the growth of the PRS, despite government policies to increase housebuilding and tax changes designed to make buy to let less attractive and profitable. It is worthy of note that in an era of deregulation several pieces of new legislation have been introduced by the government aimed at the worst excesses of the PRS. It is clear that government endorses the view that the sector requires a greater level of regulation than has been the case historically.
4. This Draft Private Sector Housing Policy sets out the principles and practices that the City Council will apply to ensure that the PRS is adequately regulated and improved. The main priority areas that we have identified are:

#### *HMO Licensing*

- The Council's Award winning Additional HMO Licensing Scheme is a major plank in the Council's approach to regulating and improving some of the worst housing stock in Oxford. The Licensing Scheme will be maintained and further refined and improved, with a greater focus on unlicensed HMOs

#### *Regulation and Improvement of Dwellings Occupied by Families or Single Occupants*

- Continuing and extending the proactive work being carried out in the non-HMO rented sector, targeting rogue landlords and using EPC data to identify properties in poor condition
- Identifying and introducing a Selective Licensing Scheme to deal with poor management and property conditions and address anti-social behaviour associated with non-HMO privately rented properties

#### *Unlawful developments*

- Dealing with unlawful developments being used as substandard accommodation and ensuring that "beds in sheds" do not become an accepted feature of the PRS in Oxford

### *Providing housing assistance*

- Continuing to support some of the most vulnerable people in Oxford by providing facilities which enable them to live in their own homes with dignity, and provide support allowing them to get home from hospital
  - Enabling funding for home improvements for owner-occupied properties in poor condition.
5. The policy also clarifies the enforcement approach that will be taken to ensure that minimum statutory standards are met.

### **Development of the Policy**

6. The policy has been developed by the Environmental Health team in Planning and Regulatory Services, with input from colleagues in Housing and Property, Planning Policy, Building Control and Environmental Sustainability.

### **Consultation Process**

7. Throughout the eight week consultation period the draft strategy will be available on the Council website and will be available for comment through the on-line consultation page. A press release and posts on social media will coincide with the start of the consultation.
8. Direct invitations to comment will be sent to the following stakeholders:
- Residents Groups
  - Landlords and letting agents (newsletter)
  - Oxfordshire County Council (Fire Service, Social Care, Public Health)
  - Student representatives
  - Shelter
  - Public Health England

### **Legal Issues**

9. There is a statutory requirement to maintain compliance with the provisions of Parts 1 & 2 of the Housing Act 2004. The proposed policy seeks to ensure that this provision will continue to be met.
10. Prior to the introduction of a Selective Licensing Scheme, legal advice will be required to assess the evidence.

### **Financial Issues**

11. No new money is being requested or committed by the Policy.
12. The policy seeks to clarify the procedure regarding works in default where the Council has served legal notices which have not been complied with and has to carry out works to make a property safe.

### **Environmental Impact**

13. The policy details the use of powers and financial incentives over the short and longer term to more effectively improve energy efficiency in the PRS and to assist vulnerable home owners. Our aim is to reduce fuel poverty, while increasing investment in the sector. These measures will also have a positive environmental impact as they will be effective in reducing Oxford's carbon footprint as well as improving the city's environment.

### **Level of Risk**

14. A risk register is attached as Appendix 2.

### **Equalities Impact**

15. A completed EIA is attached as Appendix 3.

#### **Name and contact details of author:-**

Name: Michael Browning

Job title: Team manager Private Sector Safety Team

Service Area / Department: Planning and Regulatory Service

Tel: 01865 252540 e-mail: mbrowning@oxford.gov.uk

**List of background papers:** None



# PRIVATE SECTOR HOUSING POLICY

2016 – 2019

Building a world class city for everyone.



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## Forward by the Leader of the Council



### Introduction

At a time when there are many changes affecting the role of local authorities in respect of the private rented sector, (PRS), this document sets out the Council's Private Sector Housing Policy for the period 2016 – 2019. It forms the basis for development of the Council's policies relating to private housing and takes full account of our wider social housing policy.

The City Council believes that residents across all tenures should have the opportunity to live in a decent home, which is safe, warm and secure. While this policy document focuses largely on private rented premises, it also deals with other tenures, such as owner occupied dwellings where vulnerable residents are unable to maintain their properties or who require major repairs or adaptations. It is recognised that a number of homeowners, particularly among the elderly or other vulnerable groups, may not have the resources to carry out such important repairs and improvements.

It is well documented that sub-standard homes have a generally negative impact on the health of the people who live in them. There are clear links between damp, cold homes and the incidence of illnesses, such as asthma, respiratory disease, heart attacks and strokes. A home may also contain significant hazards which increase the risk of harm from falls, fire, scalds, electric shock, asbestos etc.

Studies have also shown that the impact of poor housing is not confined to physical effects. Homes that are vulnerable to burglary, poor noise insulation, overcrowding, inadequate lighting, damp, cold, etc., may cause anxiety and depression, and can have a serious effect on children's educational attainment and physical development.

This policy sets out the present baseline conditions of Oxford's private rented sector housing and the City Council services that have been working to improve those conditions. It then goes on to set out how over the next three years, the Council, working with other stakeholders, will address the complex issues that affect the sector. This is vital for the future of the city; as we seek to build and maintain sustainable neighbourhoods, we must tackle poor quality housing and this will in turn deliver wider benefits for the health of residents and the quality of the city environment.

Councillor Bob Price

Leader of the Council, Leader of the Labour Group, Board Member for Corporate Strategy and Economic Development



## Aims and Objectives

### 1. Delivery

1.1 Oxford City Council already has a successful record of dealing with Private Rented Sector (PRS) issues. A number of our policy interventions have been recognised by external bodies as exemplars of good practice and it is the intention of the Council to continue the general approach that has served the city well in recent years. The Private Sector Housing Policy will act as an overarching document setting out the Council's priorities and targets. Actively promoting the 'One Council' ethos, these will be delivered principally through a series of partnership working and related action plans, which in turn relate to specific teams within the Council.

1.2 Our key priorities for this Policy are to:

- Protect the health, safety and welfare of residents through education and information and where necessary, enforcing statutory housing standards
- Improve the management and condition of the PRS by implementing proactive interventions such as licensing schemes
- Provide targeted financial assistance to residents who need it to enable them to live in decent, safe, warm and secure homes
- Actively seek to reduce fuel poverty through targeted assistance and intervention.
- Facilitate and enable the return to use of long term empty properties
- Provide services which assist residents with disabilities to enjoy and make the best possible use of their home.
- Provide preventative services which assist older residents to remain safe, secure, warm and comfortable in their own home

1.3 To achieve the above, the key drivers for this Policy are:

- To maximise the contribution that the private rented sector can make to the stock of good quality, safe accommodation
- Through a regime of reactive and pro-active initiatives, to minimise the risks to the health, safety and welfare to those living in the private rented sector
- To ensure through cross Council working and integrated corporate activity that the private rented sector does not have a deleterious impact on the urban environment

## Chapter 1

### Strategic Context

*Summary:- This section of the Policy explains the current state of the housing market and the background of national legislation and how this influences the setting of priorities for the Council in relation to the Private Rented Sector, (PRS).*

### 2. National Policies

2.1 In November 2011, the government published a Policy document “Laying the Foundations: A Housing Strategy for England”. The Strategy was a response to the challenges facing the sector that have emerged in recent years and which have even greater relevance today:

- buyers can't buy – with the average age of an unassisted first time buyer continuing to rise and families struggling to ‘trade up’
- lenders are not lending enough – with high deposit requirements excluding young people and families from home ownership
- builders are not building – without consumers ready to buy and without enough land for development or access to finance
- investors are not investing – without the right framework or incentives in place
- more affordable housing is needed – to deliver new homes and support the social mobility and aspirations of tenants and communities
- tenants are struggling to pay high rents – as pressures increase in the private rented sector.

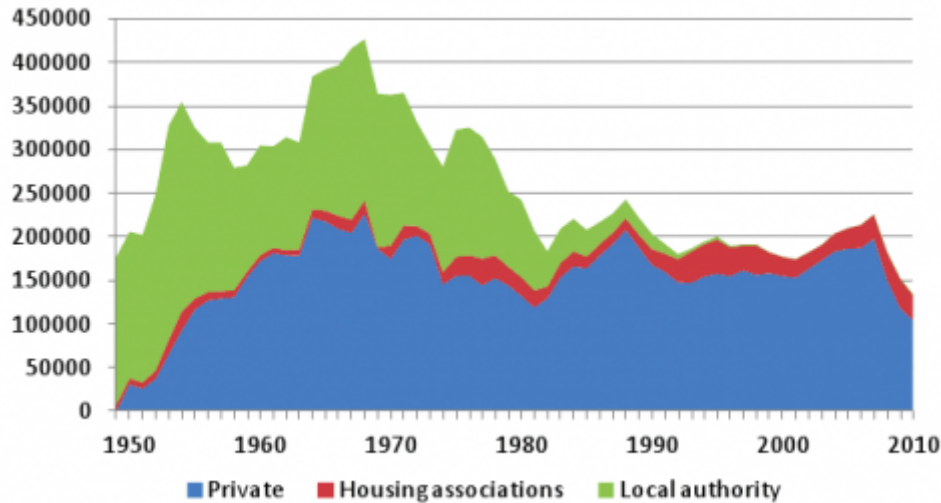
2.2 Although the main focus of the document was on the housing market as a whole, it included two chapters on proposals dealing with the growth and quality of the PRS and with empty properties. The government signalled that they wanted local authorities to make full use of their powers to tackle dangerous and poorly maintained homes.

2.3 There have not been any significant proposals for new primary legislation since the introduction of the Housing Act 2004, which implemented the Housing Health and Safety Rating System (HHSRS), mandatory licensing, additional licensing and selective licensing. Successive governments have introduced a number of regulations and have made other noteworthy consequential changes to existing legislation; however there have been no further significant changes to the regulatory framework governing the PRS.

2.4 There is at present a desire from the government to strengthen powers given to local authorities around the PRS using the current framework and a series of amendments have been introduced and further new regulations are planned. This is primarily in response to concerns about tenants being exploited by rogue landlords who provide substandard, overcrowded and/or illegally constructed accommodation, and Houses in Multiple Occupation (HMOs) that are occupied by illegal immigrants. There have also been steps taken to improve controls over letting agents and to prevent retaliatory evictions, both of which have been issues raised by many tenants who are dependent upon the PRS. It seems very likely that the PRS will be the only housing tenure that is available to many people in the future, leading the government to implement measures which will provide local authorities with the necessary controls over the worst practices found in that sector.

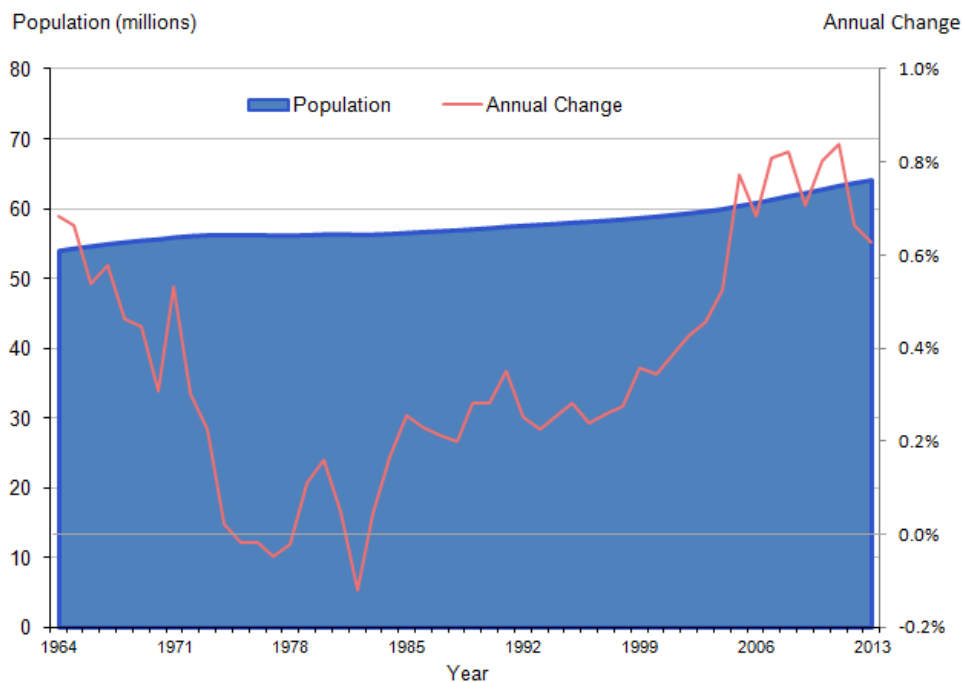
2.5 One reason for increased pressure on the existing stock is that the demand for housing in many areas is significantly outstripping the supply. The number of housing completions between 1950 to 2010 shows that house building by local authorities declined dramatically in the 1980's and housing associations have not been able to make up the difference. Recently the number of new build completions suffered badly because of the recession at a time where the population was growing rapidly.

Figure 1 – House Building in England 1950 – 2010



2.6 With a growing population, the number of households in England is also forecast to keep rising in the years ahead. Currently, the number of households in England is projected to grow to 27.5 million in 2033, an increase of 5.8 million (27 per cent) over 2008, or 232,000 households per year.

Figure 2 – Mid-year population estimates and annual change for the UK mid-1964 onwards

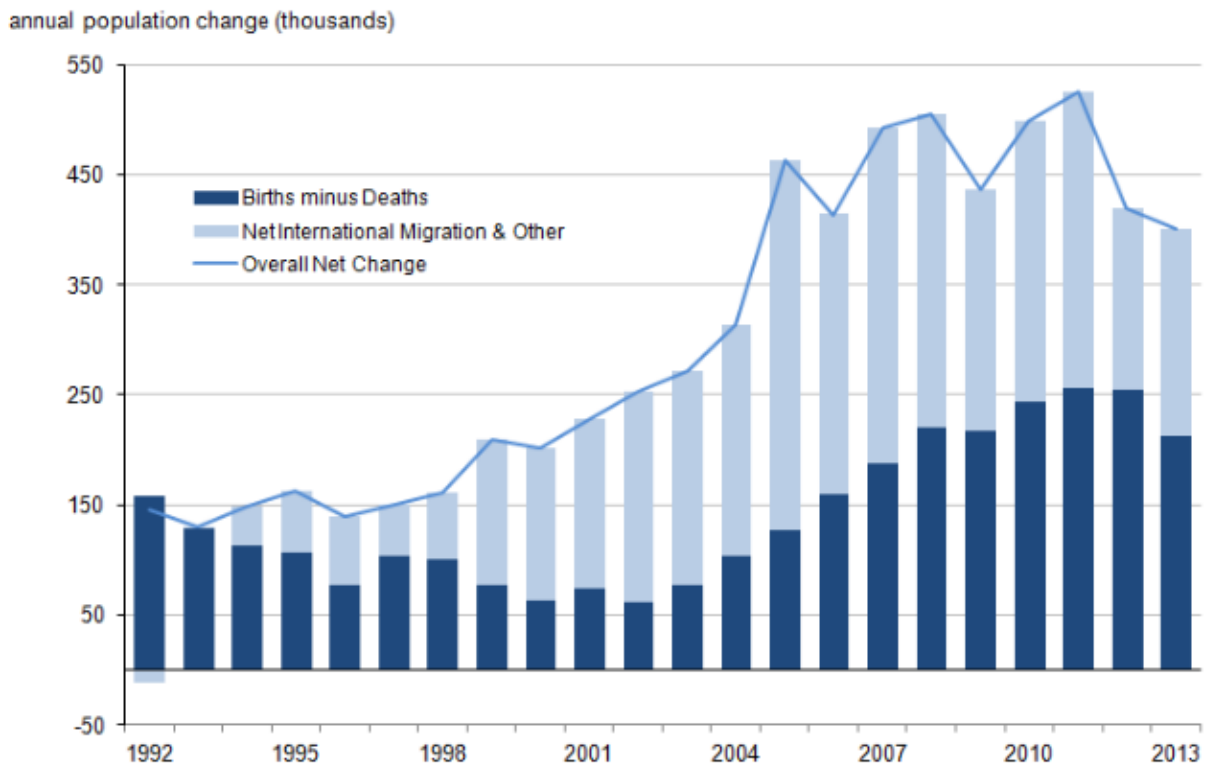


**Notes:**

1. Source: ONS, NRS, NISRA

2.7 International migration contributes around 40 per cent towards this projected increase in households and the impact of migration on population growth can be seen below:

Figure 3 – Annual Population Change

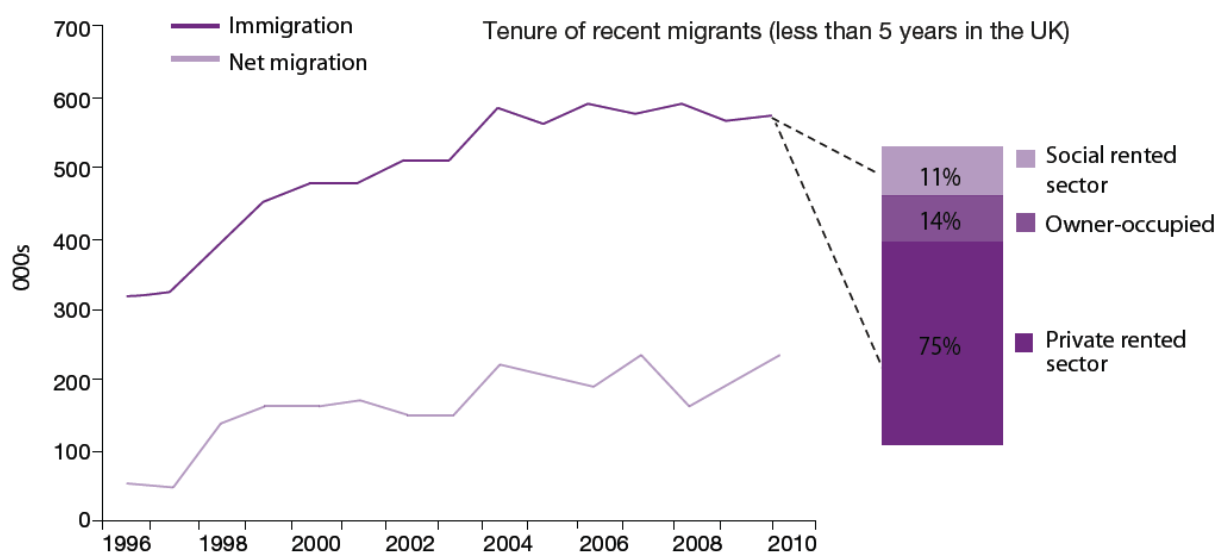


**Notes:**

1. Source: ONS, NRS, NISRA

2.8 This is of particularly significance as research indicates that around 75% of recent migrants to the UK are housed in the PRS.

Figure 4 – Tenure of Migrants



Source: ONS, DCLG and Migration Observatory (2011)

2.9 The makeup of England’s housing stock changed dramatically between financial year 2000/01 and financial year 2011/12, as can be seen from the DCLG figures in Table 1 below. The overall

number of dwellings has seen growth of 9% over this period, rising from 21.2 million in financial year 2000/01 to 23.1 million in financial year 2011/12. But it is the rise of the PRS that is most striking. The PRS became the second largest tenure after owner occupation in 2010/11 and at 4.29 million units, this is the highest recorded level of private rented units since 1961.

Table 1 – England dwelling stock broken down by tenure, 2000 to 2012

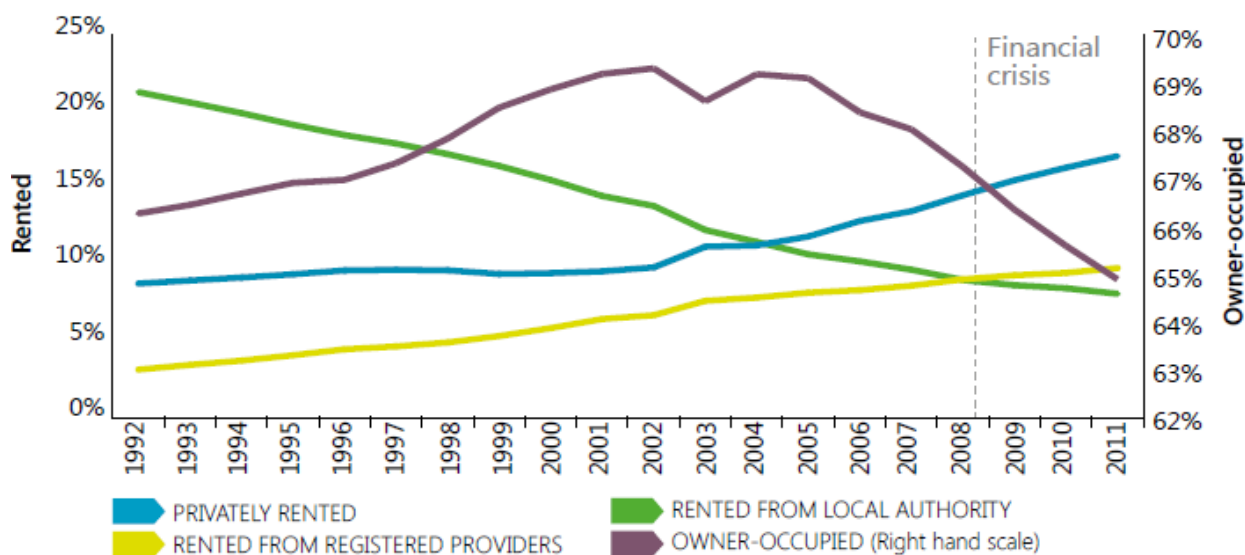
Financial Year	Local Authority	Private Registered Providers	Owner Occupied	Privately Rented	Other Public Sector	Total
2000-01	2,812,000	1,424,000	14,735,000	2,133,000	103,000	21,207,000
2001-02	2,706,000	1,492,000	14,846,000	2,197,000	112,000	21,354,000
2002-03	2,457,000	1,651,000	14,752,000	2,549,000	104,000	21,513,000
2003-04	2,335,000	1,702,000	14,986,000	2,578,000	83,000	21,684,000
2004-05	2,166,000	1,802,000	15,100,000	2,720,000	82,000	21,870,000
2005-06	2,087,000	1,865,000	15,052,000	2,987,000	82,000	22,073,000
2006-07	1,987,000	1,951,000	15,093,000	3,182,000	75,000	22,288,000
2007-08	1,870,000	2,056,000	15,067,000	3,443,000	74,000	22,510,000
2008-09	1,820,000	2,128,000	14,968,000	3,705,000	74,000	22,694,000
2009-10	1,786,000	2,180,000	14,895,000	3,912,000	66,000	22,839,000
2010-11	1,726,000	2,255,000	14,827,000	4,105,000	63,000	22,976,000
2011-12	1,689,000	2,304,000	14,757,000	4,286,000	75,000	23,111,000

Source: DCLG

2.10 The rise in the PRS can be seen clearly in the figure below:

Figure 5 – Proportion of Dwellings, (United Kingdom)

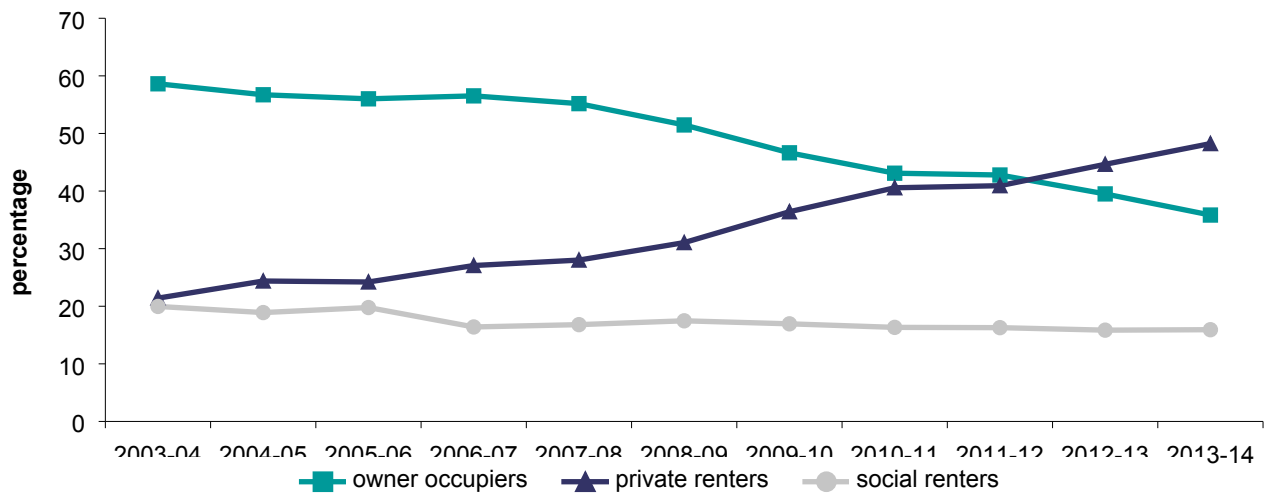
Proportion of dwellings, UK



Source: Knight Frank Residential Research / DCLG

2.11 The latest English Housing Survey 2013/14 (EHS) reported in February 2015 that the PRS has now grown to 19%, up from 18% in 2012-13 and 11% in 2003 and that nearly half of 25 to 34 year-olds rent their home. (see figure 6 below).

Figure 6 – Tenure profile for 25-34 year olds

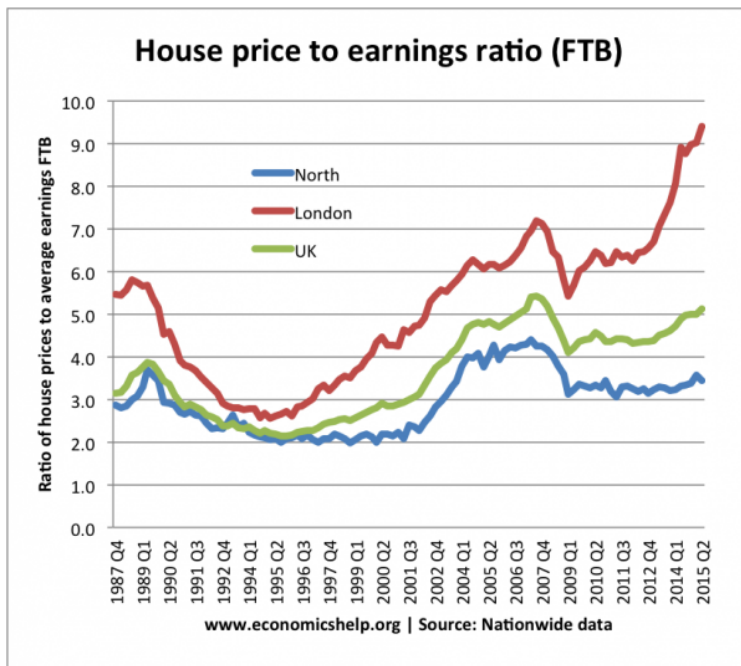


2.12 Further analysis shows that 59% of 25 to 34 year-olds owned their own home just over 10 years ago, but by 2014 this number had fallen substantially to only 36%. Rising house prices have seen many young people priced out of buying a home, while the percentage of young people renting their homes from a private landlord has more than doubled in a decade and now stands at 48%.

2.13 Affordability is another key factor that has impacted upon the housing market and the figures for house price to earnings from 1987 to 2015 show how affordability, particularly in the London (and therefore the south east) has declined.

Figure 7 – First Time Buyers – House Price to Earnings Ratio

First Time Buyers – House Price to Earnings Ratio



2.14 A total of 2.9 million people aged 20-34 are currently living with parents and for many in this age group home ownership is no longer a tenure of choice or aspiration resulting in the PRS being the only viable housing option.

**Impact of Buy to Let**

2.15 A key element in the development of the PRS in recent years has been the growth of the buy-to-let market. Introduced in 1996, buy to let mortgages have helped transform the PRS. Within five years, ARLA recorded a 49% increase in new landlords and in that 18 year period buy to let has offered housing to a wide range of new tenants who might, in earlier periods, have been drawn into owner occupation. A 2014 report by the Local Government Association, (LGA) estimated the number of buy to let landlords at 565,000 or 1 in 5 of all landlords. Figures published before the Government’s Autumn 2015 statement on future public expenditure, suggested that by 2032, more than one in three properties will be owned by private landlords.

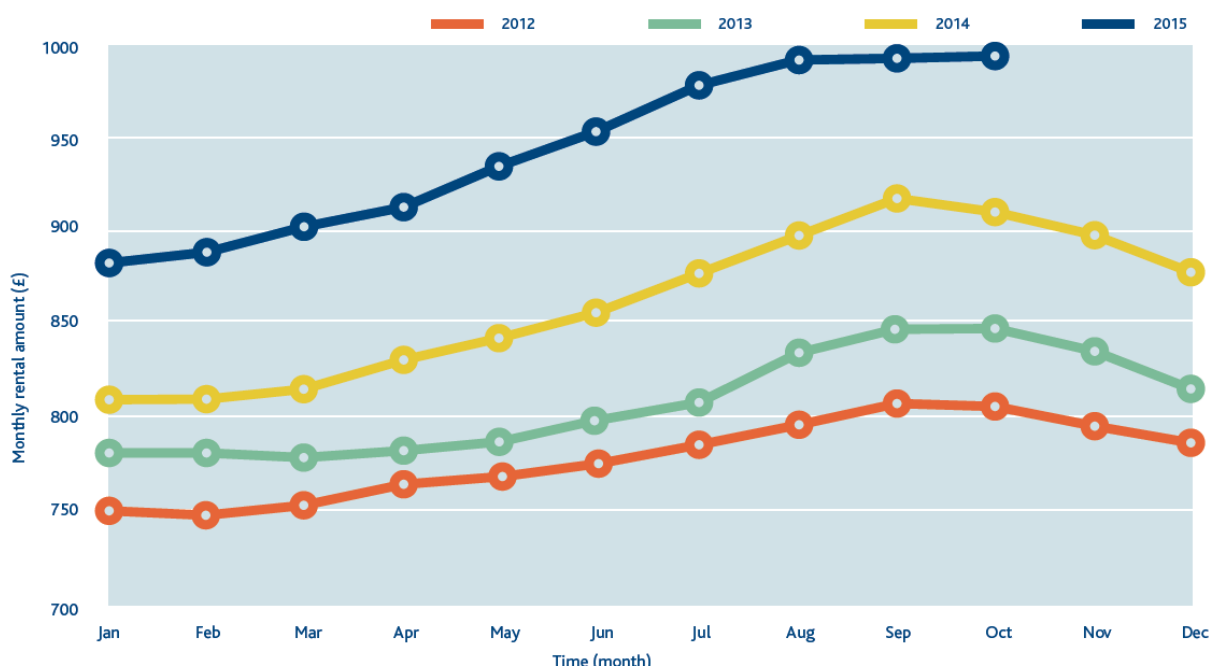
2.16 Government tax changes to the buy to let market announced in November 2015, are to be phased in from 2017 and fully implemented by 2020. These changes largely affect the higher tax rate brackets, but the consequences are likely to cascade down to affect all buy to let landlords. When these changes are implemented, there may be a small reduction in the number of available PRS properties as existing landlords sell and fewer seek buy to let mortgages.

### Impact of house prices on the PRS

2.17 Nationally, house prices are very expensive and in the UK, house price to salary ratio is amongst the highest in the developed world. In parts of the country, access to home ownership is restricted due to high prices and pressure on the PRS is driving up rents making them unaffordable for those on lower incomes and increasing spending on Housing Benefit. Rental costs have also increased considerably. The average UK rent for tenancies in October 2015 was £997pcm, 9.7% higher than the same period last year (£909pcm). Figure 8 below highlights how rents have increased from 2012:

Figure 8 – Average UK Rental Prices

### Change in UK average rental prices



### **3. Oxford - The Local Context**

#### **Location, Population and Characteristics**

3.1 Oxford is located in the South East region of England, 51 miles (82 km) north-west of London and is the county town of Oxfordshire. Oxford's population grew by 12% over the decade 2003–2013, making it the eighth fastest growing English city with 158,000 residents and is projected to reach 165,000 by 2021. It is the 52nd largest city in the United Kingdom. One of the fastest growing and most ethnically diverse cities, Oxford has a broad economic base. Its industries include motor manufacturing, education, publishing and a large number of information technology and science-based businesses. The City is known worldwide as the home of the University of Oxford, the oldest university in the English-speaking world and as the "City of Dreaming Spires", a term coined by poet Matthew Arnold. It is also the home of Oxford Brookes University, one of the country's best 'new' universities, with a strong orientation towards professional and technical education.

#### **Oxford Corporate Plan 2016 – 2020**

3.2 The City Council's corporate plan identifies five key priorities for new investment and sets out the Council's strategic direction for the four year period from 2016 - 20. The five priorities are:

- A Vibrant, Sustainable Economy
- Meeting Housing Needs
- Strong and Active Communities
- A Clean and green city
- An Efficient and Effective Council

3.3 This policy document contains elements which contribute to all of the Council's corporate objectives, but its main focus is on 'Meeting Housing Need'. In the Corporate Plan the Council has committed itself to six key policy objectives, and one of these is to improve standards in the PRS by the following actions:

- reducing HMO Licence Fees for accredited landlords while increasing charges for those who fail to apply for a licence; the policy objective is to ensure that all landlords sign up for the accreditation scheme and to continue to improve standards across the city
- enforcing standards in the private rented sector more proactively
- managing the impact of private rented housing on communities and neighbourhoods. Change of use from a family or single unit dwelling into an HMO now requires planning permission. There is a presumption against new HMOs in areas which already have a significant concentration
- working with Oxford Brookes University and the University of Oxford to tackle issues relating to student housing, particularly in East Oxford
- using targeted noise enforcement as part of a programme of assistance for neighbourhoods whose character is adversely affected by HMOs and entertainment venues
- using our Home Improvement Agency to improve the homes of elderly and vulnerable home owners.
- adapting private dwellings to make them suitable for those with disabilities.



3.4 These have been translated into the performance targets illustrated in table 2 below.

Table 2 – Performance Targets

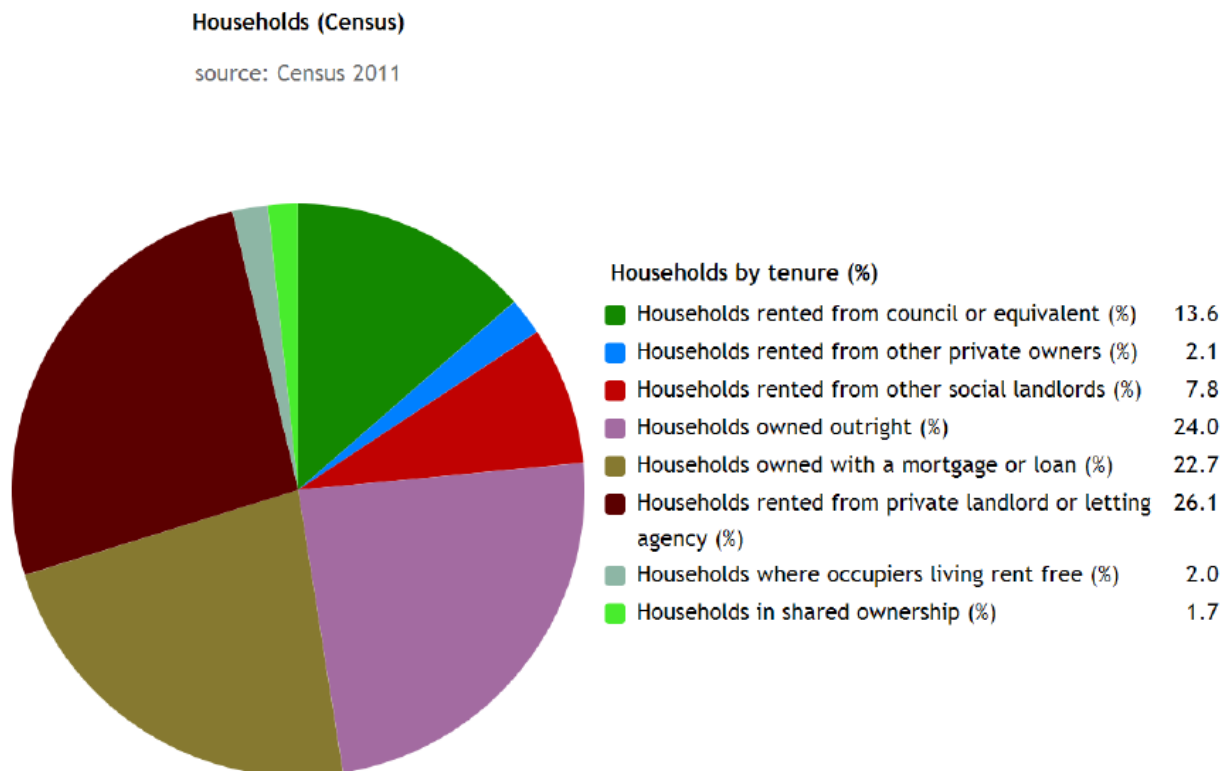
Measure Code	Council Priority	Measure Name	2016/17	2017/18	2018/19
ED01	Meeting Housing Need	The percentage of HMO's subject to agreed licence provisions	70	75	80
ED04	Meeting Housing Need	Percentage satisfaction with HIA service	94	95	95
ED05	Meeting Housing Need	Number of proactive HHSRS inspections carried out in the PRS	250	260	270

### Housing Market/Tenure Mix

3.5 The 2011 Census estimated a figure of 55,375 dwellings across all tenures in Oxford of which 24% were owned by their occupiers outright (no mortgage), compared with 31% nationally; 23% of properties were owned by their occupiers with a mortgage, compared with 33% nationally.

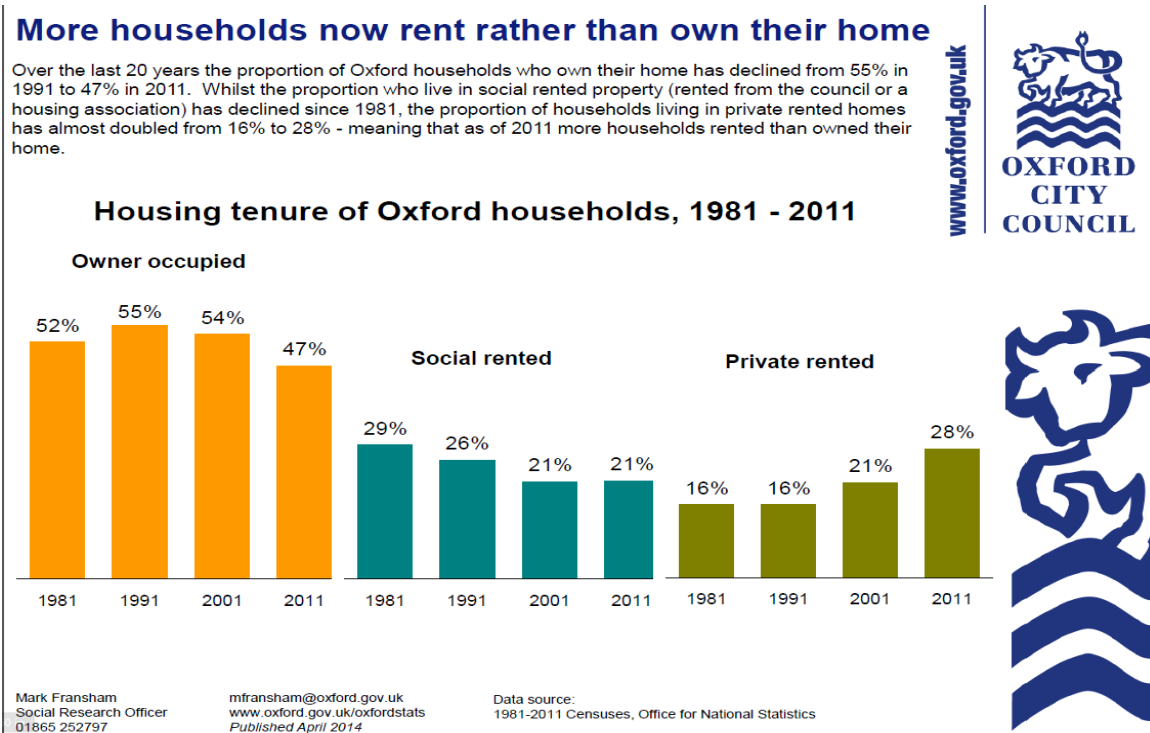
Figure 9 – Households by Tenure

### Pie chart of households by tenure in Oxford



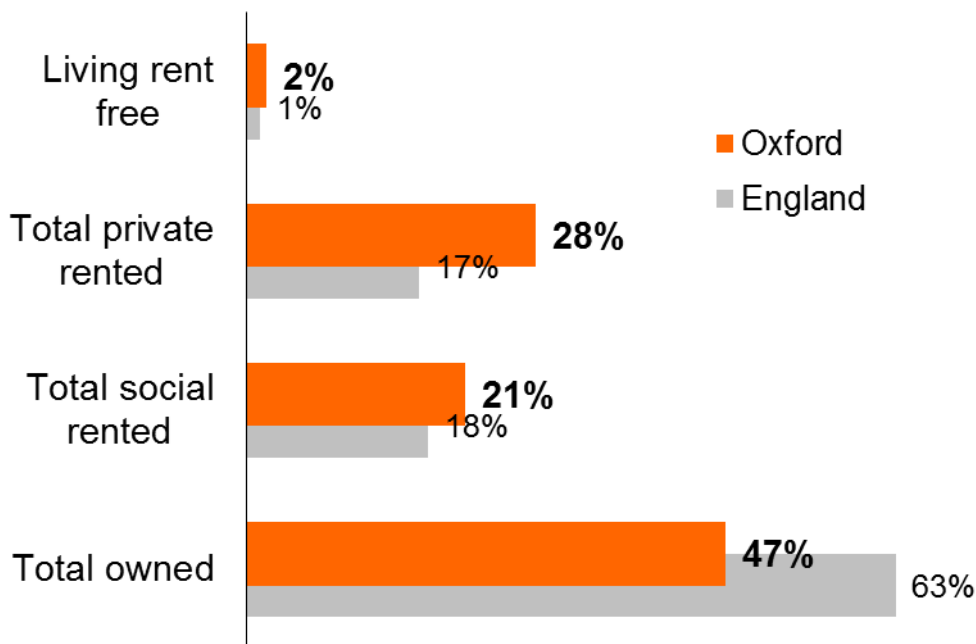
3.6 Over the last decade the PRS in Oxford has grown by almost 50%, from approximately 11,000 households in 2001 to over 16,000 in 2011. In 2011 the sector constituted 28% of the housing accommodation in Oxford compared to 17% in England.

Figure 10 – Growth of PRS in Oxford



3.7 The 2011 Census data provides a detailed breakdown of the different tenures in the City. The diagram below shows the situation in Oxford in comparison with the England as a whole.

Figure 11 – Number of households by accommodation type

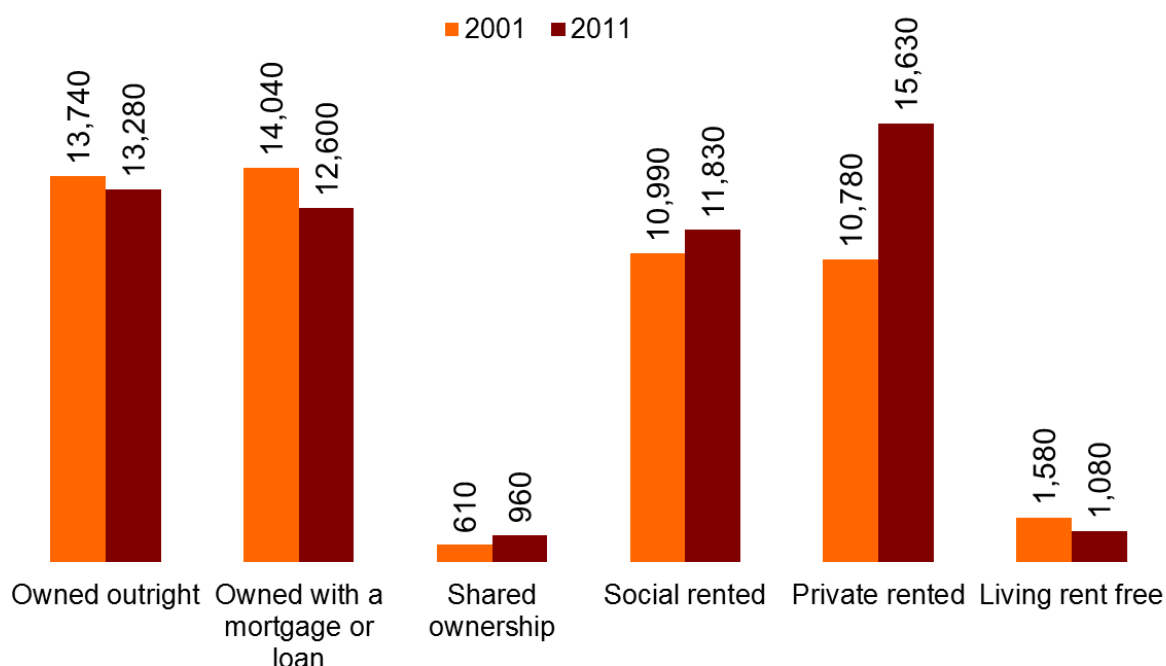


(Source 2011 Census)

3.8 It is worth noting that in 2011 the total number of rented households in the city was more than the total number of owner occupied properties in the city.

3.9 There has been a marked increase in private rented accommodation in the city from 2001-2011 as shown in the figure below.

Figure 12 – Relative changes in housing stock from 2001-2011



(Source 2011 Census)

### Oxfordshire Strategic Housing Market Assessment, (SHMA)

3.10 Published in April 2014, the SHMA considered the interaction between the Oxfordshire housing market and the Oxfordshire economy to examine the level of housing provision that would be required to support population growth, changes within the population (for example in terms of age structure) and committed economic growth within Oxfordshire to 2031. It also factored in the need to build affordable housing as a proportion of market housing. The SHMA does not set housing targets in itself. It provides an assessment of the future need for housing growth based on demographic and economic trends.

3.11 House prices in Oxford have traditionally risen faster than in surrounding areas. Several points that emerge from the SHMA are highly relevant to this Strategy:

- The increasing numbers of older households
- The increasing numbers of smaller households
- The significant polarisation in terms of household incomes and the extent of deprivation calculates that households will spend up to 35% of their gross income on housing costs
- The severe lack of affordable housing, at 50% above the national average and 13% above average for the South East region.
- The growth of the private rented sector in providing access to housing with 19% living in private rented housing.

## Oxford's Housing Stock

3.12 Overall, the housing stock in Oxford is older than the national average. 50% of the housing stock was constructed pre 1944 and the proportion of homes built pre-war is just under a third of the national average. The proportion built post 1964 is almost 60% greater with many older properties found predominantly in the owner occupied and privately rented sectors.

3.13 Semi-detached properties are the commonest property type in Oxford at 29.7% and the second most common house type is Terraced (including end-terrace) at 28.2% (Census 2011).

3.14 According to the Lloyds Banking Group '*Oxford continues to be the UK's least affordable city*', with some of the highest rents and market values in the South East of England, '*at an average price of £340,864, houses in Oxford are relatively more expensive than the average earnings in the city, partly due to Oxford's attractiveness to commuters working in London*'.

3.15 More recent research, carried out by Oxford University, concluded that the average cost of a house in Oxford had risen by almost £38,000 during the past year to stand at £426,720, making Oxford homes the least affordable to buy in the UK relative to incomes. High house prices create a situation where younger people and low income households are not able to access the owner occupation market leaving the PRS as the only option for accommodation.

3.16 A long term housing shortage where demand is high and availability is low provides an opportunity for landlords to offer substandard accommodation without any problem in finding tenants.

3.17 Rental values in Oxford have increased on average by 11% between 2011 and 2014 compared to 7% in England. According to the Valuation Office Agency the average weekly rent for a property in Oxford is now £294.25. This is also reflected in Local Housing Allowance rates in Oxford which have increased, with the average LHA rate for 2014 being £219.73 p/w.

Table 3 – Oxford Rental Values between 2011- 2015

Year	Room	Studio	1 Bedroom	2 Bedrooms	3 Bedrooms	4+	All categories
2015 (May)	£492	£708	£886	£1,091	£1,346	£2,088	£1,232
2014	£479	£723	£861	£1,067	£1,319	£1,973	£1,177
2013	£472	£623	£834	£1,025	£1,261	£1,924	£1,151
2012	£434	£631	£807	£991	£1,202	£1,789	£1,103
2011	£383	£599	£773	£970	£1,163	£1,691	£1,064
Variance % from 2011 to 2015	28%	18%	15%	12%	16%	23%	16%

## The Oxford Population Profile

3.18 Oxford's population has increased by 12% in the last decade. However, unlike the national picture, Census 2011 data suggests that it is the younger population on the increase with a decline in the over 75's. Currently 34% of the population of Oxford is aged between 20-35 years and the area has the highest proportion of students in England and Wales.

Table 4 – Population Distribution by Age in Oxford

Age Groups	2001	2011	2016	2021	2026
0-19	23%	23%	24%	24%	25%
20-44	46%	47%	46%	44%	43%
45-64	18%	19%	19%	20%	20%
65 +	13%	11%	11%	12%	13%

Table 5 - Population growth in Oxford by Ward

Area	2011 Population Numbers	2011 Percentage Increase since 2001	2015 Percentage Increase since 2001	2026 Percentage Increase since 2001
<b>OXFORD</b>	<b>135,509</b>	<b>11%</b>	<b>15%</b>	<b>19%</b>
Barton and Sandhills	5,934	21%	29%	66%
Blackbird Leys	5,843	2%	5%	19%
Carfax (& Holywell)	8,931	12%	19%	25%
Churchill	6,131	15%	16%	20%
Cowley	5,507	6%	9%	11%
Cowley Marsh	4,947	23%	32%	33%
Headington	5,673	7%	10%	10%
Headington Hill and Northway	4,925	8%	14%	12%
Hinksey Park	5,888	11%	11%	10%
Iffley Fields	5,290	7%	7%	9%
Jericho and Osney	5,952	10%	16%	16%
Littlemore	5,697	12%	39%	39%
Lye Valley	6,208	9%	13%	14%
Marston	6,166	5%	9%	8%
North	5,492	12%	13%	12%
Northfield Brook	6,477	5%	5%	4%
Quarry and Risinghurst	6,028	12%	14%	19%
Rose Hill and Iffley	6,074	12%	20%	19%
St. Clement's	5,794	16%	18%	17%
St. Margaret's	4,670	18%	21%	20%
St. Mary's	5,085	10%	9%	9%
Summertown	7,108	8%	10%	9%
Wolvercote	5,689	6%	21%	28%

Source: Census 2011

3.19 The large numbers of students and young people ensure that the demand for rented accommodation remains high.

## Chapter 2

### 4. Review of the Private Rented Sector

*Summary:- This section of the Policy reviews the Council's regulatory work in relation to the Private Rented Sector and details recent regulatory changes affecting the sector.*

4.1 The teams currently responsible for regulating the PRS and for administering Housing Assistance are contained within the Environmental Health Service which forms part of Planning and Regulatory Services. The teams comprise, the Private Sector Safety Team, (PSST), the HMO Enforcement Team, (HMOE) and the Home Improvement Agency, (HIA). Adopting a positive and pioneering approach to securing the highest standards possible, the core function of the teams is to ensure that minimum standards are met and maintained. The work of the teams often goes beyond this, advising and intervening to help tenants, owner occupiers and landlords with a wide range of housing issues.

4.2 The budgets for the three teams for 2015/16 were as follows:

Table 6: Team budgets 2015/16

2015/16	HMO Licensing	Private Sector Safety	HIA
Employees	545,859	313,074	53,095
Supplies etc.	42,596	4,000	50,550
Support Services	131,746	73,043	46,742
Income	730,000	35,500	132,500
Total	-9,799	354,617	17,887

4.3 The private sector makes a major contribution to the supply of housing in Oxford and the service seeks to develop a positive working relationship with all landlords who share the objective of providing good quality housing. Landlord forums have been regularly held to allow an active exchange of information on housing issues and minimum standards for landlords that rent to both families and who let their properties as HMOs. Landlord Accreditation was introduced in 2009 and has recently been reviewed. It includes training and education workshops for landlords and letting agents. The focus of the service provided by the Council is on developing positive joint working to achieve the highest standards possible.

#### Inspection and Enforcement

4.4 The Council has a responsibility to deal with unsatisfactory housing and in particular has a duty to take action to deal with Category 1 hazards as defined by the Housing Act 2004. Nationally, conditions in the PRS tend to be less satisfactory than in owner occupied homes. It is for this reason that enforcement forms the core function of the Council, dealing with hazards using the HHSRS and with other associated housing problems using appropriate statutory powers.

4.5 Whilst the teams work hard to develop a professional and constructive relationship with responsible landlords, the need to ensure that all properties meet minimum standards is paramount. A firm but fair policy on enforcement in accordance with our published procedures is adopted with regular service of statutory notices in cases where informal action has proved ineffective or is inappropriate.

4.6 If there is a statutory charging mechanism the Council will seek to recover the full costs of providing its services wherever that is possible.

4.7 Charges are made for the serving of formal notices under the Housing Act 2004. If properties are rented in a condition that requires statutory intervention the City Council will endeavour to recover the costs incurred. Similarly the Council will adopt the highest penalties in Fixed Penalty Notice regimes.

## **Planning and the PRS**

4.8 An Article 4 Direction removing permitted development rights was introduced which came into effect on the 24<sup>th</sup> February 2012 across the City as there was a need to manage the balance of dwellings and high concentrations of shared houses. The Article 4 Direction introduced a local control - the need for planning permission to be granted for the change of use between a family dwelling house (C3) and a small HMO (C4).

4.9 The Article 4 Direction runs alongside the additional licensing scheme for HMOs and a planning policy was introduced in order that decisions could be made and a balance of housing, in terms of family and shared housing across the city could be maintained. The controls introduced by the Article 4 Direction (and planning policy to support it) are not linked to or dependent upon the HMO Licensing regime. As a result close working between the services is required to ensure a consistent approach is maintained.

4.10 The Private Sector Housing Policy recognises the importance of maintaining a balance of housing types within Oxford and supports the role of the planning to ensure that the balance of housing is maintained across the city through an appropriate planning policy.

4.11 Of importance for the policy will be the understanding of the PRS and market drivers in planning for its growth. Investment in the PRS in Oxford is market led, often moving to locations within the city where demand is high and schemes can be viably delivered.

4.12 Included as part of the Councils long term core planning strategy is the provision of other tenures in order to maintain a balanced housing supply over the long term to promote mixed communities.

## **The Energy Act 2011**

4.13 The Act introduces regulations for landlords which come into force in 2016 and 2018. Landlords are already required to provide an Energy Performance Certificate, (EPC) for their properties to new tenants and from April 2016, tenants will be able to request in writing energy efficiency improvements to their properties and landlords will not be able to refuse reasonable requests. From April 2018, properties will not be permitted to be let if their EPC energy rating score falls below the minimum threshold following an Energy Performance assessment (F and G).

4.14 The anticipated impact is a rise in demand in the service resulting from tenant's expectations to improve energy efficiency. It is for this purpose that the Environmental Health Service is working with the Energy & Natural Resources Team to target the lowest performing properties to ensure compliance and have started carrying out proactive visits where excess cold is likely to have a detrimental impact on health. This is an on-going project which will feed into other initiatives, for example the 2015/16, 'Better Housing Better Health' initiative. Cold damp homes will be addressed in two ways, firstly by reducing energy bills through improving the property's energy efficiency and secondly addressing health impacts by targeting the vulnerable for this energy efficiency work.

## **The Redress Schemes Order 2014**

4.15 The Order made it a legal requirement for all lettings agents and property managers in England to join a Government-approved redress scheme. Implemented on the 1 October 2014, it allows tenants and prospective tenants in the private rented sector to complain to an independent person about the service they have received. The intention of the legislation is that by making it easier for tenants to complain about bad service, this should prevent disputes from escalating. The Order is enforced by the Environmental Health Service and to date compliance has been very high as it is very easy for a letting or management agent to join a redress scheme.

## **The Deregulation Act 2015**

4.16 Introduced on the 1<sup>st</sup> October 2015, the effect of Section 33 of the Act is to provide six months' protection from eviction for a tenant occupying a dwelling under an assured short hold tenancy, where a relevant notice has been served by a local housing authority in relation to a dwelling. The purpose is to prevent retaliatory evictions in instances where a tenant has reported conditions of disrepair to the Local Authority. The Act initially only covers new tenancies, although from 1st October 2018 it will apply to all tenancies. The anticipated impact is a rise in the demand for tenancy relations advice and additional demand for intervention by the Environmental Health Service.

## **The Smoke and Carbon Monoxide Alarm (England) Regulations 2015**

4.17 With effect from the 1<sup>st</sup> October 2015, these regulations have for the first time made it an offence for landlords not to provide smoke and carbon monoxide alarms within their properties in prescribed locations. The requirement is to have at least one smoke alarm installed on every storey of a rented property and a carbon monoxide alarm in any room containing a solid fuel burning appliance (e.g. a coal fire, wood burning stove). After that, the landlord must make sure the alarms are in working order at the start of each new tenancy. The penalty for non-compliance is to issue a remedial notice requiring a landlord to fit and/or test the alarms within 28 days. If the landlord fails to comply with the notice, the Council can arrange for the alarms to be fitted and/or tested with the occupiers consent. Failure to comply can also incur a civil penalty charge on the landlord of up to £5,000.

4.18 It is anticipated that powers under Part 1 of the Housing Act 2004 will continue to take precedence to ensure adequate fire safety on the basis that remedial works can be carried out with more expediency.

## **Impact of the Immigration Act 2014**

4.19 Right to Rent was introduced under Part 3 of the Immigration Act 2014 as part of the government's reforms to build a fairer and more effective immigration system. The first phase was trialled in parts of the West Midlands, and the will be applied nationally from February 1<sup>st</sup> 2016. UK Visas and Immigration are the enforcing authority. Under the new regulations, landlords will be required to check a potential tenant's 'Right to Rent' and those who fail to do so may face a penalty of up to £3,000 per tenant. The regulation will mean that private landlords, including those who sub-let or take in lodgers must check the right of prospective tenants to be in the country. The government has portrayed the issue of 'beds in sheds' as being about illegal immigration and tackling it has become part of wider government measure to clamp down on undocumented migrants as has the proposed Housing and Planning Bill.



## **Housing and Planning Bill**

4.20 On publication of the Housing and Planning Bill the Government said it would kick-start a “national crusade to get 1 million homes built by 2020” and transform “generation rent into generation buy.” However, approximately a third of the Bill relates to new powers to deal with rogue landlords, indicating that controlling the worst parts of the PRS will remain a priority for the foreseeable future.

4.21 Parts 2 and 3 will give local authorities additional powers to tackle rogue landlords in the private rented sector. They will gain the ability to apply for banning orders against private landlords. A database of rogue landlords and agents will assist authorities in England in carrying out their enforcement work. There will be a strengthening of Rent Repayment Orders to allow tenants to claw back rent when they have had to endure poor conditions. Landlords will benefit from a clear process to secure repossession of properties abandoned by tenants.

4.22 Part 5 covers a range of measures including changes to the ‘fit and proper person’ test applied to landlords who let out licensable properties and allowing arrangements to be put in place to give authorities in England access to information held by approved Tenancy Deposit Schemes with a view to assisting with their private sector enforcement work. Financial penalties will be able to be imposed on landlords by local authorities for failing to licence HMOs rather than having to resort to prosecution.

4.23 Whilst the Bill still has some way to go before it becomes law, there are some welcome powers that will help local authorities tackle the worst part of the sector.

### **Technical Paper on Extending Mandatory HMO Licensing**

4.24 The government have issued a technical paper on extending HMO licensing. Whilst this will have little impact in Oxford, it indicates the government’s direction of travel and even contains an inferred criticism of those local authorities who have not used their discretionary powers to increase the regulation of the HMO market.

## Chapter 3

### 5. Priority 1 – HMO Licensing

*Summary:- This section sets out the key issues of HMO licensing and highlights the scale of the impact of HMO's in the City. It further details the key findings and actions that will help deliver a robust Additional Licensing scheme to ensure that it continues to secure improvements in this sector.*

#### Context

5.1 Regulating HMOs has been a priority for the Council since the mid 1980's and a succession of initiatives have been implemented to improve conditions in the worst part of the stock in the City.

5.2 The primary driver for all of the work carried out by the Council is the protection of the health, safety and welfare of residents living in HMO's whether it is acting in an advisory role or regulatory role through enforcement. The outcome of this work is a healthier and safer environment in which people live.

#### Licensing of HMO's

5.3 When Mandatory Licensing of HMO's was introduced in April 2006, Oxford City Council implemented a rigorous approach to processing the requirements of the legislation. Mandatory licensing only applies to three storey HMOs which are occupied by five or more people.

5.4 The mandatory licensing process was used to upgrade each property to a decent standard with all licences being issued **after an inspection** of the HMO. This has enabled the Council to have a positive impact on conditions and management of higher risk HMOs and to regulate approximately 550 properties.

5.5 Where compliance has not been achieved then enforcement has taken place giving tenants and neighbours confidence that the Council are addressing any issues relating to mandatory HMOs.

#### Additional Licensing of HMO's

5.6 The majority of HMOs in Oxford are not three storey properties and following the introduction of mandatory licensing it became clear that the unlicensed HMO stock was generating far more problems than those HMOs that had been licensed. Despite a period of strong enforcement action it became clear that further powers were required to deal with the issues of poor management and to improve property conditions in all the HMOs in Oxford.

5.7 In 2010 the Council became the first Local Authority in England to designate the whole of its area for an Additional Licensing scheme. Phase 1 commenced on the 24<sup>th</sup> January 2011 and Phase 2 on the 30<sup>th</sup> January 2012. The scheme runs for a period of 5 years and the Council has reviewed and approved the renewal the scheme for a further 5 years to 2021.

5.8 The overall purpose of the licensing scheme is to: *'alleviate the housing situation by setting and maintaining minimum standards across the city in the most vulnerable sector of Oxfords private rental market'*.

5.9 The scheme makes a major contribution to the Council's corporate priority of Meeting Housing Need.

### **Key Successes of the Licensing Scheme**

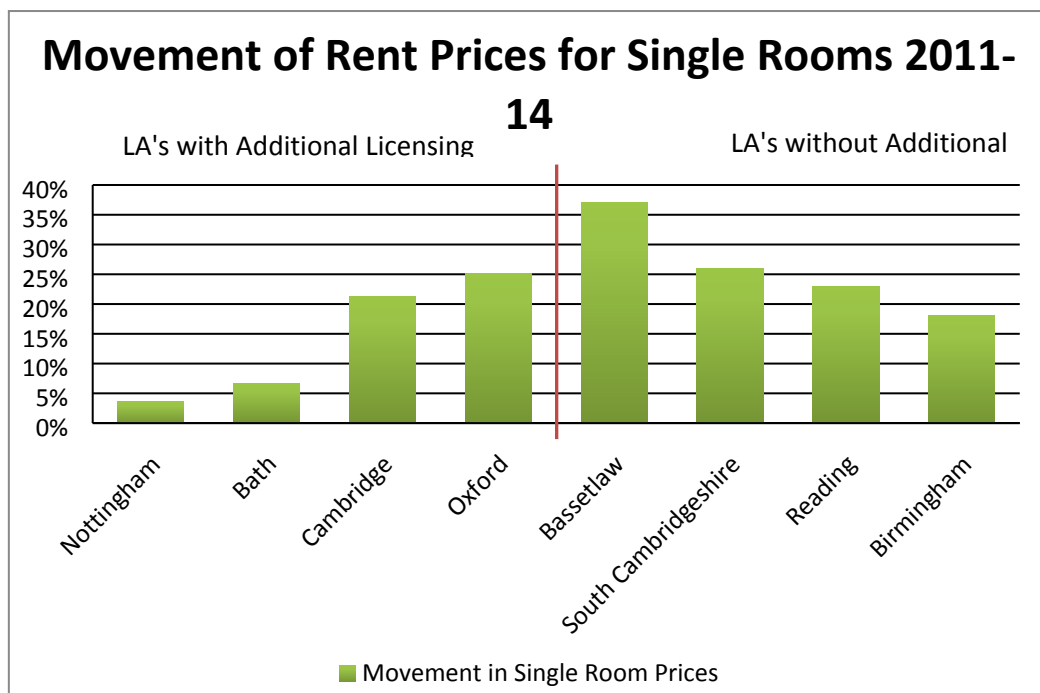
5.10 Since the introduction of the Additional Licensing scheme in 2011 the City Council has delivered a number of key outcomes that have contributed toward the success of additional licensing.

- The Council has issued licences for some 3,440 HMO's and has received in total around 7,000 applications for new and renewed licences up to the end of September 2014
- Over 90% of the licences issued required additional works to be carried out to improve property conditions and this resulted in an estimated £3.2m being invested in the worst housing stock in the City.
- On average 80% of applicants had to be reminded to submit a licence application
- The Council responded to 2,754 service requests relating to issues about conditions in HMO's
- A total of 19,746 visits have been carried out to HMO's
- Overall 80,339 mandatory and discretionary conditions have been attached to all licences
- Around 49,000 discretionary conditions have been required on licences to deal with a lack of acceptable minimum standards and management. 12,600 related to Fire safety, 35,000 to Health and Safety, and 1,600 to amenities and facilities
- During 2013-14 approx. 34% of works to comply with licence conditions had been completed at the time of a re-inspection
- 14% of renewal applications received had conditions outstanding.
- 43 successful prosecutions and 39 cautions issued and accepted by landlords and agents operating HMO's in breach of the regulations. The fit and proper person test required before a licence will be issued means that landlords who have been prosecuted or received a caution cannot hold a licence
- 5 Interim Management Orders have been made by the Council where the management of HMO's was so severe it was having a serious impact on the health, safety and welfare of the occupants
- 1 Rent Repayment Order was made requiring a landlord to repay £5648.60 of housing benefit for renting out an unlicensed HMO
- Average court fine during 2011 - 2014 equates to approx. £3,366
- Highest combined fine being £16,500 for failing to licence a HMO and breaches of the Management Regulations with highest separate court fines being £7,500 for operating an HMO without a licence and £10,000 for breaches of the Management Regulations
- Total fines and costs to date equal £220,248

5.11 One of the concerns regarding the introduction of additional licensing was that rental prices would rise as a result. Rental values in Oxford have increased, on average by 11% between 2011 and 2014 compared to 7% in England. According to the Valuation Office Agency the average weekly rent for a property in Oxford was £294.25.

5.12 The figure below shows a comparison of the movement of rental values for single rooms and compares rental increases in areas which had licensing schemes and those which did not have licensing schemes.

Figure 13 – Comparison of Rents in Areas with and without Licensing



5.13 The supply of housing in Oxford is driven by the situation where demand is high and availability is low and these pressures on housing provision are inevitably going to result in high rental values, so it is no surprise that increases have occurred. However, there is no evidence to suggest that licensing by itself increases rent, more likely that the undersupply in property in Oxford has driven up rents as a market force.

5.14 There has been a positive impact on the reduction in the number of complaints and other service requests received since the introduction of the scheme:

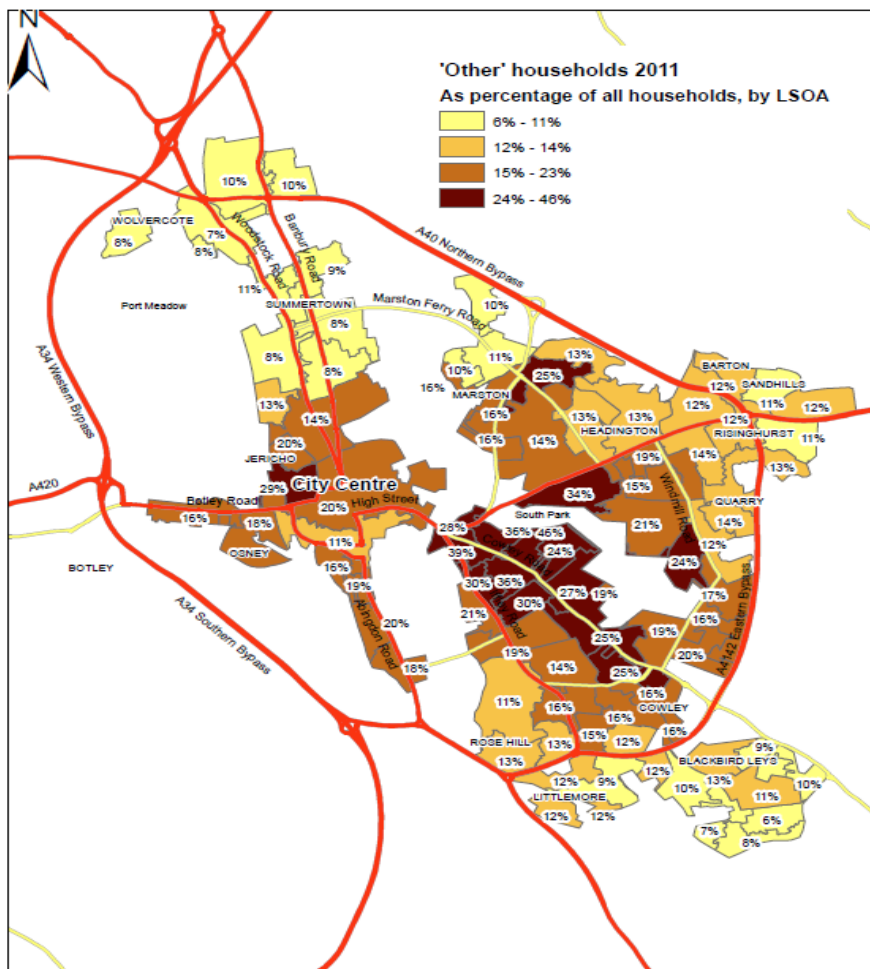
Table 7 – Service request statistics

	July 2008 to Jan 2011	Jan 2011 to July 2013	July 2013 to Jan 2015	Change from July 2008 to Jan 2011	Change from Jul 2013 to Jan 2015
<b>Tenancy Issues</b>	1152	1221	811	Up 6%	Down 34%
<b>Noisy parties</b>	600	256	552	Down 57%	Up 54%
<b>Rubbish</b>	4822	1641	1518	Down 66%	Down 7%
<b>Poor conditions</b>	2332	1459	674	Down 37%	Down 54%

5.15 In the House Condition Survey of 2005 the number of HMOs in Oxford was estimated to be 5,069. However, the report found that 22.5% of HMOs were not in the PRS and the estimate also included a substantial number (19.5%) of poorly converted self contained flats. This is why the initial target for Additional Licensing was set at licensing 3,544 HMOs by January 2017.

5.16 There has been no officially calculated estimate of HMOs since 2005 and so the most reliable source of data is the 2011 Census. Whilst the Census did not specifically identify HMOs it did provide a range of household composition types from which it is possible to estimate the number of HMOs. The occupation type “Other” most closely matches an HMO, of which there are 5,240 in the PRS.

Figure 14 – Other households (HMO’s) in 2011



5.17 One of main challenges of HMO licensing has been persuading landlords to apply for licences. Most forms of licensing such as taxis and alcohol are highly visible to consumers, there is a clear economic incentive for the licence holder to be licensed and it is rare for operators to start a business without first obtaining the necessary permissions. This is not the case for HMO licensing where the majority of applications are made for HMOs that are already in existence and at the lower end of the market in particular, the consumers, i.e. tenants, have little choice and are often not in a position to demand improvements to their homes. Many of the landlords who wish to avoid licensing do so not just because they do not want to pay the fees and the costs of improving their property, but also because they do not want their investments and income to become known by the authorities.

5.18 A substantial number of enforcement cases have been taken against landlords who have failed to licence their HMOs and the legislation now provides for an unlimited fine to be imposed in the event of a successful prosecution.

5.19 The service will continue to vigorously pursue unlicensed HMOs and take enforcement action whenever appropriate and the following corporate targets have been set for licensing HMOs in Oxford based on the estimated total of 5,240:

Table 8 – HMO Licensing targets

	2016/17	2017/18	2018/19
Percentage of HMOs licensed	70	75	80

5.20 To help target potentially licensable HMOs the service will continue to use a combination of intelligence and investigation. Links with residents associations will continue to be developed and information from other council services such as the Community Response Team will be used. We will analyse and cross match the following datasets to help identify potential HMOs:

- Electoral roll
- Council tax
- Uniform database

5.21 Many tenants are reluctant to engage with the Council for a variety of reasons and so reaching out to tenants is an essential function that the Council carries out. The HMO Enforcement Team's Tenancy Relations Officer provides advice and information for both tenants and landlords, holds a surgery once a week and attends a drop-in advisory service for refugees and asylum seekers every other week. Proactive visits are also made to licensed HMOs to provide advice to tenants. The Tenancy Relations Officer also prevents homelessness and takes enforcement action in cases of harassment or illegal eviction.

### Key Objectives

5.22 To address the issues highlighted in this chapter, the following key objectives have been identified to help achieve the purposes of the Additional HMO Licensing scheme.

5.23 There have been significant improvements to the Oxford HMO housing stock as a result of the Additional Licensing Scheme for HMO's within the City and the renewal of the Scheme was a corporate objective to meet housing need.

5.24 The current Oxford City Landlords Accreditation Scheme, (OCLAS) will be reviewed. The reasons for the review are to ensure that the City Council can engage in a non-enforcement capacity with landlords in an effort to better equip them to manage their houses and to engender higher standards across the Private Rented Sector (PRS).

5.25 We will continue to focus enforcement on unlicensed HMOs in the city to raise the proportion of qualifying properties that are licensed in accordance with corporate targets.

Full details of actions to achieve this priority are contained in Appendix 1.

Objective	Action	By when
Prevent homelessness/illegal eviction/harassment of tenants across all tenures of the PRS	Partnership/interagency working with Shelter, Citizens Advice Bureau, (CAB), Home choice, Housing Options. Provide advice & education to landlords & tenants. Carry out a consultation exercise to	September 2016

	establish the best methods of providing information and advice to tenants and implement the resulting Action Plan.	
Review of the Oxford City Landlords Accreditation Scheme, (OCLAS) and 150 landlords/agents accredited	A more robust accreditation scheme to provide training/CPD to agents/landlords to drive up standards in a non-enforcement capacity	October 2016
Gain a better understanding of the true extent of the numbers of HMO's that exist within the city to allow for more focused targeting for licensing purposes.	Use existing databases more effectively and identify additional sources of information that can be used to indicate suspected unlicensed HMOs	October 2016
Improve energy efficiency and reduce carbon emissions in HMO's in Oxford and address fuel poverty.  Carry out enforcement against private rented properties with no Energy performance Certificate (EPC)	To secure authorisation from the County Council to enforce the provisions of the statutory requirement for landlords to have their properties assessed.	September 2018
Achieve corporate target for percentage of HMOs licensed	Continue to licence HMOs and ensure focus is on identifying unlicensed HMOs	March 2019

## Chapter 4

### 6. Priority 2 – Regulation and Improvement of Dwellings Occupied by Families or Single Occupants

*Summary:- This section highlights the impact of single family dwellings in the City. It details the evidence on the case of further regulation of the private rented sector with Selective Licensing and the actions that can be implemented to help deliver a robust mechanism to ensure that it continues to secure improvements in this sector.*

#### Context

6.1 Poor housing is defined as housing which fails to meet the statutory minimum standard for housing in England, as assessed by the Housing Health and Safety Rating Scheme.

6.2 The 2014 Building Research Establishment Stock Modelling House Condition Survey of Oxford that used data provided by the Council, indicates that the private rented sector stock has significantly higher levels of disrepair when compared to the owner occupied and social sectors:

Table 9 – Modelled data on condition of stock in Oxford

Tenure	Dwellings	HHSRS Category 1 Hazards			Disrepair	Fuel Poverty	Low Income Households	SimpleSAP Score
		All Hazards	Excess Cold	Fall Hazards				
Owner occupied	27,144	5,387 (20%)	1,108 (4%)	4,173 (15%)	892 (3%)	2,769 (10%)	4,531 (17%)	54
Private rented	25,560	3,817 (15%)	1,645 (6%)	1,806 (7%)	3,218 (13%)	3,047 (12%)	6,822 (27%)	54
Social	10,048	660 (7%)	240 (2%)	255 (3%)	244 (2%)	956 (10%)	6,024 (60%)	59

#### Current approach

6.3 Prior to April 2013, the Environmental Health Service only provided a reactive service to deal with service requests regarding disrepair; a property visit would only focus on the issue raised by the tenant. Since then, a more proactive approach has been implemented and a service request now results in a whole house inspection. Rogue landlords and their portfolios are also targeted when they are identified, for example developing illegal subdivisions to avoid HMO licensing. The target increased to proactively inspect and improve 220 properties in 2014/15 to 250 properties in 2015/16.

6.4 The impact of the transformation in approach can be seen in the dramatic change in levels of enforcement action taken by the service of statutory notices:

Table 10 – Summary of enforcement notices for single occupied dwellings

Type of service	Year	Number of notices served
Reactive	2011/2012	8
Reactive	2012/2013	8
Proactive	2013/2014	94
Proactive/reactive	2014/2015	175
Proactive/reactive	2015/2016 to date (Nov15)	219



6.5 To date the compliance rate where notices have been served has been one hundred per cent; however as the number of notices served increases, the likelihood for appeals and non-compliance grows. There are grounds therefore for considering the best way of financing the carrying out works in default, (WID), should landlords fail to comply with a statutory notice. The costs of WID is recoverable, although these could amount to thousands of pounds and the recovery may only occur when a property is sold.

## **Improving the PRS**

6.6 Despite the increased level of enforcement activity within the sector, there is continued evidence that in the absence of a licensing scheme for properties not let as HMOs, landlords are able to operate within the city on a less controlled basis, and that poor conditions continue to prevail at many properties where there is single family occupation.

6.7 At present there is no barrier to prevent landlords from continuing to operate in the non-HMO sector with the most significant disparity being that landlords of licensed HMOs are subject to the 'fit a proper' person test, whereas there is nothing to prevent a landlord who fails this test for HMO licensing, continuing to rent a family dwelling even if they are prosecuted for offences under the Housing Act 2004.

6.8 Selective Licensing would introduce these controls as it would introduce the requirement for every property in the PRS to be licensed and not just HMOs. This would prevent rogue landlords from operating where the scheme applied and require property improvements to be made. The process for introducing a Selective Licensing Scheme is virtually identical to that for introducing Additional Licensing for HMOs. The Council would have to identify the factors affecting the area, consider the best options and be satisfied that the introduction of a Selective Licensing Scheme would provide the best solution. There would also be a minimum of a 10 week period of consultation.

6.9 A selective licensing designation may be made if the area to which it relates satisfies one or more of the following conditions. The area is one experiencing:

- low housing demand (or is likely to become such an area);
- a significant and persistent problem caused by anti-social behaviour;
- poor property conditions;
- high levels of migration;
- high level of deprivation;
- high levels of crime.

6.10 In considering whether to designate an area for selective licensing on the grounds above on property conditions, migration, deprivation and crime a local authority may only make a designation if the area has a high proportion of property in the private rented sector. Nationally the private rented sector currently makes up 19% of the total housing stock in England. The actual number of privately rented properties in a given area may be more or less than this, and if it is more than 19%, the area can be considered as having a high proportion of privately rented properties.

6.11 There are only three wards in the City where the percentage of properties in the PRS is below the national average of 19%. Those three wards contain high percentages of social housing:

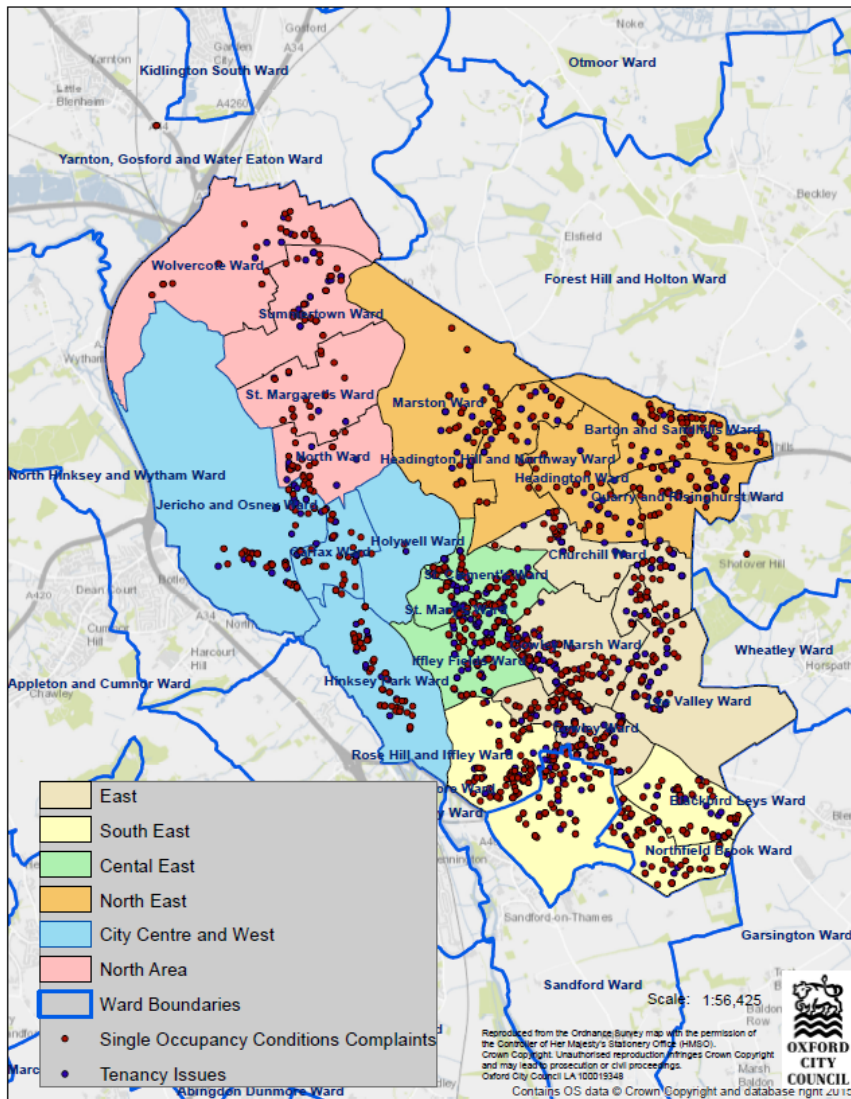
Table 11 – Percentage of dwellings in the PRS by ward in Oxford

Barton and Sandhills	20%	Littlemore	20%
Blackbird Leys	10%	Lye Valley	28%
Carfax	56%	Marston	22%
Churchill	26%	North	42%
Cowley	25%	Northfield Brook	12%
Cowley Marsh	37%	Quarry and Risinghurst	24%
Headington	32%	Rose Hill and Iffley	16%
Headington Hill and Northway	26%	St Clement's	45%
Hinksey Park	34%	St Margaret's	33%
Holywell	51%	St Mary's	55%
Iffley Fields	32%	Summertown	29%
Jericho and Osney	47%	Wolvercote	19%

Source: Census 2011

6.12 The data indicates that the wards with the lowest percentage of properties in the PRS still experience as many problems with poor property conditions as other wards:

Figure 15 – Service requests from PRS tenants



Source: Uniform database

6.13 However, the introduction of a Selective Licensing Scheme is not straightforward and a citywide intervention has been made even more difficult by the changes to the designations contained in the General Consent that came into effect on 1<sup>st</sup> April 2015. Prior to the change local authorities could designate the whole of their area for Selective Licensing, but now only 20% of the area or the PRS can be licensed without requiring permission from the government.

6.14 If it is not possible to secure approval for a citywide scheme then an option would be to introduce a scheme in the area of the City with the worst housing conditions and highest levels of anti-social behaviour caused by a lack of management.

### **Mobile home parks**

6.15 Mobile Home sites are licensable under the Caravan Sites and Control of Development Act 1960. The Mobile Homes Act 2013 amended the Caravan Sites and Control of Development Act 1960 to bring in greater protection to home owners and introduce more effective enforcement options for local authorities.

6.16 There are three mobile home sites in Oxford, two of which are licensable sites under the Act, both of which are exclusively residential sites.

6.17 Section 10A (2) of the Mobile Homes Act 2013 states that a local authority must prepare and publish a fees policy, which is set out below.

6.18 Oxford City Council will charge an application fee for a new licence and will charge for applications to transfer or alter the licence. The Council will also charge a set fee for assessing the park owner's consultation process, depositing, varying and deleting site rules.

6.19 The Council will charge an annual licence fee based upon the number of homes on the site and a risk rating. The fee will take into account the size of site, the level of compliance on site and the confidence in management. This means that a site which is historically more problematic than another site and therefore requires more officer involvement and more monitoring, would pay a higher licence fee than a well-managed site that requires very little local authority involvement. The banding is as follows:-

- Up to 10 units (Risk Category A-D)
- 11 to 51 units (Risk Category A-D)
- 51 units and over (Risk Category A-D)

6.20 The Risk Category will take the following into account:

- Valid Service Requests received annually from residents and members of the public
- Contraventions of licence conditions and model standards
- Satisfactory certificates for fire safety, gas and electric are available
- Confidence in Management, including concerns raised by other regulators

6.21 The fees shall be set at a level that will recover the full costs of the Council in administering the licence and officer time incurred in carrying out inspections and preparing any subsequent reports or relevant paperwork. Fees will be reviewed annually and will be available on the Council's website.

6.22 Single owner occupied mobile homes are exempted under the legislation and where a single residential mobile home is occupied under an agreement to which the Mobile Homes Act 1983 applies, no licence fee or annual inspection fee will be charged.

6.23 Any surplus in fees collected will be set against future licence fees and deficits will be recovered in a similar manner.

### **Empty properties**

6.24 Empty properties are often the cause of nuisance to neighbouring properties and to the wider community. They are often associated with increased levels of anti-social behaviour, vandalism, squatting, vermin infestations and can often become frequented by drug dealers and be associated with other illegal activities. This can be exacerbated where an empty property has been unoccupied for more than six months. Historically, in conjunction with Empty Property Officer, the Environmental Health Service have been involved with several notable interventions and the long term objective is that this positive joint working initiative will continue.

### **Hoarding and dilapidated properties**

6.25 These are properties often occupied by vulnerable persons, sometimes with mental health issues or elderly people struggling to cope. There has been an increased awareness of the issue brought about by publicity and media exposure and a corresponding rise in the number of reports from neighbours and health visitors regarding issues of disrepair, lack of hygiene or accumulations within properties. While these properties are usually owner occupied, the Council has powers under legislation to take action where the situation is likely to cause harm or ill health to the occupier or where there is a wider health issue or where statutory nuisance may exist.

6.26 The cases that come to light are prioritised and referred to other agencies as necessary, particularly when there are safeguarding issues. Known cases are kept under review.

6.27 Enforcement action will be taken when necessary to protect public health, but the Council will primarily seek to provide signposting to assistance and engage with the relevant agencies to help them deal with any underlying issues.

### **Health and Housing**

6.28 The link between poor housing and poor health has long been recognised, however it is only recently that it has been made possible to estimate the cost to society of poor housing. In April 2015, the Environmental Health Service subscribed to the Building Research Establishment's Housing Health Cost Calculator, (HHCC). This was developed to measure the quantitative health impact of work undertaken to reduce or mitigate hazards under the HHSRS and to measure the cost saving to the National Health Service, (NHS) and to society. The Environmental Health Service uses the HHCC to measure the cost saving to the NHS as a result of the work being carried out by the service to reduce or mitigate hazards by landlords of single occupied dwellings in Oxford.

6.29 As the NHS is looking to transform how it delivers services in the future there has been a greater focus on commissioning services that prevent ill health and disease and there is an opportunity that is worth exploring to seek funding for our innovative work in the PRS. The HHCC provides information on the value of the interventions being carried

out by the Council in the PRS and allows the savings to the NHS to be authoritatively demonstrated.

## Key Objectives

6.30 To address the issues highlighted in this chapter, the following key objectives have been identified to help achieve the priority of progressive regulation and improvement of dwellings occupied by families or single occupants.

6.31 There have been some improvements to this sector in Oxford as a result of the rigorous inspection regime and although not a corporate objective, it is a key objective in meeting housing need. Selective Licensing in Oxford however would be a significant undertaking by the Council, and would provide a mechanism to secure the continued improvement of all of the non-HMO stock in the City.

6.32 Proactive inspections of the worst performing properties are to continue to be carried out and whilst the inspection process will incorporate a full 'whole house' HHSRS inspection, the main thrust will be to ensure that minimum energy efficiency standards are met throughout the sector by targeting properties with an EPC rating of F or G.

6.33 Renewing the Council's subscription to the HHCC and to measure cost savings to the NHS and society to enable the Council to seek additional sources of funding.

6.34 Seek additional budget to secure moneys for works carried out at the default of the owner/manager, with recovery of all costs including any technical and administration charges.

6.35 Bringing long-term empty homes back into use is essential, to help meet the high demand for housing and to deal with the impact that they can have on local communities. The service shall continue, where appropriate, to use enforcement action to reduce negative impacts on neighbourhoods and assist with bringing empty properties back into use.

Full details of actions to achieve this priority are contained in Appendix 1.

Objective	Action	By when
Continue to proactively target rogue landlords operating in the PRS	Remove all category 1 hazards from 250 properties per year	2016-2019
Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for single household families.	Working with other stake holders, continue the rollout of targeting 100 low EPC scoring properties, (F & G) to improve energy efficiency in the PRS & reduce fuel poverty	October 2016 & continuous through to 2019
Significantly improve management and property conditions and reduce ASB in the PRS	Assess the evidence, identify the best option and subject to legal advice and DCLG approval if necessary, introduce a Selective Licensing Scheme for PRS single occupied dwellings.	January 2017

<p>To ensure non-compliance with improvement notices can be successfully remedied</p>	<p>Seek an approval mechanism for WID</p>	<p>March 2017</p>
<p>Measure cost savings to the NHS and society with the HHCC and seek additional funding from NHS.</p>	<p>Officers to cost each HHSRS completion to calculate costs of improvement work and to determine cost savings</p>	<p>April 2017</p>
<p>Carry out enforcement against private rented properties with no Energy performance Certificate (EPC)</p>	<p>To secure authorisation from the County Council to enforce the provisions of the statutory requirement for landlords to have their properties assessed.</p>	<p>September 2018</p>

## Chapter 5

### 7. Priority 3 – Unlawful Dwellings

*Summary:- This section highlights the impact that unlawful dwellings have on the City. It further details the evidence on the case that continued regulation to secure improvements is required.*

#### Context

7.1 Nationally the phenomenon of ‘beds in sheds’ have been well reported and have regularly featured in media reports, particularly in major conurbations in the south east of England. They are essentially converted garages, or out-buildings, which often lack adequate heating and insulation, sanitation and other necessary facilities, but may be capable of being occupied on a self-contained basis. In some instances they are attached to, or are integral to, the main structure.

7.2 Given the pressures on housing provision and high rental values in Oxford, it is no surprise that instances of such developments have been reported in the city.

7.3 The Council financed an Unlawful Development project from April 2013 to March 2015 with a budget of £150k and successfully bid for match funding from the governments Rogue Landlord Programme, giving a total of £300k and the additional funding became available in January 2014 and also ran until March 2015. The purpose of the project was to:

- provide some certainty on the scale of the problem in Oxford
- take enforcement action to act as a deterrent to unscrupulous developers and
- demonstrate to residents that the Council will take action against unlawful developments to prevent the proliferation of poor quality properties in Oxford

7.4 The project was highly innovative and involved flying a plane across the city and providing thermal images to identify suspected unlawful developments.

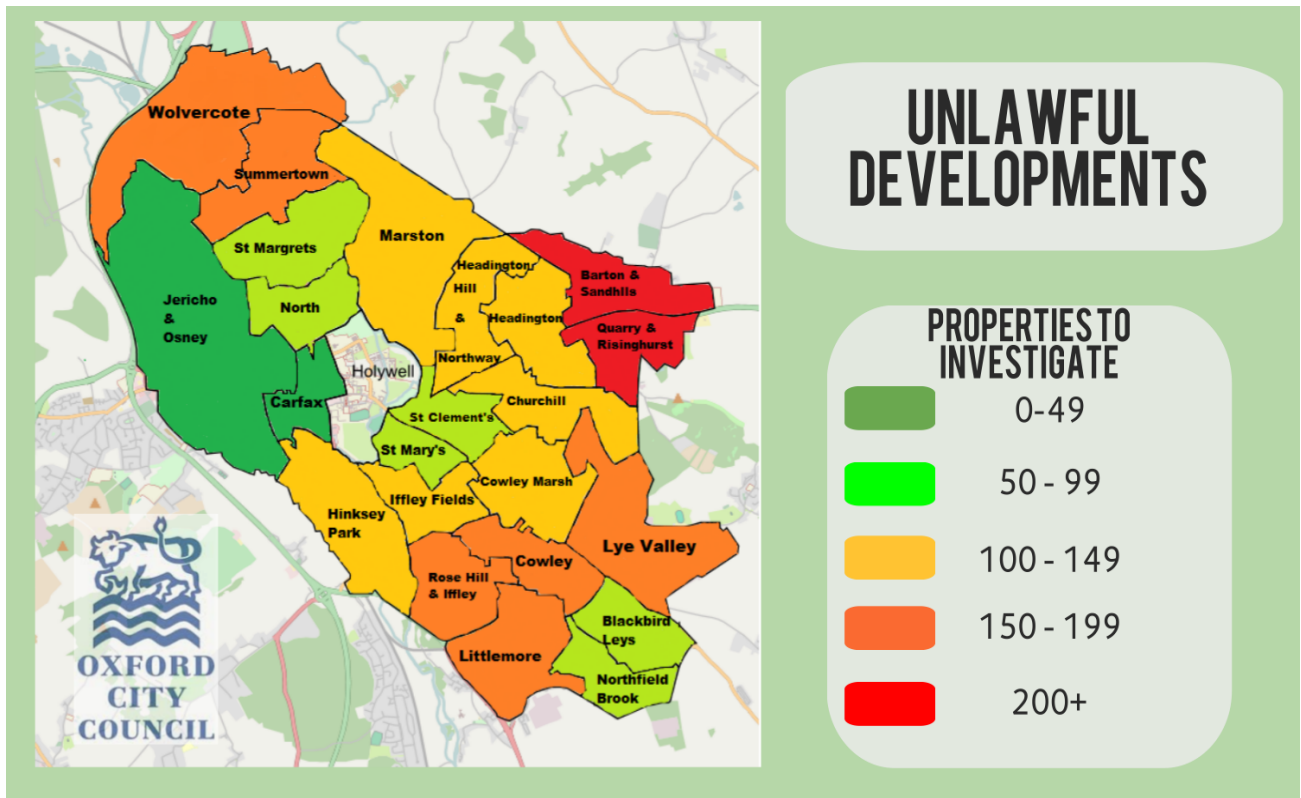
7.5 Action to Date:

- |   |      |
|---|------|
| • Total number of properties identified with a heat profile and of a size to have potential for residential use | 2761 |
| • Number investigated and identified using desk top data  | 2117 |
| • Total number requiring on-site investigation  | 1625 |
| • Total number of premises visited  | 934  |
| • Number where access gained  | 646  |
| • Total number of cases where statutory action taken  | 128  |
| • Number HMO’s where variations issued to the license   | 42   |

7.6 Enforcement action was therefore taken at 14% of the premises visited by officers and it is estimated that there are approximately 300 “beds and sheds” in Oxford.

7.7 Following the end of the project the Council provided additional funding of £60k for the scheme to continue operating at a reduced level until the end of 2015/16. The challenge for the Council is to continue to deal with existing unlawful developments whilst providing an effective deterrent to developers, landlords and individuals who are prepared to create more such developments.

Figure 16 – Numbers of unlawful developments in Oxford



Source: Oxford City Council Thermal imaging data

**Key Objectives**

7.8 To address the issues highlighted in this chapter, the following key objectives have been identified to help achieve the priority of regulating unlawful dwellings.

7.9 The joint initiative with Planning Enforcement and other stakeholders to regulate and take appropriate action on unauthorised structures will continue, however the function will be absorbed into and led by teams in the Environmental Health Service. Despite the reduction in resources an active approach to enforcement action will continue to be taken to act as a deterrent which is reflected in the proposed target.

Full details of actions to achieve this priority are contained in Appendix 1.

Objective	Action	By when
Ensure unlawful structures are dealt with using planning/building control and housing legislation.	Following due process serve 10 notices under the Town & Country Planning Act Following due process serve 10 Prohibition Orders under the Housing Act 2004 Ensure successful enforcement action is publicised	March 2017
Continue working with external agencies HMRC and UK Border Agency when required	Carrying out joint visits and sharing information.	September 2017



## Chapter 6

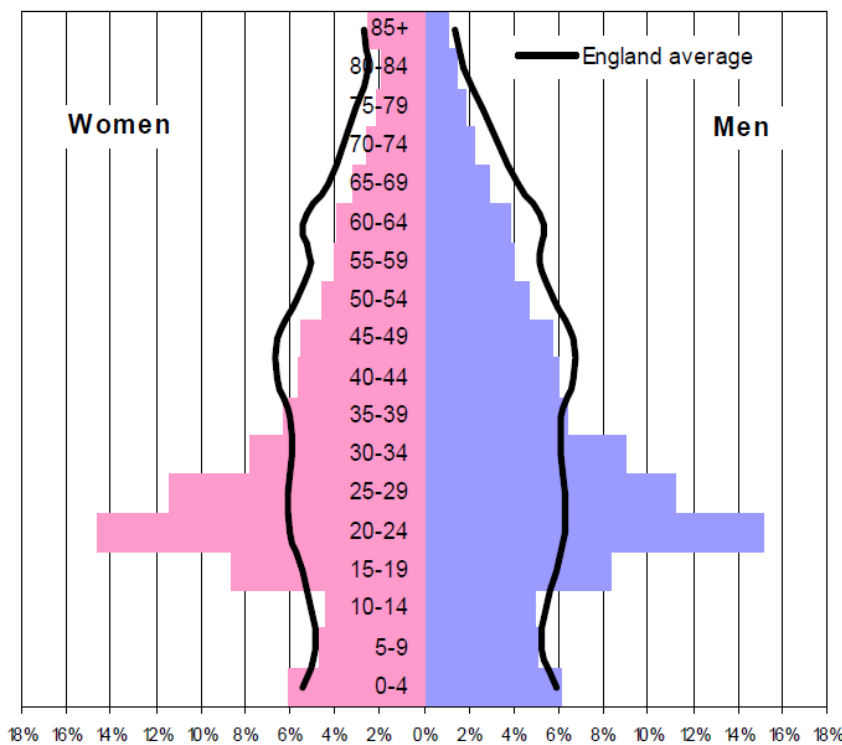
### 8. Priority 4 – Housing Assistance

*Summary:- This section highlights the work to improve vulnerable householders within the City. It further details the actions that will help deliver a robust scheme to ensure that it continues to secure improvements in this sector.*

#### Context

8.1 Whilst Oxford has the youngest median age - 29.9 years - of any place in England and Wales, Oxford has less elderly residents than the English average.

Figure 17 – Oxford and UK population by gender and age, 2011 Census



Source: 2011 Census, Office for National Statistics

8.2 However, across Oxfordshire it is anticipated that the elderly population will increase significantly and therefore the demand for assistance and social care will also rise:

Table 12 – Growth in elderly population in Oxfordshire

(thousands)	2006	2011	2016	2021	2026	2031	2006 to 2031	
Age 50+	200.5	214.9	233.2	249.7	260.6	269.9	69.4	+35%
Age 80+	27.1	30.3	34.1	39.2	47.0	57.0	29.9	+110%
All ages	632.0	659.8	684.6	709.6	734.7	758.0	126.0	+20%

Source: ONS 2006-based sub-national population projections

8.3 According to the Office for National Statistics the number of people living in Oxford aged over 80 increased by 24% from 4,500 to 5,600 between 1988 and 2008 and this is forecast to rise to 6,600 by 2028.

8.4 This increase in an elderly population will inevitably mean a rise in demand in the social care and assistance needed to enable people to remain in their homes and maintain their health and wellbeing.

### **The Home Improvement Agency**

8.5 The Oxford Home Improvement Agency, (HIA) is a service which offers invaluable support to the most vulnerable residents within Oxford. The HIA receives funding from Oxfordshire County Council as it delivers services that are fundamentally linked to the County Council's Social and Adult Care responsibilities.

8.6 The purpose is to help occupiers remain safe, secure, independent and warm in their own homes. The agency service is available to people aged 60 and over, or persons on a low income, suffering from a long term health condition or a disability and who are vulnerable and need help repairing, maintaining or adapting their home. It is not always easy for older and disabled people to repair or adapt their home. This can be for many reasons including cost, the stress involved in organising work and the fear of unsatisfactory builders.

### **Disabled Facilities Grants, (DFG)**

8.7 The Council is under a legal duty to provide DFGs. Disabled children are not means tested, but all eligible adults are means tested; with the current maximum grant for all DFGs being £30,000. A DFG provides essential adaptations to the property that are reasonable and practicable to help eligible disabled people live in their home. Where adaptations are necessary, a DFG offers help with the cost of providing these to the home, making it easier for the disabled person to continue living there. A DFG covers adaptations such as stair lifts, ramped access, level/low access shower or the installation of a ground floor bathroom. The HIA works closely with the County Council's Occupational Therapists to provide the best solutions for all the cases that are referred to the Council.

### **Relocation Grants**

8.8 This is a grant to enable disabled residents to alternative accommodation when it is not reasonable or practicable to adapt their existing home. The maximum grant available is £15,000, to assist with costs such as removal expenses, solicitor's fees, estate agents fees and stamp duty. The grant is payable on completion of the move.

### **Small Repairs Service**

8.9 The City Council undertake a small repairs service available to owner/occupiers and tenants who are aged 60 and over, suffering from a long term health condition and who are disabled. This service covers small plumbing, electrical and basic house hold repairs. The labour charge is currently £19 inclusive of VAT plus the cost of any materials used. As well as helping people to live independently, the repairs service can also play an important role in enabling patients to be discharged more speedily from hospital.

## Flexible Home Improvement Loans

8.10 This is a Government supported loan run by a Company formed by a consortium of 16 local authorities, including the Council. The aim is to assist clients in releasing some of the equity in their property to enable home improvements to be carried out. The loan scheme is for owner/occupiers aged 60 and over and designed to help with work to improve the comfort, safety, security and repairs to their home.

8.11 The funding levels for Flexible Home Improvement Loans are released quarterly by the Loan Company and to date the Council has been able to successfully spend all its allocation.

## Essential Repair Grants (ERG)

8.12 The Council has a discretionary capital budget of £50,000 for home improvement grants. The ERG is a means tested grant, to help owner occupiers on low incomes carry out essential repairs to their homes to the maximum value of £5,000. This is to ensure that minimum health & safety standards are met and that fuel poverty, health, and environmental issues are properly addressed. Where repair work is necessary, an ERG can help with the costs of providing these repairs, to making it easier for the owner-occupier to continue living in their own homes. If the home owner sells their home within 10 years of receiving the ERG the whole of the grant is repaid.

Figure 18 – Yearly referrals for Disabled Facilities Grants & Small Repairs (15/16 at Q3)

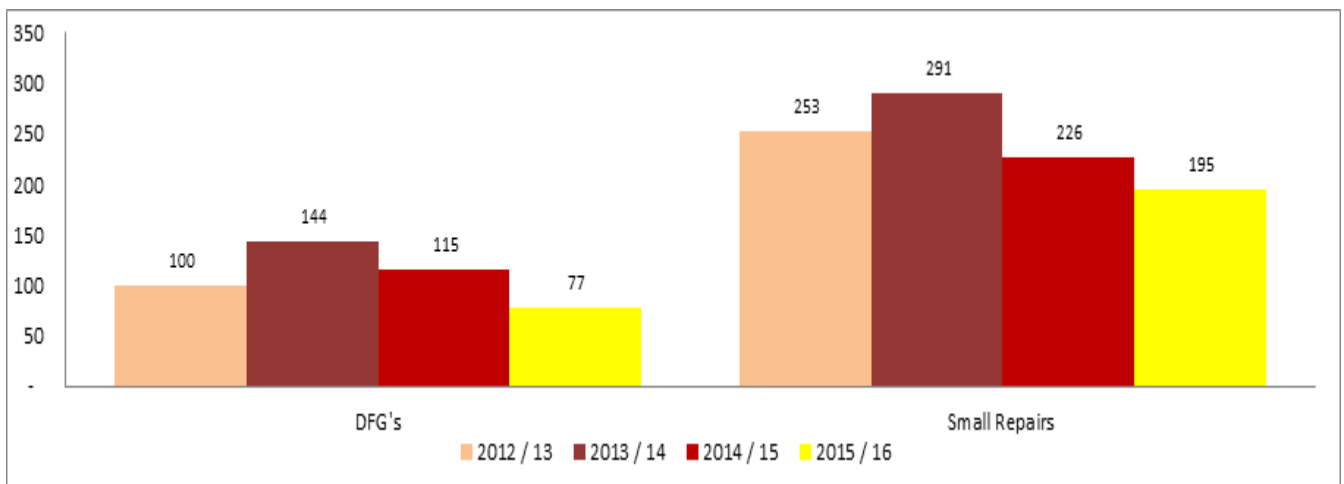
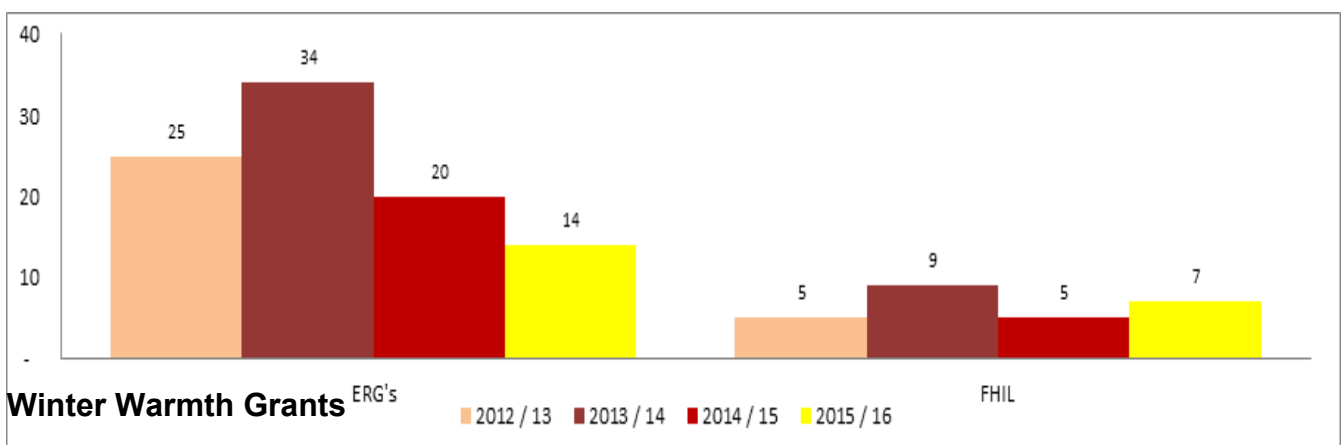


Figure 19 – Yearly referrals for Essential Repair Grants & Flexible Home Improvement Loans (15/16 at Q3)



8.13 In previous years, the Council has brought in additional funding for key energy efficiency works such as new gas condensing boilers and insulation for vulnerable private sector tenants. This has been led by the Environmental Sustainability Service which has been extremely successful in bidding for funding and attracting investment.

8.14 The HIA acts as a delivery mechanism for the funding as it is already set up to administer grants and members of the public and businesses can be assured of an efficient, effective and accountable service.

8.15 So far, for 2015/16, £20,000 has been invested by the City Council which at December 2015 had brought in an additional funding of £6,000. These grants are administered by the HIA. As a key way of meeting fuel needs of vulnerable tenants, it is our intention to continue this work whenever funding permits.

### Key Objectives

8.16 To address the issues highlighted in this chapter, the following key objectives have been identified to help achieve the priority of providing housing assistance.

8.17 There continues to be a high volume of referrals for DFG's so it is vital that there is continued assistance for people with disabilities or older people who are deemed vulnerable to adapt or repair their homes. Ensuring 100% of the budget is spent and that it offers value for money is key to achieving this objective.

8.18 Delivering the Flexible Home Improvement Loans, allocating all our budget and using other Council's unspent allocations where possible.

8.19 Seeking funding opportunities to help reduce fuel poverty and working with the Environmental Sustainability Service to deliver assistance.

Full details of actions to achieve this priority are contained in Appendix 1.

Objective	Action	By when
Ensure 100% of the DFG budget is spent	Continued promotion of Home Improvement Agency services to reach vulnerable groups.	2016 - 2019
Provide an excellent HIA Service	<p>Ensure 70 people are helped by the Home from Hospital scheme.</p> <p>Complete 80 Repairs &amp; Improvements and Major Adaptations jobs</p> <p>Process 100 new referrals for Repairs &amp; Improvements and Major Adaptations</p>	2016-2019

	<p>Complete 350 Minor Adaptations and Handyperson &amp; Maintenance Services jobs</p> <p>Achieve overall customer satisfaction of HIA services of 95%</p>	
<p>Reduce fuel poverty for vulnerable residents. Secure funding for fuel poverty works</p>	<p>Work with internal and external partners to relieve fuel poverty by addressing the energy efficiency of buildings and targeting vulnerable residents with related health issues</p>	<p>2016-2019</p>
<p>Promote the Flexible Home Improvement Loans scheme and spend/commit £160,000</p>	<p>Meet with community groups, produce promotional literature.</p>	<p>2016-2019</p>
<p>Achieve the Foundations Standard and attain membership thereby extending our services to the wider community.</p> <p>(Foundations is the National Body for Home Improvement Agency and Handy person Services)</p>	<p>To ensure that the HIA remains fit for purpose in this area we shall attend relevant training and review the skills areas in which we operate to meet the needs of the HIA Sector.</p>	<p>March 2018</p>

## **Chapter 7**

### **9. Private Rented Sector Enforcement**

*Summary:- This section sets out the Council's approach to enforcement to secure improvements in this sector.*

#### **Context**

9.1 Oxford City Council has a strong reputation as a regulator and believes that firm but fair enforcement plays a significant role in ensuring that minimum statutory standards are met in the private rented sector.

#### **Guidance**

9.2 Oxford City Council uses compliance advice, guidance and support as a first response in the case of many breaches of legislation that are identified. Advice is provided, sometimes in the form of a warning letter, to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action. A warning letter (sometimes called an 'informal caution') will set out what should be done to rectify the breach and to prevent re-occurrence. If a similar breach is identified in the future, this letter will be persuasive in considering the most appropriate enforcement action to take on that occasion. Such a letter cannot be cited in court as a previous conviction but it may be presented in evidence.

#### **Statutory (Legal) Notices**

9.3 In respect of many breaches Oxford City Council has powers to issue statutory notices. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/ or, where appropriate, the carrying out of work in default. As the Council relies heavily upon statutory notices to ensure compliance, it will view a breach of a notice as a serious matter.

9.4 The Council will normally charge where legislation permits the recovery of costs for serving statutory notices and the charges will be available on the Council's website.

#### **Financial penalties**

9.5 Oxford City Council has powers to issue fixed penalty notices in respect of some breaches. If a fixed penalty is paid in respect of a breach Oxford City Council will not take any further enforcement action in respect of that breach. If a fixed penalty is not paid, Oxford City Council may commence criminal proceedings or take other enforcement action in respect of the breach.

9.6 Where there is a legislative option for the Council to choose the amount payable for a financial penalty, the Council's policy will be to charge the maximum permitted level. The charges will be available on the Council's website.

9.7 Where appropriate the Council will apply for Rent Repayment Orders and support tenants who wish to apply for a Rent Repayment Order.

## Simple Caution

9.8 Oxford City Council has the power to issue simple cautions (previously known as 'formal cautions') as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the simple caution. Where a simple caution is offered and declined, Oxford City Council is likely to consider prosecution.

9.9 A simple caution will influence how Oxford City Council and others deal with any similar breaches in the future, and may be cited in court if the offender is subsequently prosecuted for a similar offence.

9.10 Simple cautions will be used in accordance with Ministry of Justice Guidance and any other relevant guidance.

## Prosecution

9.11 When deciding whether to prosecute Oxford City Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions and whether the case is in the public interest.

9.12 Prosecution will only be considered where Oxford City Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction against the defendant(s).

9.13 Before deciding that prosecution is appropriate, Oxford City Council will have particular regard to the following public interest criteria:

- How serious is the offence committed?
- What is the level of culpability of the suspect?
- What are the circumstances of and the harm caused to the victim?
- Was the suspect under the age of 18 at the time of the offence?
- What is the impact on the community?
- Is prosecution a proportionate response?
- Do sources of information require protecting?

9.14 The Council expects that, in the public interest, enforcing authorities should normally prosecute, or recommend prosecution, where, following an investigation or other regulatory contact, one or more of the following circumstances apply. Where:

- a breach of the legislation resulted in a death
- the gravity of an alleged offence, taken together with the seriousness of any actual or potential harm, or the general record and approach of the offender warrants it;
- there has been reckless disregard of legislative requirements;
- there have been repeated breaches which give rise to significant risk, or persistent and significant poor compliance;
- the breach has been carried out without or in serious non-compliance with an appropriate licence or permission;
- a dutyholder's standard of compliance is found to be far below what is required by law and to be giving rise to significant risk;
- there has been a failure to comply with a statutory notice; or there has been a repetition of a breach that was subject to a simple caution;
- false information has been supplied wilfully, or there has been an intent to deceive, in relation to a matter which gives rise to significant risk;
- officers have been intentionally obstructed in the lawful course of their duties.

9.15 In deciding on the public interest the Council will make an overall assessment based on the circumstances of each case and will consider all relevant circumstances carefully, including local and corporate priorities.

### **Proceeds of Crime**

9.16 Where appropriate the Council will consider the use of the Proceeds of Crime Act 2002. The Proceeds of Crime Act allows Local Authorities to recover assets that have been accrued through criminal activity.



## Appendix 1 - Private Sector Housing Policy Action Plan

### Private Sector Housing Policy Priority 1 – Additional Licencing

Objective	Action	By when
Prevent homelessness/illegal eviction/harassment of tenants across all tenures of the PRS	Partnership/interagency working with Shelter, Citizens Advice Bureau, (CAB), Home choice, Housing Options. Provide advice & education to landlords & tenants. Carry out a consultation exercise to establish the best methods of providing information and advice to tenants and implement the resulting Action Plan.	May 2016
Review of the Oxford City Landlords Accreditation Scheme, (OCLAS) and 150 landlords/agents accredited	A more robust accreditation scheme to provide training/CPD to agents/landlords to drive up standards in a non-enforcement capacity  Explore options with landlords and if appropriate establish further landlord incentives  Roll out training courses for non- accredited landlords/non-fit & proper landlords etc to promote positive engagement.	October 2016  March 2017  March 2017
Gain a better understanding of the true extent of the numbers of HMO's that exist within the city to allow for more focused targeting for licensing purposes.	Use existing databases more effectively and identify additional sources of information that can be used to indicate suspected unlicensed HMOs	October 2016
Improve energy efficiency and reduce carbon emissions in HMO's in Oxford and address fuel poverty.  Carry out enforcement against private rented properties with no Energy performance Certificate (EPC)	To secure authorisation from the County Council to enforce the provisions of the statutory requirement for landlords to have their properties assessed.	September 2018
Achieve corporate target for percentage of HMOs licensed	Continue to licence HMOs and ensure focus is on identifying unlicensed HMOs	March 2019

## Private Sector Housing Policy Priority 2 – Regulation of single occupied/family dwellings

Objective	Action	By when
Continue to proactively target rogue landlords operating in the PRS	Remove all category 1 hazards from 250 properties per year	2016-2019
Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for single household families.	Working with other stake holders, continue the rollout of targeting 100 low EPC scoring properties, (F & G) to improve energy efficiency in the PRS & reduce fuel poverty	October 2016 & continuous through to 2019
Reduce the number of empty properties in Oxford	Working with the Empty Property Officer, assist with bringing back into use long term empty properties to reduce the burden on housing shortage and prevent anti-social behaviour	2016-2019
Significantly improve management and property conditions and reduce ASB in the PRS	Assess the evidence, identify the best option and subject to legal advice and DCLG approval if necessary introduce a Selective Licensing Scheme for PRS single occupied dwellings.	January 2017
To ensure non-compliance with improvement notices can be successfully remedied	Seek approval mechanism for WID spend	March 2017
Measure cost savings to the NHS and society with the HHCC and seek additional funding from NHS.	Officers to cost each HHSRS completion to calculate costs of improvement work and to determine cost savings	April 2017

## Private Sector Housing Policy Priority 3 – Unlawful Dwellings

Objective	Action	By when
<p>Ensure unlawful structures are dealt with using planning/building control and housing legislation.</p>	<p>Following due process serve 10 notices under the Town &amp; Country Planning Act</p> <p>Following due process serve 10 Prohibition Orders under the Housing Act 2004</p> <p>Ensure successful enforcement action is publicised</p>	<p>March 2017</p>
<p>Continue working with external agencies HMRC and UK Border Agency when required</p>	<p>Carrying out joint visits and sharing information.</p>	<p>September 2017</p>

## Private Sector Housing Policy Priority 4 – Housing Assistance

Objective	Action	By when
Ensure 100% of the DFG budget is spent	Continued promotion of Home Improvement Agency services to reach vulnerable groups.	2016 - 2019
Provide an excellent HIA Service	<p>Ensure 70 people are helped by the Home from Hospital scheme.</p> <p>Complete 80 Repairs &amp; Improvements and Major Adaptations jobs</p> <p>Process 100 new referrals for Repairs &amp; Improvements and Major Adaptations</p> <p>Complete 350 Minor Adaptations and Handy person &amp; Maintenance Services jobs</p> <p>Achieve overall customer satisfaction of HIA services of 95%</p>	2016-2019
Reduce fuel poverty for vulnerable residents. Secure funding for fuel poverty works	Work with internal and external partners to relieve fuel poverty by addressing the energy efficiency of buildings and targeting vulnerable residents with related health issues	2016-2019
Promote the Flexible Home Improvement Loans scheme and spend/commit £160,000	Meet with community groups, produce promotional literature.	2016-2019
<p>Achieve the Foundations Standard and attain membership thereby extending our services to the wider community.</p> <p>(Foundations is the National Body for Home Improvement Agency and Handy person Services)</p>	To ensure that the HIA remains fit for purpose in this area we shall attend relevant training and review the skills areas in which we operate to meet the needs of the HIA Sector.	March 2018

## Appendix 2

### Glossary of Abbreviations

OCLAS	Oxford City Landlord Accreditation Scheme	SHMA	Strategic Housing Market Assessment
CAB	Citizens Advice Bureau		
CLG	Communities and Local Government	BRE	Building Research Establishment
CPO	Compulsory Purchase Order	ONS	Office of National Statistics
ERG	Essential Repair Grant	EHS	English Housing Survey
DFG	Disabled Facilities Grant	LGA	Local Government Association
EDMO	Empty Dwelling Management Order		
HHSRS	Housing Health and Safety Rating System		
HHCC	Housing Health Cost Calculator		
HIA	Home Improvement Agency		
HMO	House in Multiple Occupation		
HMR	Housing Market Renewal		
IMO	Interim Management Order		
LHA	Local Housing Authority		
PRS	Private rented sector		
PSH	Private sector housing		

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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Policy	The policy is not approved	Threat	Insufficient support from members to proceed	Not able to proceed with a number of recommended proposals contained within the policy	December 2015	Mike Browning							The regulation of areas of the PRS may be restricted resulting in continued limited reactive controls and a decline of conditions and standards in the sector	Reprioritisation of work streams	May 2016			Ian Wright/ Mike Browning
Service delivery failure	Service delivery expectations not delivered to required standard	Threat	Increase in volume PRS properties resulting in high volumes of work.	Vulnerable residents at risk, potential reputational damage to the service	December 2015	Mike Browning							Insufficient staffing resources due to recruitment/retainment	Additional staffing resource in place across the service. Ensure effective performance management systems in place. Ensure effective contractor selection and control.	May 2016			Ian Wright/ Mike Browning
Inconsistency	Inconsistent implementation of the policy across EH	Threat	Teams not aware of policy targets and not acting in accordance with policy	Reputational damage, legal challenges	December 2015	Mike Browning							All teams within EH need to ensure their actions take the policy into account	Ensure all relevant teams in EH have procedures that reflect the policy	May 2016			Ian Wright/ Mike Browning
Legal challenge	A legal challenge to the proposal for Selective Licensing s put forward as a judicial review	Threat	Statutory requirements for Selective Licensing not met. Insufficient resources provided to fulfill requirements. Insufficient evidence base. Lack of wider consultation	Legal challenge	December 2015	Mike Browning							The statutory designation is required in order to meet the requirements of the Housing Act 2004. Any challenge must be made within the statutory timeframes	Ensure that statutory requirements for proving the case for selective licensing is robust and are met.	January 2017			Ian Wright/ Mike Browning

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## Initial Equalities Impact Assessment screening form

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

None of the groups will be disadvantaged.  
The policy will have a positive impact on age, disability race and gender.  
The policy will improve housing conditions, especially those which have a direct health and safety impact on occupiers.  
It will target financially vulnerable occupiers; single parent families and pensioners are more likely to be in receipt of those benefits.  
The policy continues to target assistance towards disabled persons, especially with regard to Disabled Facilities Grants and loans. General housing improvement may be more desirable where there is a disability, and the policy recognises this.  
The policy includes proposals to improve communication, and in particular to target premises where "hard to reach" groups live. As 75% of migrants live in the PRS improving living conditions will have a positive outcome for BME groups.

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

No adverse impacts were identified. Only positive impacts.

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

Consultation will include all groups affected by the policy. Landlords, letting agents, tenants, students, local residents and key stakeholders such as the County Council.

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 were identified. Only positive impacts.

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 Policy will create workstreams that will be reported upon annually at a service and corporate level.

Lead officer responsible for signing off the EqIA: Ian Wright

Role: Service Manager

Date: 23/12/15

**To:** City Executive Board

**Date:** Thursday 11 February 2016

**Report of:** Head of Housing and Property

**Title of Report:** Rent setting for Housing Revenue Account (HRA) properties leased to partner agencies as supported accommodation

## Summary and Recommendations

**Purpose of report:** To set out the basis for the charging of rent for externally leased HRA property to partner organisations as supported housing

**Key decision** Yes

**Executive lead member:** Councillor Mike Rowley, Executive Board Member for Housing

**Policy Framework:** Housing Strategy 2015-18

**Recommendation(s):** That the City Executive Board resolves to agree rent setting on the basis set out in paragraphs 5, 6 and 7 of this report.

## Appendices

Appendix 1 - Risk Register  
Confidential Appendix 2 – Property Addresses

## Background

- 1 The Council leases a small amount of housing, which is held within the Housing Revenue Account (HRA), to partner organisations. This is to help support the objectives of the Housing Strategy, particularly by providing supported accommodation to vulnerable persons at affordable rents.
- 2 Rent setting for such leases is currently based on the “formula rent”,

which provides the Council with the same rental return as it would receive for social rented housing. This allows partners to provide affordable accommodation for clients. The City Executive Board last gave approval for this approach, in relation to five properties in February 2009.

### Proposed Changes

- 3 In light of recent Government proposals in relation to social rents, it is timely to revisit the rent setting formula for these properties. This report also seeks to establish the rent setting approach for all the externally leased properties in the HRA.
- 4 By renting at below market rent levels, the Council is providing a subsidy to these organisations. This report therefore proposes to improve transparency by setting out what this amounts to, in terms of the level of rent discounted from the market rate.
- 5 It is proposed that the Council leases these properties based broadly on the 15/16 “target rent”, under the old social rented housing formula. This would be applied for new leases from now on. This target rent formula has been applied to two units (a 4 bed and a 5 bed). The outcome is that it equates to between 45% and 50% of the estimated market rent. The target rent formula cannot be readily applied to large HMO type units, so 45% of the market rate is proposed as the rental value used.
- 6 From 16/17 on, rent increases would be based on “CPI plus 1%”, and this rental increase will also be applied within lease terms as an annual rent uplift.
- 7 The properties concerned are listed in Confidential Appendix 2, but the anonymised details are provided below:

Prop Ref	Description	Partner Agency	Market Rate (approx Nov 15)	Proposed Rent	Difference (Subsidy)
1	16 bed hostel – proposal to remodel into less rooms but all en-suite - For clients with enduring mental health issues	Response	£72,800	£32,760	£40,040
2	8 bed hostel – For Domestic Abuse services	A2 Dominion	£41,600	£18,720	£22,880
3	15 bed hostel for clients with mental health issues (Supported to Independent	Response	£72,800	£32,760	£40,040

	Living)				
4	9 bed hostel for clients with mental health issues (Supported to Independent Living)	MIND	£46,800	£21,060	£25,740
5	5 bed hostel for clients with mental health issues (Supported to Independent Living)	Response	£26,000	£11,700	£14,300
6	5 bed hostel for clients with mental health issues (Supported to Independent Living)	Response	£24,960	£11,232	£13,728
7	5 bed hostel for clients with mental health issues (Supported to Independent Living)	Response	£24,960	£11,232	£13,728
8	4 bed hostel for clients with mental health issues (Supported to Independent Living)	Response	£20,800	£9,360	£11,440

### Alternative Options Considered

- 8 It would be possible to charge market rates for these properties, but this would undermine the financial models of the organisations concerned and this would not support the provision of accommodation at affordable rent levels to these vulnerable clients.
- 9 Consideration has been given to charging market rates, but then reimbursing the organisations concerned by way of a grant. This gives full transparency to the 'hidden subsidy' that the Council provides, but is administratively difficult as the rent is collected into the HRA and grants would need to be paid from the General Fund. It is considered that this report provides good transparency, by setting out the proposed rent levels and comparing these to the market, the difference amounting to the element by which the Council supports this work through a rent subsidy.

### Legal Issues

- 10 The rent setting for this use falls outside of the provisions in the Welfare Reform and Work Bill which will require a 1% rent reduction from 16/17 as these rents relate to the amount paid by the organisations with the benefit of the lease not individuals.
- 11 Rent will be set out in new lease agreements as current leases expire.

## Financial Issues

- 12 There are no significant financial issues from this report, other than to ensure a continued rental income from these property leases into the HRA.

### **Name and contact details of author:-**

Name Dave Scholes  
Job title Housing Strategy and Needs Manager  
Housing and Property Service  
Tel: 01865 252636 e-mail: [dscholes@oxford.gov.uk](mailto:dscholes@oxford.gov.uk)

**List of background papers:** None

Appendix 1 - Risk Register - Rent Setting for Externally Leased HRA Property (CEB Feb 16)

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Rents are not increased	That CEB approval for a rent setting approach is not agreed	T	There is no framework for rent setting or increases	That the Council risks loosing potential rental income to continue to support the maintenance of HRA property. The new leases with partners cannot be entered into as rents are not set, and rent cannot be received from occupiers beyond rental terms in cases where security of tenure under the Landlord and Tenant Act could be given	Feb 16	Dave Scholes	2	2	2	2	1	1	This report mitigates this risk	CEB Report to agree rent setting and rent increase framework for these properties	Feb 16			
Rents increase beyond the ability of partners to fund	That an alternative option for rent setting is pursued that charges market rent	T	Alternative approach adopted to maximise rental income returns	That partners may not be able to continue to provide affordable accommodation for these clients	Feb 16	Dave Scholes	2	2	1	1	1	1	This report mitigates this risk	CEB Report to agree rent setting and rent increase framework for these properties	Feb 16			

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## MINUTES OF THE CITY EXECUTIVE BOARD

Thursday 21 January 2016



**COUNCILLORS PRESENT:** Councillors Price (Leader), Turner (Deputy Leader), Hollingsworth, Kennedy, Rowley, Simm and Tanner.

**OTHER MEMBERS PRESENT:** Councillor Jean Fooks and Councillor Linda Smith

**OFFICERS PRESENT:** Peter Sloman (Chief Executive), Nigel Kennedy (Head of Financial Services), Lindsay Cane (Legal Services Manager), Stephen Clarke (Head of Housing and Property), Mark Jaggard (Spatial & Economic Development Manager), Sarah Harrison (Senior Planner) and Catherine Phythian (Committee Services Officer)

### 152. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Brown, Councillor Lygo and Councillor Sinclair.

### 153. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 154. PUBLIC QUESTIONS

There were no public questions.

### 155. COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

Councillor Fooks addressed the Board on agenda items 4a, 4b and 7. Her comments are included in the minutes for that item.

### 156. COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

There were no Councillor addresses on Neighbourhood Issues.

## **157. SCRUTINY COMMITTEE REPORTS**

The Board noted that the Oxpens Revised Delivery Strategy decision had not been called in.

Councillor Smith, Chair Scrutiny Housing Panel, presented the scrutiny reports and recommendations on Rent Performance and Choice Based Lettings.

## **158. REPORT FROM HOUSING STANDING PANEL: RENTS PERFORMANCE**

Councillor Smith, Chair of the Housing Standing Panel presented the Panel's recommendations on the Council's rents performance. She cited the success of the Council's incentive scheme for waste recycling and said that the Panel hoped that a similar approach could be taken to encourage people to pay their rent by direct debit. She explained that the Panel felt a performance indicator targeted on this issue would be a valuable monitoring tool. She said that the Panel intended to monitor the success of any scheme that was introduced.

The Board Member said that he was pleased to accept the scrutiny recommendations and that housing officers were looking positively at scheme options.

In discussion the Board noted the following points:

- that the Council already collected some performance data relating to Direct Debit payments and it would be relatively straightforward to adapt this to target the proportion of Council tenants paying rent by Direct Debit
- that the Council favoured incentive scheme rather than a discount scheme so that people who did not have access to a Direct Debit banking option were not disadvantaged
- the need to take into account any legal constraints when devising the incentive scheme

The Board agreed to accept the Scrutiny Housing Panel recommendations:

- Recommendation 1 – That the Council should look at ways of incentivising Council tenants to pay rent by Direct Debit, including the option of holding a prize draw.
- Recommendation 2 – That the proportion of eligible Council tenants paying rent by Direct Debit should be a performance indicator in future years.

## **159. REPORT FROM HOUSING SCRUTINY PANEL: CHOICE BASED LETTINGS**

Councillor Smith, Chair of the Housing Standing Panel presented the Panel's report and recommendations on proposed changes to the Choice Based Lettings scheme. She said that the Panel was very supportive of the scheme and the proposed change from a fortnightly lettings cycle to a weekly cycle.

She explained that the Panel had focused on two main areas of concern: reviewing what methods of bidding were available to people who were disabled or visually impaired; and understanding the reasons for the high level of refusals post-allocation.

In discussion the Board noted the following points:

- that the Council already collates some information on the reasons for post-allocation refusals but more detailed analysis and review would be beneficial
- that wherever possible the Council identifies “support contacts” assist people without internet access
- that the move to a weekly cycle would not increase the workload for officers

The Board Member said that he was pleased to accept the scrutiny recommendations.

The Board agreed to accept the Scrutiny Housing Panel recommendations:

1. Recommendation 1 – That the Choice Based Lettings cycle should be changed from a fortnightly (13 days) to a weekly cycle.
2. Recommendation 2 – That advice should be sought from relevant council officers and local disability groups on making the Choice Based Lettings bidding process more accessible to individuals with disabilities.
3. Recommendation 3 – That Council Officers should explore positive ways of reducing the number of offers of housing that are refused.

## **160. OXFORD LOCAL DEVELOPMENT SCHEME 2016-2019**

The Head of Planning and Regulatory Services submitted a report which sought approval of a three-year programme for the preparation of various planning documents that will form part of the City Council’s Local Plan.

The Board Member, Planning, Transport and Regulatory Services presented the report. He explained that it was intended that the City Council should produce a new Local Plan 2036. This plan would be a single document that would replace most existing documents containing planning policy (other than the Area Action Plans). He said that the Local Plan 2036 will provide a long-term planning framework to deliver managed growth of the city for an additional 10 years to 2036. He emphasised that all the existing planning policies would remain in force until the new Local Plan 2036 was formally adopted. In conclusion he commended the report to the Board and encouraged all members to engage in the creation of the new plan.

In discussion the Board noted the following points:

- the target completion date was 2018
- this would be a major undertaking and provided a significant opportunity for a comprehensive review of all the current planning policies
- key areas to address would include renewable energy, transport and transport hubs, height and density considerations, affordable housing

- it was essential to use the process to identify flexible and creative means by which to deliver growth whilst retaining the city's green spaces, historic buildings and its skyline

The City Executive Board resolved to:

1. Approve the Oxford Local Development Scheme 2016-19; and
2. Endorse the production of the Oxford Local Plan 2036 and the Local Plan Consultation and Engagement Programme appended to the LDS.

#### **161. ITEMS RAISED BY BOARD MEMBERS**

No items were raised by Board Members.

#### **162. MINUTES**

The Board resolved to APPROVE the minutes and confidential minutes of the meeting held on 14 January 2016 as a true and accurate record.

**The meeting started at 5.00 pm and ended at 5.30 pm**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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