

Agenda

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Council

Date: **Wednesday 17 February 2016**

Time: **5.00 pm**

Place: **Council Chamber, Town Hall**

For any further information please contact:

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Council

Membership

Lord Mayor	Councillor Rae Humberstone	
Deputy Lord Mayor	Councillor Colin Cook	
Sheriff	Councillor Sajjad Malik	
Members	Councillor Mohammed Abbasi	Councillor Chewe Munkonge
	Councillor Mohammed Altaf-Khan	Councillor Michele Paule
	Councillor Farida Anwar	Councillor Susanna Pressel
	Councillor Elise Benjamin	Councillor Jennifer Pegg
	Councillor Ruthi Brandt	Councillor Bob Price
	Councillor Susan Brown	Councillor Mike Rowley
	Councillor Bev Clack	Councillor Gwynneth Royce
	Councillor Mary Clarkson	Councillor Gill Sanders
	Councillor Van Coulter	Councillor Christine Simm
	Councillor Roy Darke	Councillor Craig Simmons
	Councillor Jean Fooks	Councillor Dee Sinclair
	Councillor James Fry	Councillor Linda Smith
	Councillor Andrew Gant	Councillor John Tanner
	Councillor Stephen Goddard	Councillor Richard Tarver
	Councillor Michael Gotch	Councillor Sian Taylor
	Councillor Mick Haines	Councillor David Thomas
	Councillor Tom Hayes	Councillor Ed Turner
	Councillor David Henwood	Councillor Louise Upton
	Councillor Sam Hollick	Councillor Oscar Van Nooijen
	Councillor Alex Hollingsworth	Councillor Elizabeth Wade
	Councillor Pat Kennedy	Councillor Ruth Wilkinson
	Councillor Ben Lloyd-Shogbesan	Councillor Dick Wolff
	Councillor Mark Lygo	

The quorum for this meeting is 12 members.

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SUMMONS

A meeting of the City Council will be held in the Council Chamber, Town Hall, on Wednesday 17 February 2016 at 5.00 pm to transact the business set out below.

Peter Sloman

Proper Officer

AGENDA

Pages

PART 1 - PUBLIC BUSINESS

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 ANNOUNCEMENTS

Announcements by:

- (1) The Lord Mayor
- (2) The Sheriff
- (3) The Leader of the Council
- (4) The Chief Executive, Chief Finance Officer, Monitoring Officer

4 AGREEMENT OF PROCEDURE FOR DEBATE ON THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET

The procedure for the debate on the Medium Term Financial Strategy and the Budget is set out in the Council's Constitution.

Any amendments to the procedure above must be agreed by majority vote and will only apply to this meeting.

Recommendations: Council is recommended to agree the times permitted for each stage in the procedure as detailed in the constitution and set out below:

The total time for this item is limited to 2 hours 25 minutes not including voting or adjournment.

All speakers have 3 minutes unless otherwise stated.

(a) Proposal of the Executive Board budget by the Leader of the Council (15 minutes)

(b) Proposal of opposition group budgets (proposal and debate 30 minutes for each group including voting). The proposer may speak for 10 minutes.

Opposition groups will present their budgets for debate as amendments to the recommendations. These amendments must be received by Committee and Member Services by 1.00pm one working day before the meeting.

The proposals will be voted on as one amendment for each group.

Break

(c) Individual amendments will be presented (maximum 40 minutes in total including voting)

Individual amendments submitted in writing to the clerk in advance of the meeting or at least 15 mins before the start of this item at the meeting on the form provided. Amendments will be taken in the order submitted to the clerk in the form provided and will be "taken as read". A proposer and seconder are required. Should the proposer and seconder agree amendments can be taken in groups. Any amendments not taken within the time fall.

(d) Debate the budget (as amended) (30 minutes or the remaining time overall whichever is the longer)

(e) Recorded vote

(f) Adjournment for 10 minutes if necessary

5 PUBLIC ADDRESSES AND QUESTIONS THAT RELATE TO MATTERS FOR DECISION AT THIS MEETING

Public addresses and questions to the Leader or other Board member received in accordance with Council Procedure Rule 11.11 and 11.12 relating to matters for decision on this agenda.

The request to speak accompanied by the full text of the address or question must be received by the Head of Law and Governance by 5.00 pm on Thursday 11 February 2015.

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of **30 minutes** is available for both public speaking items. Responses are included in this time. Up to five minutes is available for each public address or question.

BUDGET AND COUNCIL TAX

6 REPORT OF THE HEAD OF FINANCIAL SERVICES ON THE BUDGET

Report of the Head of Financial Services on the soundness of the financial proposals before Council **(to follow in the briefing note)**

The Head of Financial Services will present the report and recommendations.

Recommendations: Council is recommended to note the report and its implications.

7 SCRUTINY BUDGET REVIEW 2016/17

13 - 28

The Chair of Finance Panel will submit a report to the City Executive Board on 11 February 2016 which sets out the Finance Panel's comments and recommendation on the budget **(updated version attached here)**.

The draft minutes of the Board will be circulated with the briefing note.

The Chair of the Finance Panel will present the report and recommendations.

Recommendations: Council is asked to note the report and the City Executive Board's response set out in the minutes of the meeting of 11 February.

8 LICENSING AND GAMBLING ACTS COMMITTEE AND GENERAL PURPOSES LICENSING COMMITTEE RECOMMENDATIONS ON FEES AND CHARGES

29 - 38

The Committees considered reports on fees and charges for the licensing functions dealt with at their meetings on 19 January.

The extracts of draft minutes of the Committees and the appendices setting out the three sets of fees and charges are attached.

These fees and charges are also included in the papers for Item 9 at Appendix 7.

The Committee Chairs may wish to present the recommendations.

Recommendations: Council is recommended to:

1. note the draft minutes and agree the recommendations of the Licensing and Gambling Acts Committee; and
2. note the draft minutes and agree the recommendations of the General Purposes Licensing Committee.

9 MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20 AND 2016-17 BUDGET

39 - 174

The Head of Financial Services will submit a report to the City Executive Board on 11 February which presents the outcome of the budget consultation and seeks agreement to the Council's medium term financial strategy 2016-17 to 2019-20 and 2016-17 budget.

The draft minutes of the Board will be circulated with the briefing note.

The Leader will move the recommendations and the Head of Financial Services will be available to answer questions.

The published agenda for the City Executive Board contains the original recommendations to Council. The CEB supplement contains amended recommendations updated in light of changes to the settlement and to rent changes for sheltered housing to be considered on 11 February.

The amended recommendations before the City Executive Board are: to recommend Council to

1. *approve the General Fund Budget Requirement of **£19.853 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 Band D Council Tax of £284.52 per annum. **The additional amount of £146k over the four year period to go towards the funding of the Council's General Fund Capital Programme;***
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 **£43.487 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 for all Council dwellings other than sheltered accommodation. In respect of sheltered accommodation that a rent increase of 0.9% is applied (average £0.88 per week increase) generating an additional income originally proposed of **£27,000** for one year to be used in full or in part for improvements in the provision of sheltered accommodation. Such changes will be 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 notice being given to tenants of the proposed rent increase. In that event a further report will be made to CEB and Council detailing the consequential effect on the Housing Revenue Account budget;*
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 and charges schedule as set out in Appendix 8; and*
6. *delegate to the S151 officer on consultation with the Board Member for Finance, Asset Management and Public Health the decision to determine whether this is financially advantageous for the Council to enter into a Business Rates Distribution agreement as referred to in paragraphs 17-18 in the report.*

The City Executive Board will consider these and may make these or alternative recommendations to Council.

Opposition Group alternative budgets and amendments will be circulated with the briefing note.

The procedure for this item is at Agenda Item 4.

Recommendations: Council is recommended to:

1. Consider the recommendations of the City Executive Board on 11 February, published in the draft minutes of that meeting;
2. Consider the substantive amendments proposed by the opposition groups ('opposition budgets');
3. Consider individual amendments; and
4. Agree the recommendations from the City Executive Board for the Medium Term Financial Strategy, Budget, and additional matters (as originally proposed or as amended).

A recorded vote will be taken.

10 COUNCIL TAX 2016/17

175 - 188

The Head of Financial Services has submitted a report which sets out the necessary calculations to enable Council to set the 2016/17 Council Tax for Oxford City.

The Leader will move the recommendations and the Head of Financial Services will be available to answer questions.

Recommendations: Council is asked to approve for 2016/17

1. the City Council's precept and Council Tax requirement of £12,621,173 including Parish precepts and £12,423,802 excluding Parish precepts.
2. the average Band D Council Tax figure (excluding Parish Precepts) of £284.52 a 1.99% increase on the 2015/16 figure of £278.97. Including Parish Precepts the figure is £289.04, a 2.14% increase (see paragraph 3).
3. a contribution of £10,000 to Old Marston Parish Council in recognition of the additional expenditure that the Parish incurs as a consequence of maintaining the cemetery (see paragraphs 11 and 12).
4. the amount of £538,520 to be treated as Special Expenses (see paragraph 15).
5. the Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:-

Littlemore	£315.17
Old Marston	£313.50
Risinghurst and Sandhills	£303.79
Blackbird Leys	£282.54
Unparished Area	£286.87

These figures include the Parish Precepts and special expensing amounts as appropriate; in addition to the City-wide Council Tax of £272.19.

The Council is also asked to note:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 18 below.
7. the Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 19 below, and
8. the overall average Band D equivalent Council Tax of £1,737.64 including Parish Precepts (subject to confirmation of the Band D figures for the County Council – see paragraph 18 of the report).

A recorded vote will be taken.

CITY EXECUTIVE BOARD REPORTS

11 TREASURY MANAGEMENT STRATEGY

189 - 212

The Head of Financial Services will submit a report to the City Executive Board on 11 February which presents the Council's Treasury Management strategy for 2016-17 together with the prudential indicators for 2016-17 to 2018-2019

The draft minutes of the Board will be circulated with the briefing note.

The Leader will move the recommendations and the Head of Financial Services will be available to answer questions.

The published agenda for the City Executive Board contains recommendations that Council:

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 of the report;
2. approve the investment strategy for 2016-17 and investment criteria as set out in paragraphs 21 to 38 and Appendix 1 of the report; and
3. approve the minimum revenue provision (MRP) statement at paragraphs 11 to 20 of the report which sets out the Council's policy on debt and repayment.

The City Executive Board will consider these and may make these or alternative recommendations to Council.

Recommendations: Council is asked to agree the recommendations of the City Executive Board on 11 February, published in the draft minutes of that meeting.

12 CORPORATE PLAN 2016-20

213 - 248

The Assistant Chief Executive has submitted a report will submit a report to the City Executive Board on 11 February which sets out the consultation on the draft Corporate Plan 2016-2020 and proposes its adoption.

The draft minutes of the Board will be circulated with the briefing note.

The Leader will move the recommendations.

The published agenda for the City Executive Board contains recommendations that Council approves the draft Corporate Plan 2016-20 attached to that agenda and as amended in the CEB supplement and delegates authority to the Assistant Chief Executive to make minor textual/formatting changes to this in advance of formal publication.

Updates to the Corporate Plan recommended for adoption will be circulated in the briefing note.

Recommendations: Council is asked to agree the recommendations of the City Executive Board on 11 February, published in the draft minutes of that meeting.

13 MATTERS EXEMPT FROM PUBLICATION AND EXCLUSION OF THE PUBLIC

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

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

UPDATES AND ADDITIONAL INFORMATION TO SUPPLEMENT THIS AGENDA ARE PUBLISHED IN THE COUNCIL BRIEFING NOTE.

Additional information, councillors' questions, public addresses and amendments to motions are published in a supplementary briefing note. The agenda and briefing note should be read together.

The Briefing Note is published as a supplement to the agenda. It is available on the Friday before the meeting and can be accessed along with the agenda on the council's website.

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.

¹Disclosable 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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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.

Aims

3. 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.
4. 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

5. Evidence gathering took place between 14 December 2015 and 28 January 2016. The RG took the following into consideration in scrutinising the budget proposals:
 - 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

6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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

12. 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.

13. 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).
14. 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.
15. 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.
16. 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

17. 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

18. 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

19. 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

20. 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

21. 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.
22. 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

23. 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.
24. 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

25. 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

26. 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.
27. 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.

28. 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.
29. 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.
30. The RG suggest that charges for householder services such as bulky collections, which are being held at £25, could also be reconsidered.
31. 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

32. 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

33. 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

34. The Council's Educational Attainment funding, which is available to schools, will be £43k in 2016/17 and £23k in 2017/18. 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

35. 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

36. 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

37. 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

38. 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

39. 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

40. 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

41. 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

42. 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

43. 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.
44. 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.

45. 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

46. 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

47. 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

48. 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)

49. 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

50. 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

51. 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

52. 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

53. 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

54. 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

55. 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.

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EXTRACT OF THE MINUTES OF THE LICENSING AND GAMBLING ACTS COMMITTEE

Tuesday 26 January 2016

www.oxford.gov.uk



19. L&G FEES & CHARGES 2016 - 2017

The Head of Community Services submitted which detailed the proposed licence fees for the 2016/17 financial year, where the Council has discretion over the level of fee charged.

The Licensing Manager presented the report. He said that it was proposed that for the 2016/17 Council year that no variation to the current year's fees and charges be made in order to provide financial stability to licence holders in the present economic climate.

The Committee resolved to:

1. AGREE the licence fees and charges for 2016/17 as set out in the report; and
2. RECOMMEND COUNCIL to resolve to adopt the licence fees and charges for 2016/17.

MINUTES OF THE GENERAL PURPOSES LICENSING COMMITTEE

Tuesday 26 January 2016

www.oxford.gov.uk



18. GPL LICENSING FEES & CHARGES 2016-2017

The Head of Community Services has submitted a report which details the proposed licence fees for 2016/17 where the Council has discretion over the level of fee charged, covering Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers and Sex Establishments.

The Licensing Manager presented the report. He said that it was proposed that for the 2016/17 Council year that no variation to the current fees and charges be made in order to provide financial stability to licence holders in the present economic climate.

The Committee resolved to:

1. AGREE the licence fees and charges for 2016/17 as set out in the Appendix; and
2. RECOMMEND COUNCIL to resolve to adopt the licence fees and charges for 2016/17.

19. MISCELLANEOUS GPL LICENSING FEES & CHARGES 2016/17

The Head of Planning and Regulatory Services has submitted a report which details the proposed miscellaneous licence fees for 2016/17 where the Council has discretion over the level of fee charged.

The Business Regulation Team Manager presented the report. She said that an inflationary increase to the fees and charges was proposed to ensure the full cost recovery of the services provided with the exception of Street Cafes Permits. There was no proposed change to this fee in order to promote street cafes and to encourage uptake.

The Committee resolved to:

1. AGREE the licence fees and charges for 2016/17 as set out in Appendix A; and
2. RECOMMEND COUNCIL to adopt the agreed licence fees and charges for 2016/7.

Licensing and Gambling Acts Committee 26 January 2016 Minute 19

LICENSING & GAMBLING ACTS COMMITTEE	2015/16	2016/17	Increase/	Increase/
FEES & CHARGES 2016/17	Charge	Charge	(Decrease)	(Decrease)
Licensing Act 2003				
Application fee				
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	1905.00	1905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1000.00	1000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64000.00	64000.00	0.00	0.00
Annual fee				
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	1050.00	1050.00	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	32000.00	32000.00	0.00	0.00
Other Application Fees				
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
Gambling Act 2005 - Premises				
Bingo Premises				
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)	1330.00	1330.00	0.00	0.00
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

LICENSING & GAMBLING ACTS COMMITTEE	2015/16	2016/17	Increase/	Increase/
FEES & CHARGES 2016/17	Charge	Charge	(Decrease)	(Decrease)
Family Entertainment Centre				
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)	1000.00	1000.00	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
Adult Gaming Centre				
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)	1030.00	1030.00	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
Betting Premises (Track)				
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)	1250.00	1250.00	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
Betting Premises (Other)				
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)	1160.00	1160.00	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

LICENSING & GAMBLING ACTS COMMITTEE	2015/16	2016/17	Increase/	Increase/
FEES & CHARGES 2016/17	Charge	Charge	(Decrease)	(Decrease)
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
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
Club Gaming Permits and Club Gaming Machine Permits				
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
Family Entertainment Centre Gaming Machine Permits				
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
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
Miscellaneous Charges				
Copy of Premises/Person Entry in Licensing Register	21.00	21.00	0.00	0.00
Statement of Licensing Policy document	41.00	41.00	0.00	0.00
Statement of Gambling Policy document	41.00	41.00	0.00	0.00
Copy of Licensing Decision Notice	21.00	21.00	0.00	0.00
Current list of licensing applications	10.50	10.50	0.00	0.00

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General Purposes Licensing Committee 26 January 2016 Minute 18

GENERAL PURPOSES LICENSING COMMITTEE FEES & CHARGES 2016/17	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Taxi Licensing				
Vehicles				
Hackney Carriage	400.00	400.00	0.00	0.00
Hackney Carriage Low Emission Vehicle	300.00	300.00	0.00	0.00
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	DELETED	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	162.00	162.00	0.00	0.00
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	0.00	0.00
Private Hire Temporary Vehicle	75.00	75.00	0.00	0.00
Drivers				
Hackney Combined (1 year licence)	115.00	115.00	0.00	0.00
Private Hire (1 year licence)	101.00	101.00	0.00	0.00
Hackney Combined (3 year licence)	345.00	345.00	0.00	0.00
Private Hire (3 year licence)	303.00	303.00	0.00	0.00
Additional Charges				
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
CRB 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
Replacement external plate	25.00	25.00	0.00	0.00
Replacement internal PHV sticker	5.00	DELETED	0.00	0.00
Internal Vehicle Licence Plate	15.00	15.00	0.00	0.00
Replacement Internal Vehicle Licence Plate	15.00	15.00	0.00	0.00
Exempt badge/replacement badge	25.00	25.00	0.00	0.00
Replacement internal HC vehicle plate	5.00	DELETED	0.00	0.00
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 (if and when the Taxi and Private Hire Bill is brought into law)	80.00	DELETED	0.00	0.00
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

GENERAL PURPOSES LICENSING COMMITTEE	2015/16	2016/17	Increase/	Increase/
FEEs & CHARGES 2016/17	Charge	Charge	(Decrease)	(Decrease)
Operator's Licence				
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)	2,450.00	2,450.00	0.00	0.00
Vehicle 4 & over (5 year licence)	4,900.00	4,900.00	0.00	0.00
Road Closures				
Commercial Event Road Closures- Events (under 500 people)	100.00	100.00	0.00	0.00
Commercial Event Road Closures- Market and Street Fairs	250.00	250.00	0.00	0.00
Commercial Event Road Closures- Events (500 or more people)	300.00	300.00	0.00	0.00
Road closure with no commercial element inc street parties	No Fee	No Fee	0.00	0.00
Scrap Metal Dealers (Three Year Licence)				
New Site Licence	1200.00	1200.00	0.00	0.00
Renewal Site Licence	1200.00	1200.00	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
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)- New	8520.00	8520.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8520.00	8520.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1170.00	1170.00	0.00	0.00
Sexual entertainment venues new	5860.00	5860.00	0.00	0.00
Sexual entertainment venues renewal	5320.00	5320.00	0.00	0.00
Sexual entertainment variation/ transfer	1170.00	1170.00	0.00	0.00

General Purposes Licensing Committee 26 January 2016 Minute 19

Miscellaneous Licensing Fees & Charges 2016/17

	2015/16 Charge £	2016/17 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	300	310	10.00	3.33
Annual consent (Pro Rata for period of Consent)	7,580	7,800	220.00	2.90
Weekly Consent (Weekly Rota)	170	175	5.00	2.94
All other traders				
Application Fee	300	310	10.00	3.33
Annual consent (Pro Rata for period of Consent)	2,560	2,645	85.00	3.32
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	100	102	2.00	2.00
Annual consent (Pro Rata for period of Consent)	1,350	1,375	25.00	2.00
General Charges				
Replacement Consent	30	31	1.00	3.33
Identification badge (per badge)	30	31	1.00	3.33
Events				
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		
Street Café Licenses - subject to approval by General Purposes Licensing Committee				
Annual Fee (one off payment per annum)	750.00	750	0	0
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	111.00	113.00	2.00	1.8
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	221	225	4.00	1.8
Animal Boarding Establishment	177 + vet fees	180 + vet fees	3.00	1.7
Dangerous Wild Animals	402 + vet fees	410 + vet fees	8.00	2
Dog Breeding Establishment	177 + vet fees	180 + vet fees	3.00	1.7
Pet Shop	177 + vet fees	180 + vet fees	3.00	1.7
Riding Establishment	408 + vet fees	415 + vet fees	7.00	1.7
Zoo	408 + vet fees	415 + vet fees	7.00	1.7

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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 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 ;

- 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 17th December 2015 as well as changes which have arisen since the consultation budget was published.
- 2 The consultation on the draft budget began on 18th December 2015 and ended on 31st 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 18th December 2015, subject to a consultation period ending on 15th 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:

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

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 :

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

- 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 :

Table 3 Change In Business Rates since Consultation Budget				
	2016/17	2017/18	2018/19	2019/20
		Est	Est	Est
	£000's	£000's	£000's	£000's
Consultation Budget	6,246	6,659	7,085	7,932
Provisional Finance Settlement *	6,372	6,972	7,114	7,823
(Decrease)/ Increase	126	133	29	(109)
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:

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

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 17th 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:

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

- 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 12th 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.

	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
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
Total	(36)	146	2,623	1,790

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:

Table 7 : Summary General Fund Medium Term Financial Strategy 2016/17 to 2019/20				
	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
Net Expenditure per Consultation Budget	19,823	20,777	20,044	21,217
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
Net Budget Requirement	19,784	20,923	20,767	21,207
FUNDING **				
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
Total	19,784	20,923	20,767	21,207
Surplus/ (Deficit)	0	0	0	0
GENERAL FUND WORKING BALANCE				
Opening	3,621	3,621	3,621	3,621
Transferred to/(from)	0	0	0	0
Closing	3,621	3,621	3,621	3,621

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

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.

Table 9 Changes to Capital Programme 2016/17 to 2019/20 compared to previously published version				
	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
GENERAL FUND				
Consultation Budget Spend	28,880	6,838	2,402	4,917
Slippage in existing schemes since December 2015 (7)	(1,014)	5,781	0	0
Additional Schemes				
Stage 2 Museum of Oxford (1)	35	0	2,220	0
Cuttslow Splash (2)	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 (3)	800			
Health and Safety works SAC (4)	370			
Invest in leisure to save (5)	500			
Reprofiling Property spend (6)	(9,712)	3,260	5,039	708
Total General Fund	19,923	15,774	12,087	8,245
HRA				
Consultation Budget Spend	22,168	24,452	17,858	17,946
Slippage	0	0	0	0
Total HRA	22,168	24,452	17,858	17,946
Total Revised Programme	42,091	40,226	29,945	26,191

- 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

Table 10 Capital Programme 2016/17 to 2019/20				
	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
GENERAL FUND				
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
TOTAL GENERAL FUND	19,923	15,774	12,087	8,245
HRA				
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
TOTAL HRA	22,168	24,452	17,858	17,946
TOTAL FUNDING	42,091	40,226	29,945	26,191

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:-

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Service Area / Department : Finance

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List of background papers: None

Changes to Budget Report Recommendations to City Executive Board 11th February 2016

The Governments Final Finance Settlement announcements on 8th February 2016 together with the passage of the Welfare Reform and Work Bill through Parliament has necessitated the changing of a number of recommendations to Council contained within the Councils Budget Report as follows:

Finance Settlement Adjustment –

The Government have made adjustments to the Council's Settlement Funding Assessment including the award of an additional Grant for 2016/17 and 2017/18 to local authorities to assist with the transition to nil Revenue Support Grant. The effect on the recommendation is as follows:

Original Recommendation

- 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 Band D Council Tax of £284.52 per annum;

Revised Recommendation

- a) approve the General Fund Budget Requirement of £19.853 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 Band D Council Tax of £284.52 per annum. The additional amount of £146k over the four year period to go towards the funding of the Council's General Fund Capital Programme

Welfare Reform and Work Bill

Within the Welfare Reform and Work Bill which is currently tracking through Parliament the Government made provision to reduce social rents by 1% a year for four years from April 2016 for all local authorities and private registered providers of social housing housing. Royal assent for the Bill is expected to be received shortly.

The Government have recently announced that it will put in place a **one year exception for all supported accommodation**. The exact definition of supported accommodation will be defined in regulations but it is expected that the exception will include sheltered accommodation for older people. In Oxford this would apply to 10 sheltered accommodation schemes of 260 properties.

The expectation is that accommodation subject to the exception will be able to increase rents by no more than CPI +1% using CPI existing as at September 2015. The resultant rise will be 0.9% since CPI at this date was -0.1%. This increases rental income by around £27k which officers believe they could usefully use on the replacement of furniture and carpets at the sheltered housing facilities.

The resultant change to the recommendation within the Budget Report is set out below:

Original

- 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 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 ;

Revised

- c) approve the Housing Revenue Account budget for 2016/17 of £43.487 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 for all Council dwellings other than sheltered accommodation. In respect of sheltered accommodation that a rent increase of 0.9% is applied (average £0.88 per week increase) generating an additional income originally proposed of £27,000 for one year to be used in full or in part for improvements in the provision of sheltered accommodation. Such changes will be 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 notice being given to tenants of the proposed rent increase. In that event a further report will be made to CEB and Council detailing the consequential effect on the Housing Revenue Account budget

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
Chief Executive	142	1%	119	1%	119	1%	119	1%
Assistant Chief Executive	142	1%	119	1%	119	1%	119	1%
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	%
Regeneration & Housing	(1,662)	(8%)	(2,656)	(15%)	(2,748)	(17%)	(2,910)	(18%)
Partnership Team	516	3%	382	2%	374	2%	367	2%
Partnership Team	516	3%	382	2%	374	2%	367	2%
Planning & Regulatory	2,971	15%	2,356	13%	2,306	14%	2,296	14%
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%
Housing & Property	(5,148)	(26%)	(5,393)	(30%)	(5,427)	(33%)	(5,572)	(34%)
Community Housing & Strategy	694	4%	694	4%	694	4%	694	4%
Housing Needs	3,672	19%	21%	2%	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%
Organisational Development & Corporate Services	4,598	23%	4,369	25%	4,252	26%	4,155	26%
Business Improvement	705	4%	465	3%	400	2%	264	2%
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%
Organisation Development	3	%	7	%	3	%	(8)	(%)
Organisation Development	3	%	7	%	3	%	(8)	(%)
Welfare Reform Team	158	1%	158	1%	158	1%	158	1%
Welfare Reform	158	1%	158	1%	158	1%	158	1%
Financial Services	3,467	18%	3,506	20%	3,458	21%	3,508	22%
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	%
Law & Governance	265	1%	233	1%	233	1%	233	1%
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)	(%)
Community Services	16,551	84%	15,873	90%	14,837	90%	14,794	92%
Community Services	7,662	39%	7,508	42%	7,452	45%	7,452	46%
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%
Direct Services	8,040	41%	7,516	42%	6,536	40%	6,493	40%
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%
Environmental Sustainability	849	4%	849	5%	849	5%	849	5%
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	%
Total Portfolio Budget	19,630	100%	17,706	100%	16,461	100%	16,159	100%
Below the line								
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
Net Expenditure Budget	19,783	101%	20,923	118%	20,767	126%	21,207	131%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances	0	%	0	%	0	%	0	%
Net Budget Requirement	19,783	101%	20,923	118%	20,767	126%	21,207	131%
Financed by	(19,784)	(101%)	(20,924)	(118%)	(20,766)	(126%)	(21,207)	(131%)
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)	(%)

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: 1st December 2015.

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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)
Total	160	1,555	2.00	(982)	(4.00)	(48)	0	(731)	2.00	(55)	(1.00)	(45)	(3.00)	(146)

2017/18

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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)
Total	125	(17)	0.00	(786)	(7.25)	(228)	(1)	(260)	0.00	(47)	0.00	(711)	0	(1,924)

**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
Total	123	92	0.00	(220)	(4.75)	(80)	0	(1,098)	0.00	(8)	0.00	(54)	0.00	(1,245)

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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
Total	123	75	0.00	(146)	(3.00)	0	0	(336)	0.00	(7)	0.00	(11)	0.00	(302)

**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)
Total	531	1,705	2.00	(2,134)	(19.00)	(356)	(1)	(2,425)	2.00	(117)	(1.00)	(821)	(3.00)	(3,617)

**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
Total	0	358	0.00	(106)	0.00	2	0	(178)	0.00	(10)	0.00	419	0.00	485

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)
Total	0	5	0.00	(245)	0.00	0	0	(60)	0.00	(9)	0.00	(685)	0	(994)

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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)
Total	0	5	0.00	0	0.00	0	0	(59)	0.00	(8)	0.00	(30)	0.00	(92)

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)
Total	0	5	0.00	0	0.00	0	0	(160)	0.00	(7)	0.00	0	0.00	(162)

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)
Total	0	373	0.00	(351)	0.00	2	0	(457)	0.00	(34)	0.00	(296)	0.00	(763)

Partnership Team

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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
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3											
4											
Total Pressures											
Efficiencies											
5											
6											
Total Efficiencies											
Invest to Save											
7											
8											
Total Invest to Save											
Fees and Charges											
9											
10											
Total Fees and Charges											
Service Reduction											
11	Partnership Team	L	(10)	(9)	(8)	(7)					
12	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.										
Total Service Reduction			(10)	(9)	(8)	(7)					
New Investments / Bids											

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										
Total New Investment/Bids			(125)							
Total Partnership Team Bids & Savings		(10)	(134)	(8)	(7)					

New/Amended Bids & Savings

Planning & Regulatory

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	
Contractual Inflation											
1											
2											
Total Contractual Inflation			<hr/>				<hr/>				
Pressures											
3	Spatial Development	NEW - pressure as external income has not been possible to be raised	70								
Total Pressures			<hr/>				<hr/>				
Efficiencies											
4	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year)	(45)	(45)							
5											
Total Efficiencies			<hr/>				<hr/>				
Invest to Save											
6											
7											
Total Invest to Save			<hr/>				<hr/>				
Fees and Charges											
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)					
Total Fees and Charges			<hr/>				<hr/>				
Service Reduction											
13											
14											

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Planning & Regulatory

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	
Total Service Reduction											
New Investments / Bids											
15	Development		(25)								
16	Spatial Development		(170)								
17	Spatial Development		(80)								
18	Spatial Development		100								
19	Spatial Development		560	(560)							
20	Spatial Development		34								
Total New Investment/Bids			419	(560)							
Total Planning & Regulatory Bids & Savings			399	(615)	(50)	(10)					
New/Amended Bids & Savings											

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Housing & Property

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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
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
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								
Total Pressures			288	5	5	5					
Efficiencies											
9	Housing & Strategy	L	(6)								
10	Housing Needs	L	(10)								
11											
12	Property Services	H		(200)							
13	Housing Needs	L	(45)								
Total Efficiencies			(61)	(200)							
Invest to Save											
14	Property Services		2								
15											
Total Invest to Save			2								
Fees and Charges											
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
Total Fees and Charges			(133)	(50)	(9)	(150)					
Service Reductions											
18											
19											
Total Service Reductions											
New Investments / Bids											
20	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid			(30)						
21											
Total New Investment/Bids					(30)						
Total Housing & Property Bids & Savings			96	(245)	(34)	(145)					
New/Amended Bids & Savings											

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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)
Total	5	87	1.00	(389)	(2.50)	0	0	(73)	0.00	(25)	(1.00)	(329)	(1.00)	(724)

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)
Total	5	222	0.00	(385)	(7.25)	(38)	(1)	(5)	0.00	0	0.00	(28)	0	(229)

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
Total	0	87	0.00	(190)	(4.75)	0	0	(10)	0.00	0	0.00	(4)	0.00	(117)

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
Total	0	70	0.00	(146)	(3.00)	0	0	(10)	0.00	0	0.00	(11)	0.00	(97)

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)
Total	10	466	1.00	(1,110)	(17.50)	(38)	(1)	(98)	0.00	(25)	(1.00)	(372)	(1.00)	(1,167)

76

Business Improvement

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		
Contractual Inflation												
1	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	5	5								
2												
Total Contractual Inflation			5	5								
Pressures												
3												
4												
Total Pressures												
Efficiencies												
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												
Total Efficiencies				(200)	(240)	(55)	(126)	(1.50)	(4.25)	(2.25)	(3.00)	(11.00)
Invest to Save												
14												
15												
Total Invest to Save												
Fees and Charges												
16			M									

Business Improvement

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
17	Human Resources Working in Partnership with other Local Authorities to offer employee related services	M	(3)	(5)	(10)	(10)					
Total Fees and Charges			(3)	(5)	(10)	(10)					
Service Reduction											
18	Human Resources Reduce HR Support	L	(25)				(1.00)				(1.00)
19											
Total Service Reduction			(25)				(1.00)				(1.00)
New Investments / Bids											
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											
Total New Investment/Bids			(185)				(1.00)				(1.00)
Total Business Improvement Bids & Savings			(408)	(240)	(65)	(136)	(3.50)	(4.25)	(2.25)	(3.00)	(13.00)
New/Amended Bids & Savings											

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Organisational Development

79

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	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3											
4											
Total Pressures											
Efficiencies											
5	Organisational Development	L	(30)								
6	Savings derived from more efficient use of transport for business										
Total Efficiencies			(30)								
Invest to Save											
7											
8											
Total Invest to Save											
Fees and Charges											
9											
10											
Total Fees and Charges											
Service Reductions											
11											
12											
Total Service Reductions											
New Investments / Bids											
13	Organisational Development		(100)								
14	Organisational Development		(75)								
Total New Investments / Bids			(175)								

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)						
Total New Investment/Bids			(144)	4	(4)	(11)					
Total Organisational Development Bids & Savings			(174)	4	(4)	(11)					
New/Amended Bids & Savings											

Welfare Reform Team

81

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	
Contractual Inflation										
1										
2										
Total Contractual Inflation										
Pressures										
3										
4										
Total Pressures										
Efficiencies										
5										
6										
Total Efficiencies										
Invest to Save										
7										
8										
Total Invest to Save										
Fees and Charges										
9										
10										
Total Fees and Charges										
Service Reduction										
11										
12										
Total Service Reduction										
New Investments / Bids										
13										
14										
Total New Investment/Bids										

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	
Total Welfare Reform Team Bids & Savings										
 New/Amended Bids & Savings		0								

Financial Services

83

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
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Revenues & Benefits			(25)							
4	Revenues & Benefits		78	247	87	70					
Total Pressures			78	222	87	70					
Efficiencies											
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)								
Total Efficiencies			(119)	(145)	(135)	(20)	(1.00)	(3.0)	(2.5)		(6.5)
Invest to Save											
12	Revenues & Benefits			(38)				(1.00)			(1.00)
Total Invest to Save							(1.00)				
Fees and Charges											
13											
14											
Total Fees and Charges											

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
Service Reduction										
15: _____										
16: _____										
Total Service Reduction										
New Investments / Bids										
17: _____										
18: _____										
Total New Investment/Bids										
Total Financial Services Bids & Savings		(41)	39	(48)	50	(1.00)	(4.00)	(2.50)		(7.50)
New/Amended Bids & Savings										

Law & Governance

85

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
Contractual Inflation										
1										
2										
Total Contractual Inflation										
Pressures										
3	Legal Services		(70)							
4	Legal Services		9							
5	Legal Services		70				1.00			1.00
Total Pressures			9				1.00			1.00
Efficiencies										
6	Legal Services	M	(40)							
7										
Total Efficiencies			(40)							
Invest to Save										
8										
9										
Total Invest to Save										
Fees & Charges										
10	Legal Services	H	(70)							
11										
Total Fees & Charges			(70)	0	0	0				
Service Reduction										

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											
Total Service Reduction											
New Investments / Bids											
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											
Total New Investment/Bids				(32)							
Total Law & Governance Bids & Savings			(101)	(32)			1.00				1.0
New/Amended Bids & Savings											

**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
Total	155	1,110	1.00	(487)	(1.50)	(50)	0	(480)	2.00	0	0.00	(127)	(2.00)	121

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)
Total	120	(244)	0.00	(156)	0.00	(190)	0	(195)	0.00	(15)	0.00	2	0	(678)

18

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)
Total	123	0	0.00	(30)	0.00	(80)	0	(1,029)	0.00	0	0.00	(20)	0.00	(1,036)

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)
Total	123	0	0.00	0	0.00	0	0	(166)	0.00	0	0.00	0	0.00	(43)

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)
Total	521	866	1.00	(673)	(1.50)	(320)	0	(1,870)	2.00	(15)	0.00	(145)	(2.00)	(1,636)

Environmental Sustainability

88

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		
Contractual Inflation													
1													
2													
Total Contractual Inflation													
Pressures													
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										
Total Pressures			65										
Efficiencies													
5	Environmental Quality	Environmental Development Efficiencies - primarily additional income					L	(17)					
6													
Total Efficiencies								(17)					
Invest to Save													
7													
8													
Total Invest to Save													
Fees and Charges													
9													
10													
Total Fees and Charges													
Service Reduction													
11													
12													
Total Service Reduction													
New Investments / Bids													

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										
Total New Investment/Bids		(100)				(2.00)				(2.00)
Total Environmental Sustainability Bids & Savings		(52)				(2.00)				(2.00)

Community Services

06

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
Contractual Inflation											
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								
Total Contractual Inflation			36	(3)							
Pressures											
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											
Total Pressures			(40)	74							
Efficiencies											
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)						
Total Efficiencies			(270)	(206)	(30)		(1.5)				(1.5)
Invest to Save											
9											
10											
Total Invest to Save											
Fees and Charges											
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											

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
Total Fees and Charges			(27)	(6)	(6)					
Service Reduction										
17	Town Hall & Facilities	Reduce Facilities Management - impact on 1.0 FTE		(15)						
18										
Total Service Reduction				(15)						
New Investment / Bids										
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										
Total New Investment/Bids			(27)	2	(20)					
Total Community Services Bids & Savings			(328)	(154)	(56)		(1.5)			(1.5)
New/Amended Bids & Savings										

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Direct Services

92

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
Contractual Inflation											
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					
Total Contractual Inflation			119	123	123	123					
Pressures											
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							
Total Pressures			1,085	(318)			1.0				1.0
Efficiencies											
12	Parks Increased income and increased productivity	H	(50)								
13	Local Overheads Fuel Savings whilst prices are at a low point	L	(150)	50							
Total Efficiencies			(200)	50							
Invest to Save											

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										
Total Invest to Save		(50)	(190)	(80)						
Fees and Charges										
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)						

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
Total Fees and Charges		(453)	(189)	(1,023)	(166)	2.00				2.00
Service Reductions										
32										
33										
Total Service Reductions										
New Investments / Bids										
34										
35										
Total New Investment/Bids										
Total Direct Services Bids & Savings		501	(524)	(980)	(43)	3.0				3.00
New/Amended Bids & Savings										

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

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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%
	111.14	104.79	-1.00%

	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%
OVERALL	111.14	104.79	-1.00%

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CAPITAL BUDGET 2016/17-2019/20

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
General Fund Capital Programme				
B0075 Stage 2 Museum of Oxford Development	35,000		2,220,000	
Assistant Chief Executive	35,000	-	2,220,000	-
C3039/44 ICT Software, Infrastructure and Licences	790,000	750,000	450,000	250,000
Business Improvement	790,000	750,000	450,000	250,000
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			
Planning & Regulatory	5,592,114	2,874,000	726,000	726,000
Community Centres				
B0033 Community Centres	-	-	750,000	750,000
B0083 East Oxford Project (community centre)			500,000	1,500,000
B0084 Jericho Community Centre)	200,000			
Miscellaneous Council Properties				
B0041 Miscellaneous Properties	14,360			
B0078 Allotments	61,000			
B0079 Street Sports Sites	10,720			
B0082 Garages	103,309			
Parks & Cemeteries				
B0048 Leisure - Cemeteries	29,097			
B0050 Leisure - Depots	19,000			
B0065 Parks & Cemeteries - Infrastructure	150,000			
Town Hall & St Aldates Chambers				
B0054 Town Hall	50,000			
St Aldates Chambers Health and Safety	370,000			
Housing Projects				
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			
Housing & Property	7,495,486	3,410,000	6,439,000	2,958,000
Community Facilities				
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
	£	£	£	£
Sports Pavilions				
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	
Outdoor Sports				
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			
Community Services	2,482,526	5,070,000	351,000	120,000
Vehicles				
R0005 MT Vehicles/Plant Replacement Programme.	1,373,945	1,069,750	801,000	3,665,500
Cleansing Services				
Solar Compacting Bins			50,000	25,000
T2277 Food waste collection from flats	155,000			
NEW Waste Transfer Station for recycling		1,400,000		
Car Parking				
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
Parks & Cemeteries				
A4826 Parks Works	50,000			
A4830 Develop new burial space			750,000	200,000
Direct Services	3,169,801	3,569,750	1,901,000	4,190,500
B0074 R & D Feasibility Fund	351,841	100,000		
C3052 Fraud Solutions and Data Warehouse	6,000			
Financial Services	357,841	100,000	-	-
Total General Fund Schemes	19,922,768	15,773,750	12,087,000	8,244,500
<u>Housing Revenue Account Capital Programme</u>				
Special Projects				
N6384 Tower Blocks	11,877,000	6,959,000	134,000	-
N7029 HCA New Build	206,000	-	-	-
Planned Major Repairs				
N6385 Adaptations for disabled	587,000	602,000	617,000	633,000
Improvements				
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
<u>Regulatory</u>				
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
<u>Estate Improvement</u>				
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
<u>Future Programme</u>				
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
<u>Empty Properties</u>				
N6388 Major Voids	359,000	375,000	392,000	409,000
<u>Energy Efficiency Initiatives</u>				
N7033 Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
Total Housing Revenue Account Schemes	22,168,000	24,452,000	17,858,000	17,946,000
Total Capital Programme	42,090,768	40,225,750	29,945,000	26,190,500

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Appendix 7
Business Improvement Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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)
	£	£	£	%
Planning				
Standard rated & exclusive of VAT				
Operations				
1. New Dwellings				
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%
2. New buildings or extensions (except dwellings, agricultural buildings or plant):				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	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%
3. Erection, alteration or replacement of plant or machinery				
(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%
4. Extensions or alterations to existing dwellings				
(a) one dwelling	172.00	172.00	0.00	0%
(b) 2 or more dwellings	339.00	339.00	0.00	0%
5. Curtilage, parking and vehicular access				
(a) Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	172.00	172.00	0.00	0%
(b) Car park, road and access to serve single undertaking	195.00	195.00	0.00	0%
Uses				
6. Change of use of a building: dwellings				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	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%
7. Use of disposal of refuse or waste materials and open mineral storage				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	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%
8. Material change of use other than above	385.00	385.00	0.00	0%
9. Erection on land for purposes of agriculture	See Fee Regs	See Fee Regs		
10. Erection of glasshouses on land used for agriculture	See Fee Regs	See Fee Regs		
11. Operations connected with oil and natural gas of for winning and working of minerals	See Fee Regs	See Fee Regs		
Plant and machinery				
12. Wind Turbines				
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)
	£	£	£	%
Advertisements				
13. Advertising relating to business and displayed on the premises	110.00	110.00	0.00	0%
14. Advance directions signs	110.00	110.00	0.00	0%
15. All other advertisements, e.g. banners	385.00	385.00	0.00	0%
Any Other				
16. Any other operation not within any of above categories - charge per 0.1 hectare	195.00	195.00	0.00	0%
Determination				
17. Whether the prior approval of the Council is required for Installation of a radio mast, radio equipment, housing or public callbox (telecommunications)	385.00	385.00	0.00	0%
Demolition (Part 31)	80.00	80.00	0.00	0%
18. Confirmation of compliance with condition attached to planning permission				
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				
Other Permission				
19. Variation of conditions: Application for removal or variation of a condition following grant of planning permission	195.00	195.00	0.00	0%
Lawful Development Certificates				
20. Existing use or development	Same as full	Same as full		
21. Existing use – lawful not to comply with a particular condition	195.00	195.00	0.00	0%
22. Proposed use or development	Half the normal planning fee	Half the normal planning fee		
Application for a New Planning Permission to replace an Extant Planning Permission.				
SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS)				
PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application,	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%
Exempt from VAT				
Documents & Publications				
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		
Subsequent plans according to size:				
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				
Other				
A4 Miscellaneous copies	0.00	0.00	0.00	0%
Subsequent copy	0.00	0.00	0.00	0%
Standard rated & exclusive of VAT				
Weekly schedule of applications				
By Post				
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%
Via email				
Commercial	46.00	46.00	0.00	0%
	38.50	38.50	0.00	0%
Local groups/residents	FREE	FREE		
Planning - Other charges				
Standard rated & exclusive of VAT				
Planning pre-application advice				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	480.00	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%
Exempt from VAT				
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%
Land Charges				
Exempt from VAT				
Local Land Charges				
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%
Standard rated & exclusive of VAT				
Local Land Charges				
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%
Personal Searches				
Collection				
Land Charges Register	FREE	FREE		
CON29R Qu. 1.1g	FREE	FREE		
CON29R Qu. 3.7	FREE	FREE		
CON29R Qu. 3.8	FREE	FREE		
Electronic				
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		
Official Answers for Component Data (CON29R)				
Charge by post				
Qu 1.1 a-e	7.00	7.00	0.00	0%
Qu 1.1 f-h	4.00	4.00	0.00	0%
Qu 1.2	5.00	5.00	0.00	0%
Qu 2	4.00	4.00	0.00	0%
Qu 3.1	3.00	3.00	0.00	0%
Qu 3.2	3.00	3.00	0.00	0%
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	6.00	6.00	0.00	0%
Qu 3.5	3.00	3.00	0.00	0%
Qu 3.6 a-j	10.00	10.00	0.00	0%
Qu 3.7a-f	6.00	6.00	0.00	0%
Qu 3.8	4.00	4.00	0.00	0%
Qu 3.9a-n	20.00	20.00	0.00	0%
Qu 3.10 a-b	4.00	4.00	0.00	0%
Qu 3.11	4.00	4.00	0.00	0%
Qu 3.12	3.00	3.00	0.00	0%
	4.00	4.00	0.00	0%

Planning & Regulatory Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Charge Electronic				
Qu 1.1 a-e	6.50	6.50	0.00	0%
Qu 1.1 f-h	4.00	4.00	0.00	0%
Qu 1.2	4.50	4.50	0.00	0%
Qu 2	3.50	3.50	0.00	0%
Qu 3.1	2.50	2.50	0.00	0%
Qu 3.2	2.50	2.50	0.00	0%
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	5.50	5.50	0.00	0%
Qu 3.5	2.50	2.50	0.00	0%
Qu 3.6 a-j	9.50	9.50	0.00	0%
Qu 3.7a-f	6.00	6.00	0.00	0%
Qu 3.8	4.00	4.00	0.00	0%
Qu 3.9a-n	20.00	20.00	0.00	0%
Qu 3.10 a-b	3.50	3.50	0.00	0%
Qu 3.11	3.50	3.50	0.00	0%
Qu 3.12	2.50	2.50	0.00	0%
Qu 3.13	3.50	3.50	0.00	0%
<u>Street Naming and Numbering Charges</u>				
<u>Exempt from VAT</u>				
Numbering of new developments (including sub-division of existing properties)				
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%
<u>Building Control</u>				
<u>Standard rated & exclusive of VAT</u>				
Schedule 1				
Charges for the creation of or conversion to new dwellings				
Number of Dwellings				
1	638.30	638.30	0.00	0%
2	851.07	851.07	0.00	0%
3	1,063.83	1,063.83	0.00	0%
4	1,234.05	1,234.05	0.00	0%
5	1,404.26	1,404.26	0.00	0%
6	1,574.47	1,574.47	0.00	0%
7	1,744.69	1,744.69	0.00	0%
8	1,914.90	1,914.90	0.00	0%
9	2,085.11	2,085.11	0.00	0%
10	2,255.32	2,255.32	0.00	0%
Schedule 2				
Charges for extensions, conversions and other alterations				
1. Erection/extension of a detached or attached garage with a floor area not exceeding 60m2	208.34	208.34	0.00	0%
2. Extension with a floor area not exceeding 10m2	379.17	379.17	0.00	0%
3. Extension with a floor area between 10m2 - 40m2	485.84	485.84	0.00	0%
4. Extension with a floor area between 40m2 - 60m2	587.50	587.50	0.00	0%
5. Extension with a floor area between 60m2 - 100m2	638.34	638.34	0.00	0%
6. Loft conversion	442.50	442.50	0.00	0%
7. Basement conversion/works	442.50	442.50	0.00	0%

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%
Schedule 3				
Works not listed in schedules 1 or 2				
i.e. structural alterations, refurbishments, internal alterations...				
Estimated cost of works				
£0 - £5000	225.00	225.00	0.00	0%
£5001 - £10,000	280.84	280.84	0.00	0%
£10,001 - £20,000	408.34	408.34	0.00	0%
£20,001 - £50,000	536.67	536.67	0.00	0%
£50,001 - £75,000	766.67	766.67	0.00	0%
£75,001 - £100,000	1,020.84	1,020.84	0.00	0%
Miscellaneous Fees				
VAT needs to be added				
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%
The following are discretionary charges, depending on that nature of the discussion and advice sought.				
Exempt from VAT				
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%
Food Hygiene Training				
Exempt from VAT				
Programmed Certificated Courses (charges are per person)				
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		
Other Bespoke courses				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
Group Certificated Courses (for businesses requesting own on-site training)				
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%
Other non certificated part day and day courses				
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)
	£	£	£	%
NEW: Sustainable Food Advice				
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%
Miscellaneous				
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)
	£	£	£	%
Home Improvement Agency				
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	£230 plus VAT per application	4.00	2%
HIA fee rate for the management of HRA funded adaptations schemes	15% flat fee per scheme	15% flat fee per scheme		
	£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%
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
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%
All other traders				
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%
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
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%
General Charges				
Replacement Consent	30.00	31.00	1.00	3%
Identification badge (per badge)	30.00	31.00	1.00	3%
Events				
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		
HMO Licensing				
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%
Integrated Pollution Prevention & Control Permits				
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		
NEW: Mobile Homes Act 2013				
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		
NEW: Existing operator annual license				
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		
Transferring/Replacing Licenses & Certificates				
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)
	£	£	£	%
<u>Exempt from VAT</u>				
Weekly Charges				
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
<u>Exempt from VAT (before discounts)</u>				
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
<u>VATable (before discounts)</u>				
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
<u>Exempt from VAT (before discounts)</u>				
Parking spaces	12.85	13.49	0.64	5.00
Parking spaces (Blue Badge)	12.85	13.49	0.64	5.00
<u>VATable (before discounts)</u>				
Parking spaces Private	12.85	13.49	0.64	5.00
Estate Management Fees and Charges				
Acquisition or Leasing of Leasehold property				
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)
	£	£	£	%
Settlement of Rent Reviews and Lease Renewals of Leasehold property				
Rent up to £9,000 per annum	1,000.00	1,000.00	0.00	0.00
Plus additional %age:				
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
Acquisition or Disposal of Freehold property				
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
Valuation of Leasehold and Freehold property				
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
Consents				
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				
Sport Pitches (per match unless other wise stated)				
Cricket				
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
Adults				
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
Under 17's				
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
Under 11's				
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
Other Charges				
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
Pavilions/Changing rooms				
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
Summer Activities				
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
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,550.00	2,550.00	0.00	0.00
Tennis				
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
Equipment Provided and Prices				
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)
	£	£	£	%
Other Charges				
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
All works undertaken for third parties				

Environmental Sustainability Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Contaminated Land Enquiries (not Land Charges)				
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
Air Quality Enquiries				
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		
Environmental Sustainability Enquiries				
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		
NEW: Planning pre-application advice (Standard rated & exclusive of VAT)- renewable energy compliance, contaminated land, air quality, noise				
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
Miscellaneous				
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)
	£	£	£	%
Leisure Centres				
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
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
U17/Over 60s/ Student				
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
Bonus Concessionary*				
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				
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
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
U17/Over 60s/ Student				
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
Bonus Concessionary*				
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				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
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
U17/Over 60s/ Student				
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
Bonus Concessionary				
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
OTHER CHARGES (per session)				
Adult				
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
Choice & Active				
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
U17/Over 60s/ Student				
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
Bonus Concessionary Membership				
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
SWIMMING LESSONS				
Adult				
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
Choice, Active & Aqua				
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
U17/Over 60s/ Student Slice				
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
Bonus Slice				
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
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Choice Card				
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
Active card				
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
Swim Only				
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
Adult Rink				
Skate Training	54.30	55.50	1.20	2.21
Choice plus skate training	77.90	80.00	2.10	2.70
Junior Rink				
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
Annual Card				

Community Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Choice Card				
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)
Active card				
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
Swim Only				
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
Skate				
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
Other Cards				
Choice				
Bolt on	29.70	30.40	0.70	2.36
Bolt on	19.40	19.80	0.40	2.06
Bonus				
Adult	2.80	2.90	0.10	3.57
Dependent	1.00	1.00	0.00	0.00
Staff				
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
Swim School				
Adult	50.00	51.00	1.00	2.00
Child	27.00	27.50	0.50	1.85
Reward (booking card)				
All	0.00	0.00		
Sport Pitches (per match unless other wise stated)				
Cricket				
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
Adults				
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
Under 17's				
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)
	£	£	£	%
Under 11's				
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
Other Charges				
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
Pavilions/Changing rooms				
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
Summer Activities				
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
Crazy Golf (Cutteslow)				
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	
Mini Golf (Florence Park and Bury Knowle)				
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	
Annual Club Charges				
Bowls				
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)
	£	£	£	%
Tennis				
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
Equipment Provided and Prices				
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
Other Charges				
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
Community Centres Fees and Charges				
Charges per hour session unless stated				
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
Events Charges				
Local Charity Events (per day)				
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				
Oxford Community Event (per day)				
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				
National Charity Events (per day)				
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				
City centre cultural performances (per day)				
Bond Payable £250	25 - 50	25 - 50		
Bonn Square - use of power/electricity	25 - 100	25 - 100		
Commercial Events				
1. City Centre - Bonn Sq, Broad St, Gloucester Green & other city locations (per day)				
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				
2. Gloucester Green Market (per day)				
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				
3. City Parks (per day)				
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		
4. Neighbourhood Parks (per day)				
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				
5. Local Parks (per day)				
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				
Sports Tournaments & associated events				
Bond Payable £250 - £1,500				
Promotional/Marketing				
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				
Site visits - Park Rangers	75 per hour	75 per hour		
Education				
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				
Use of existing Premises Licence (500-4999 people)				
Commercial	150.00	150.00	0.00	0.00
Local Charity & Community	25.00	25.00	0.00	0.00
Late application/submission fee if timescales/deadlines not met	75.00	75.00	0.00	0.00
South Park - Large Sized Events (over 499 people)				
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
Filming - Commercial				
1. Half Day (4 hours or less)				
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				
2. Full Day				
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				
Filming - Non Commercial				
1. Half Day				
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				
2. Full Day				
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)
	£	£	£	%
Road Closures				
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
Events & Culture notes:				
For Filming requests with less than 7 days notice, all charges will be doubled				
Small Event: 0-100 people				
Medium Event: 100-499 people				
Large Event: 500-4999 people				
Extra Large Event: 5000+ people				
Extra-Extra Large Event: 20,000+ people				
Filming (small): crew size 1-5 people				
Filming (medium): crew size 6-11 people				
Filming (large): crew size 12 + people				
Town Hall Charges				
Room Charges - Commercial Rates				
<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
Room Charges - Community/Charity Rates				
<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
<u>Social Events Packages</u>				
Ceremony only packages (2 hrs hire)				
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		
Social Events (18:00-23:59 hrs with 1 hr clearance to 01:00 hrs)				
Main Hall	Withdrawn			
Assembly Room and/or Old Library	Withdrawn			
Assembly Only	Withdrawn			
Dinner Bookings 18:00 - 22.30 with 1 hours clearance to 23.30				
Main Hall	Withdrawn			
Assembly Room	Withdrawn			
St Aldates	Withdrawn			
Sunday/BH Supplement				
	Withdrawn			
Discounts				
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%		
Royalties - based on total box office sales,				
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)
	£	£	£	%
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)	13%	13%		
Technical Facilities				
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
Musical Equipment				
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
License Holders & Door Supervisors				
TH Personal Licence holder	Withdrawn			
Door Supervisors (per hr per Supervisor)	At cost	At Cost		
Internal Charges				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	FOC		
Cancellation less than 72 hrs before	50%	50%		
Catering Charges				
Kitchen Hire per head (minimum 100)	3.5	4	0.50	14.29
Servery Hire Only (per day)	65	65	0.00	0.00
Distribution of Free Printed Matter				
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
Taxi Licensing				
Vehicles				
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
Drivers				
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
Additional Charges				
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
Operator's Licence				
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
Licensing Act 2003				
Application fee				
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
Annual fee				
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
Other Application Fees				
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
Motor Salvage Operators				
Scrap Metal Dealers (replaces Motor Salvage Operators)				
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
Sex Establishments				
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
Gambling Act 2005 - Premises				
Bingo Premises				
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
Family Entertainment Centre				
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
Adult Gaming Centre				
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
Betting Premises (Track)				
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
Betting Premises (Other)				
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
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
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
Club Gaming Permits and Club Gaming Machine Permits				
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
Family Entertainment Centre Gaming Machine Permits				
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)
	£	£	£	%
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
Fixed Penalty Notice Fines				
Full standard charge				
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
Reduced charge if paid within 10 days				
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			0.00	0.00
	55.00	55.00		

Direct Services Fees & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Refuse, Recycle & Motor Transport				
Outside Scope for VAT				
Refuse Collection & Recycling				
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
Motor Transport				
MOT Test fees				
Class 4				
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
Class 4A				
Includes seat belt installation checks	64.00	64.00	0.00	0.00
Class 5A				
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
Class 7				
Goods vehicles	58.60	58.60	0.00	0.00
Re-Test All Classes				
Partial retest fee				
Duplicate test certificate	10.00	10.00	0.00	0.00
Taxi & PHV				
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
Abandoned vehicles				
Voluntary surrender	35.25	35.25	0.00	0.00
Collection of vehicles from private land	35.25	35.25	0.00	0.00
Partnership with DVLA - Untaxed vehicles				
Vehicles sited on a public highway without a valid tax disc:				
Within 24 hours	100.00	100.00	0.00	0.00
Standard rated & inclusive of VAT				
Cowley Marsh Depot				
Weighbridge Check	21.50	21.50	0.00	0.00
Jetter Services				
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)
	£	£	£	%
Car Parks Charges -				
Standard rated & inclusive of VAT				
Redbridge Coaches per stay	10.00	10.00	0.00	0.00
City Centre Car Parks				
Worcester Street Car Park				
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
Oxpens Car Park				
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
Gloucester Green Car Park				
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
St Clements Car Park				
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
Oxpens Coach & Lorry Park - Redbridge				
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 & Charges 2016/17

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Car Parks Charges				
Standard rated & inclusive of VAT				
Other Off Street Car Parks				
Ferry Pool Car Park				
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
St Leonards Road Car Parks				
Monday to Sunday (08:00 - 20:00)				
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
Headington Car Parks				
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
Headington, St Leonards Road Car Parks				
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
Note: permits will be sold in blocks of 4 weeks minimum				
Summertown Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.40	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
Union Street Car Park				
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
Car Parks Charges				
Standard rated & inclusive of VAT				
Park & Ride				
Redbridge, Seacourt & Peartree				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
Chargeable Parking in Selected Park Areas				
Cotteslowe Park - Harbord Road				
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
Cotteslowe Park - A40				
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)
	£	£	£	%
Hinksey Park - Abingdon Road				
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
Port Meadow - Walton Well Road				
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
Alexandra Courts - Woodstock Road				
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
Parking Penalty Charges				
Outside Scope for VAT				
For Off-Street Parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
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
Dog Warden Services				
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
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
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				
For people in receipt of prescribed benefits:				
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				
Pest Control Services (Commercial Premises)				
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		
Cemeteries Fees & Charges				
Exclusive Right of Burial:				
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
Interments:				
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
Memorials:				
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
Miscellaneous:				
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
Please Note: 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)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	5.00	5.00	0.00	0.00
<u>Standard rated & exclusive of VAT</u>				
Other charges				
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

	2015/16 Charge	2016/17 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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)
	£	£	£	%
Legal Services				
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		
Democratic Services				
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
Executive Support				
St Giles Fair Tolls	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		

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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

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"> 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
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"> Increased arrears due to benefit changes arising from the roll out of universal credit 									
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 & 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"> 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. <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Race</td> <td>Disability</td> <td>Age</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or Belief</td> <td>Sexual Orientation</td> </tr> </table>	Race	Disability	Age	Neutral	Neutral	Neutral	Gender reassignment	Religion or Belief	Sexual Orientation
Race	Disability	Age								
Neutral	Neutral	Neutral								
Gender reassignment	Religion or Belief	Sexual Orientation								

	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	Neutral	Neutral	Neutral
Budget Proposal	Decrease in council house rents by 1% per annum for the next four years		
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"> 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 2. Forced Sale of High Value Council Housing (HVCH) 3. Pay to Stay: Social tenants jointly earning more than £30k per annum will pay market rate rents 4. Associated rates of housing benefit capped at the relevant local housing allowance 		
What are the likely risks?	<ul style="list-style-type: none"> ● Rent Reduction 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 ● Forced Sale of High Value Council Housing (HVCH) 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 		

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;">4. Housing benefit caps</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"> 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"> a. Exempt the Council from the whole process b. Agree the authority can hold rents at current levels for next four years c. Agree to a reduction of less than 1% d. Can allow the authority to increase rents 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 3. All the financial risk of this initiative will be borne by the Council's HRA 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

	<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>Capping of Housing Benefit to Local Housing Allowance</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="618 874 2040 1281"> <tr> <td data-bbox="618 874 1120 1070"> <p>Race</p> <p>Neutral/ Negative</p> </td> <td data-bbox="1120 874 1568 1070"> <p>Disability</p> <p>Negative</p> </td> <td data-bbox="1568 874 2040 1070"> <p>Age</p> <p>Negative</p> </td> </tr> <tr> <td data-bbox="618 1070 1120 1177"> <p>Gender reassignment</p> <p>Neutral</p> </td> <td data-bbox="1120 1070 1568 1177"> <p>Religion or Belief</p> <p>Neutral</p> </td> <td data-bbox="1568 1070 2040 1177"> <p>Sexual Orientation</p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="618 1177 1120 1281"> <p>Sex</p> <p>Neutral</p> </td> <td data-bbox="1120 1177 1568 1281"> <p>Pregnancy and Maternity</p> <p>Neutral</p> </td> <td data-bbox="1568 1177 2040 1281"> <p>Marriage & Civil Partnership</p> <p>Neutral</p> </td> </tr> </table>	<p>Race</p> <p>Neutral/ Negative</p>	<p>Disability</p> <p>Negative</p>	<p>Age</p> <p>Negative</p>	<p>Gender reassignment</p> <p>Neutral</p>	<p>Religion or Belief</p> <p>Neutral</p>	<p>Sexual Orientation</p> <p>Neutral</p>	<p>Sex</p> <p>Neutral</p>	<p>Pregnancy and Maternity</p> <p>Neutral</p>	<p>Marriage & Civil Partnership</p> <p>Neutral</p>
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<p>Sex</p> <p>Neutral</p>	<p>Pregnancy and Maternity</p> <p>Neutral</p>	<p>Marriage & Civil Partnership</p> <p>Neutral</p>								

Budget Proposal	Increase in council housing service charges						
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;">Race</td> <td style="text-align: center;">Disability</td> <td style="text-align: center;">Age</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>	Race	Disability	Age	Neutral	Neutral	Neutral
Race	Disability	Age					
Neutral	Neutral	Neutral					

	Gender reassignment	Religion or Belief	Sexual Orientation
	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	Neutral	Neutral	Neutral
Budget Proposal	Increases in Fees and Charges across Council services		
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"> i. An increase in garden waste bins of £2 per bin per year ii. Pre-application advice for planning services -25% increase (reflecting the outcome of a “benchmarking” exercise with other authorities) 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 iv. Pest Control increases range from £5 to £20 for treatments to more be more reflective of the actual cost of the service 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 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 		

	vii. Garages - 5% increase across the board
What are the likely risks?	<ul style="list-style-type: none"> 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.
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"> 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 Free Swimming for children under 17 at various sessions during the week 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 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 Garden waste collection where customer is in receipt of benefit

	<ul style="list-style-type: none"> • Each Council service area proposing fee increases will undertake an analysis of service users (where identifiable) to assess any issues of potential adverse impact • 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). <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 1153 965">Race</td> <td data-bbox="1153 933 1601 965">Disability</td> <td data-bbox="1601 933 2047 965">Age</td> </tr> <tr> <td data-bbox="616 965 1153 997">Neutral</td> <td data-bbox="1153 965 1601 997">Neutral</td> <td data-bbox="1601 965 2047 997">Neutral</td> </tr> <tr> <td data-bbox="616 997 1153 1029">Gender reassignment</td> <td data-bbox="1153 997 1601 1029">Religion or Belief</td> <td data-bbox="1601 997 2047 1029">Sexual Orientation</td> </tr> <tr> <td data-bbox="616 1029 1153 1061">Neutral</td> <td data-bbox="1153 1029 1601 1061">Neutral</td> <td data-bbox="1601 1029 2047 1061">Neutral</td> </tr> <tr> <td data-bbox="616 1061 1153 1093">Sex</td> <td data-bbox="1153 1061 1601 1093">Pregnancy and Maternity</td> <td data-bbox="1601 1061 2047 1093">Marriage & Civil Partnership</td> </tr> <tr> <td data-bbox="616 1093 1153 1125">Neutral</td> <td data-bbox="1153 1093 1601 1125">Neutral</td> <td data-bbox="1601 1093 2047 1125">Neutral</td> </tr> </table>	Race	Disability	Age	Neutral	Neutral	Neutral	Gender reassignment	Religion or Belief	Sexual Orientation	Neutral	Neutral	Neutral	Sex	Pregnancy and Maternity	Marriage & Civil Partnership	Neutral	Neutral	Neutral
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Sex	Pregnancy and Maternity	Marriage & Civil Partnership																	
Neutral	Neutral	Neutral																	
Budget Proposal	New Homes Growth Bonus Payments																		

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?	<p>Conservative estimates indicate a positive return above £2 million for each of the next two years.</p> <p>No further New Homes Bonus has been assumed for 2018/ 19 and beyond. This is no change on the previous year's assumption</p>		
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"> 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. 		
	Race Neutral	Disability Neutral	Age Neutral
	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral
Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership 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"> • Recyclate increased cost -_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 • Housing Benefit Administration Grant. 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 • Homelessness – 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.
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"> • 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

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"> 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 									
Overall assessment of the equality risks	<table border="1"> <tr> <td data-bbox="616 571 1120 758"> <p>Race Neutral</p> </td> <td data-bbox="1120 571 1624 758"> <p>Disability Neutral</p> </td> <td data-bbox="1624 571 2047 758"> <p>Age Neutral</p> </td> </tr> <tr> <td data-bbox="616 758 1120 866"> <p>Gender reassignment Neutral</p> </td> <td data-bbox="1120 758 1624 866"> <p>Religion or Belief Neutral</p> </td> <td data-bbox="1624 758 2047 866"> <p>Sexual Orientation Neutral</p> </td> </tr> <tr> <td data-bbox="616 866 1120 970"> <p>Sex Neutral</p> </td> <td data-bbox="1120 866 1624 970"> <p>Pregnancy and Maternity Neutral</p> </td> <td data-bbox="1624 866 2047 970"> <p>Marriage & Civil Partnership Neutral</p> </td> </tr> </table>	<p>Race Neutral</p>	<p>Disability Neutral</p>	<p>Age Neutral</p>	<p>Gender reassignment Neutral</p>	<p>Religion or Belief Neutral</p>	<p>Sexual Orientation Neutral</p>	<p>Sex Neutral</p>	<p>Pregnancy and Maternity Neutral</p>	<p>Marriage & Civil Partnership Neutral</p>
<p>Race Neutral</p>	<p>Disability Neutral</p>	<p>Age Neutral</p>								
<p>Gender reassignment Neutral</p>	<p>Religion or Belief Neutral</p>	<p>Sexual Orientation Neutral</p>								
<p>Sex Neutral</p>	<p>Pregnancy and Maternity Neutral</p>	<p>Marriage & Civil Partnership Neutral</p>								
Budget Proposal	Value for Money & Efficiency									
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"> • Further office rationalisation £200k per annum from 2017/18 • Replacement of ICT Infrastructure contract £150k per annum • Multi skilling in call centre - £50k • Reductions in ICT Business Partners - £115k per annum • Reduction in Planning ICT scanning contract £70k per annum • Staffing savings in Financial Services - £158k per annum • Changes to senior management structure - £200k per annum • Community Services staffing changes -£85k per annum • Vehicle fuel savings £150k per annum • Renegotiation of leisure centre contract - £10.1 million since 2009 		
Overall assessment of the equality risks	Race Neutral	Disability Neutral	Age Neutral
	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral
	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral

<p>Budget Proposal</p>	<p>New Investment and Service Enhancement proposals:</p> <ul style="list-style-type: none"> • 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 • 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) <p>HRA Capital Programme: The revised programme of £82 million over the next 4 years includes:</p> <ul style="list-style-type: none"> • Tower block refurbishment £18.97 million • Great Estates enhancement of car parking and other infrastructure £4.8 million • Barton Regeneration £3.7 million • Improvements to doors, windows, controlled entry including the Oxford Standard - £6 million • Improvements to kitchens, bathrooms, roofs, heating and electrics -£18 million • Blackbird Leys Regeneration - £5.5 million – to undertake estate re-generation • 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 <p>New Build at Barton:</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>General Fund Capital Programme: 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"> 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. 						
<p>Overall assessment of the equality risks</p>	<table border="1"> <tr> <td data-bbox="616 1129 1160 1315"> <p>Race Neutral</p> </td> <td data-bbox="1160 1129 1630 1315"> <p>Disability Neutral</p> </td> <td data-bbox="1630 1129 2047 1315"> <p>Age Neutral</p> </td> </tr> <tr> <td data-bbox="616 1315 1160 1359"> <p>Gender reassignment</p> </td> <td data-bbox="1160 1315 1630 1359"> <p>Religion or Belief</p> </td> <td data-bbox="1630 1315 2047 1359"> <p>Sexual Orientation</p> </td> </tr> </table>	<p>Race Neutral</p>	<p>Disability Neutral</p>	<p>Age Neutral</p>	<p>Gender reassignment</p>	<p>Religion or Belief</p>	<p>Sexual Orientation</p>
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	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	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

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 17th 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">Strongly Agree</td> <td data-bbox="730 336 857 468">Agree</td> <td data-bbox="857 336 1000 468">Neutral</td> <td data-bbox="1000 336 1164 468">Disagree</td> <td data-bbox="1164 336 1330 468">Strongly Disagree</td> </tr> </table>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
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 1530 730 1661">Strongly Agree</td> <td data-bbox="730 1530 857 1661">Agree</td> <td data-bbox="857 1530 1002 1661">Neutral</td> <td data-bbox="1002 1530 1164 1661">Disagree</td> <td data-bbox="1164 1530 1328 1661">Strongly Disagree</td> </tr> </table>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		


<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="576 1480 730 1606">Strongly Agree</td> <td data-bbox="730 1480 857 1606">Agree</td> <td data-bbox="857 1480 1002 1606">Neutral</td> <td data-bbox="1002 1480 1166 1606">Disagree</td> <td data-bbox="1166 1480 1328 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="571 1360 730 1486"> <p>Strongly Agree</p> </td> <td data-bbox="730 1360 857 1486"> <p>Agree</p> </td> <td data-bbox="857 1360 1000 1486"> <p>Neutral</p> </td> <td data-bbox="1000 1360 1162 1486"> <p>Disagree</p> </td> <td data-bbox="1162 1360 1328 1486"> <p>Strongly Disagree</p> </td> </tr> </table>	<p>Strongly Agree</p>	<p>Agree</p>	<p>Neutral</p>	<p>Disagree</p>	<p>Strongly Disagree</p>
<p>Strongly Agree</p>	<p>Agree</p>	<p>Neutral</p>	<p>Disagree</p>	<p>Strongly Disagree</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 1st 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)

--	--

	<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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Report of: Head of Financial Services
To: Council
Date: 17 February 2016 **Item No:**
Title of Report: Council Tax 2016/17

Summary and Recommendations

Purpose of report: To set out the necessary calculations to enable Council to set the 2016/17 Council Tax for Oxford City.

Key decision: **No**

Executive lead member: Councillor Ed Turner

Policy Framework: None

Recommendation(s): Council is asked to approve for 2016/17: -

1. The City Council's precept and Council Tax requirement of £12,621,173 including Parish precepts and £12,423,802 excluding Parish precepts.
2. The average Band D Council Tax figure (excluding Parish Precepts) of £284.52 a **1.99%** increase on the 2015/16 figure of £278.97. Including Parish Precepts the figure is £289.04, a 2.14% increase (see paragraph 3).
3. A contribution of £10,000 to Old Marston Parish Council in recognition of the additional expenditure that the Parish incurs as a consequence of maintaining the cemetery (see paragraphs 11 and 12).
4. The amount of £538,520 to be treated as Special Expenses (see paragraph 15).
5. The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:-

Littlemore	£315.17
Old Marston	£313.50

Risinghurst and Sandhills	£303.79
Blackbird Leys	£282.54
Unparished Area	£286.87

These figures include the Parish Precepts and special expensing amounts as appropriate; in addition to the City-wide Council Tax of £272.19.

The Council is also asked to note:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 18 below.
7. The Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 19 below, and
8. The overall average Band D equivalent Council Tax of £1,737.64 including Parish Precepts (subject to confirmation of the Band D figures for the County Council – see paragraph 18 below).

Appendix 1 Statutory Calculations Required for Setting of the Council Tax

Appendix 2 Council Tax Amounts per Band 2016/17

Appendix 3 Risk Implications

BACKGROUND

1. The Localism Act, 2011 requires local authorities to calculate the amount of income to be collected from Council Tax based on the Band D charge multiplied by the Council's Tax Base. The City Council's calculation of this figure, the Council Tax Requirement, including the Parish Precepts is £12,621,173. The Council Tax Requirement for the Council's own purposes is £12,423,802. The detailed calculation is shown in Appendix 1.

CALCULATION OF BASIC AMOUNT OF COUNCIL TAX

2. The tax bases for the various parts of the City were approved by the Audit and Governance Committee on 16th December 2015 and totalled 43,665.1. This allows 2% for non-collection and represents a 2.4% increase on the 2015/16 figure of 42,658.7.
3. The Basic Amount of Tax is calculated in accordance with Section 31B of the Local Government Finance Act 1992. Details are shown in Appendix 1 and summarised in Table 1 below.

Table 1 Basic amount of Band D Council Tax 2016/17

Requirement from Council Tax	£12,423,802
<i>(including Parishes)</i>	£12,621,173
Tax Base	43,665.1
Basic Amount of Council Tax Band D	£284.52
<i>(including Parishes)</i>	£289.04

4. The Basic Amount of Council Tax (exclusive of Parish precepts) represents a 1.99% increase on the 2015/16 figure of £278.97 and an annual increase of £5.55 or approximately 11p per week.
5. The Basic Amount of Council Tax is calculated by dividing the Council Tax Requirement by the Tax Base. This amount of tax is calculated purely to comply with statutory requirements.

CALCULATION OF ACTUAL AMOUNTS OF COUNCIL TAX

6. The calculation of the City Wide Tax is set out below:-

Table 2 City Wide Band D Council Tax 2016/17

Council Tax Requirement	£12,621,173
Less Parish Precepts	£197,371
Less Unparished Area Special Expenses (see para 7)	<u>£538,520</u>
City Wide Requirement	£11,885,282
Divided by Tax Base	43,665.1
City Wide Council Tax at Band D	£272.19

The City Wide Tax is payable by all dwellings throughout the authority's area.

7. The Parishes have issued the City Council with their precepts. These, and the associated special expensing requirement for other areas of the City, are as shown below.

Table 3 Band D Parish Precept & Special Expenses Addition 2016/17

	Parish Precept (net of funding) £	Unparished Area Special Expenses (net of Cemeteries)	Special Expense for Cemeteries £	Total £	Tax Base Numbers	Average Band D £
Littlemore	73,485.30		881.85	74,367.15	1,730.4	42.98
Old Marston	52,426.07			52,426.07	1,269.1	41.31
Risinghurst and Sandhills	44,105.63		722.95	44,828.58	1,418.6	31.60
Blackbird Leys	27,354.00		1,416.14	28,770.14	2,778.8	10.35
Unparished Area		516,914.00	18,585.06	535,499.06	36,468.2	14.68
TOTAL	197,371.00	516,914.00	21,606.00	735,891.00	43,665.1	

Council Tax Support Grant

8. In 2013/14 Council Tax Benefit was replaced with a system which allows local authorities to provide a discount or Council Tax Support Grant to eligible claimants. The Government partially compensates authorities through the Finance Settlement for their subsequent loss of Council Tax income.
9. However, there is no longer transparency as to the amount the Government includes in the Finance Settlement in respect of Council Tax Support Grant. Consequently, as the Council's Revenue Support Grant continues to reduce it is proposed that the Council Tax Support Grant paid to parishes is reduced by a similar percentage. This principle was discussed with Parish Councils at a meeting on December 14th 2015.
10. Table 4 below shows the proposed distribution of Council Tax Support Grant between Parishes for 2016-17. The distribution is based on the effect of the Council Tax Reduction Scheme on each parish's Tax Base, i.e. those that have been hit hardest by the changes receive the greatest proportion of funding.

Table 4 Council Tax Support Grant Paid to Parishes – 2016/17

	Precept £	Funding £	Total payable to Parish £
Littlemore	73,485.30	3,514.70	77,000.00
Old Marston *	62,426.07	1,425.93	63,852.00
Risinghurst and Sandhills	44,105.63	1,394.37	45,500.00
Blackbird Leys	<u>27,354.00</u>	<u>3,246.00</u>	<u>30,600.00</u>
	207,371.00	9,581.00	216,952.00

(* this includes the £10,000 contribution – see paragraph 12).

11. OLD MARSTON PARISH

The May 2002 Guidance Note issued by Central Government (Dept. of Transport, Local Government and the Regions) on Financial Arrangements with Parish and Town Councils outlined principles that should be followed in financial arrangements between District and Parish Councils. These include:

- Fairness in the provision of services (and access to them) by the principal authority between different parts of their area
- Democratic control and accountability – to let local councils support additional services with additional expenditure

12. Old Marston Parish Council made a successful case to the Council for a contribution to the Parish in recognition of the additional expenditure that the Parish incurs in relation to maintaining the cemetery within the Parish; this has been ongoing since 2008/09. The Parish maintains the cemetery the use of which is not restricted to residents of that Parish, hence a contribution has been made to reduce the parish precept in recognition of this fact. For 2016/17 the Old Marston Parish Precept has been calculated as £62,426.07 and a recommendation is made to Council to reduce this by £10,000 to £52,426.07.

13. UNPARISHED AREAS OF THE CITY

Only part of the city area is parished. In the Unparished Area the City Council itself undertakes the parish functions. Section 35 (2) of the Local Government Finance Act 1992, states that ‘special expenses’ should be calculated when there are “any expenses incurred by a billing authority in performing in a part of its area a function performed elsewhere in its area bya parish”.

14. Within the city area the services shown in the table below are currently provided by at least one Parish Council. To avoid double charging for the cost of providing these services, a special expense - equivalent to the cost of providing these services elsewhere in the City - is levied on those areas not providing them.
15. The following table sets out the Special Expenses Account:

Table 5 Special Expenses Estimate 2016-17		
	Total Special Expenses 2016-17	Total Special Expenses 2015-16
Community Recreation	264,314	245,707
Parks Management	11,150	11,000
Grounds	52,250	37,188
Allotments	24,950	26,680
Ditches and Streams	70,250	75,481
Cemeteries	21,606	20,640
Street Furniture	<u>94,000</u>	<u>99,000</u>
	538,520	515,696

16. The calculation of Special Expenses is based on an assessment of the types of work undertaken in parishes as a whole. The services are provided in at least one if not all the parishes. However, in the case of cemeteries there is only one cemetery in the parished areas, located in Old Marston. As outlined in paragraph 12 Old Marston have put forward a successful case to the Council that the cemetery is available for use by people living outside of the parish - particularly in respect of interment of ashes. The Council has previously accepted this case and approved a contribution to the Old Marston precept. The total expenditure on the three remaining cemeteries has been charged across all areas except for the Old Marston Parish.
17. Further details of the calculations, as required by the Act are shown at Appendix 1. Taxes by area and by Band are shown at Appendix 2.
18. **Oxfordshire County Council:** The County Council's likely precept figure for 2016/17 is £55,962,938.76 giving a Band D Council Tax of £1,281.64 a 3.99% increase on the 2015/16 figure of £1,232.46. The figures are due to be finalised on February 16th 2016. In the Spending Review on Nov 25th 2015 it was announced that local authorities with adult social care responsibilities (i.e. the County Council) would be able to raise an additional 2% Council Tax to fund adult social care. That

2% is included within the overall County Council increase figure of 3.99%.

19. **Police and Crime Commissioner for Thames Valley:** The precept figure for 2016/17 was confirmed on January 29th 2016 and will be £7,290,325.10 giving a Band D Council Tax of £166.96 a 1.99% increase on the 2015/16 figure of £163.70.
20. **Risk Implications:** A risk assessment has been undertaken and the risk register is attached at Appendix 3.
21. **Equalities Impact Assessment:** It is difficult to estimate the dimensions of equality risks around Council Tax increases. The Council has put in place proportionate mitigating actions such as the Council Tax Support Scheme and the work of the Welfare Reform Team to protect the most vulnerable and economically challenged households across the City.
22. **Financial Implications:** These are all included within the main body of the report.
23. **Legal Implications:** The Local Government Finance Acts, 1988 and 1992, as amended by The Localism Act 2011 prescribe the calculations in this report. The Billing Authority is required under section 30 of the Local Government Finance Act 1992 to set the Council Tax before the 11th March in the preceding financial year.

Name and contact details of author:

Adrian Wood
Technical Officer
Finance
Telephone Number 01865 252619

Background papers:

None

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Appendix 1

Statutory Calculations Required for Setting of the Council Tax

1. On December 16th 2015 the Audit and Governance Committee approved:
 - a. the Council Tax Base 2016/17 for the whole Council area as **43,665.1** (Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended) and,
 - b. for dwellings in those parts of its area to which a Parish precept, or Special Expenses relates as:

Blackbird Leys	2,778.8
Littlemore	1,730.4
Old Marston	1,269.1
Risinghurst and Sandhills	1,418.6
Unparished Area	36,468.2
2. The Council Tax requirement for the Council's own purposes for 2016/17 (excluding Parish precepts) is £12,423,802
3. The following amounts have been calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:
 - (a) £185,082,962 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - (b) £172,461,789 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £12,621,173 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax Requirement for the year (item R in the formula in Section 31A(4) of the Act). This figure includes the Parish Precepts.
 - (d) £289.04 being the amount at 3(c) above (Item R), all divided by item T (1(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).

- (e) £735,891 being the aggregate amount of all special items (Parish precepts and Unparished area special expenses) referred to in Section 34(1) of the Act.
- (f) £272.19 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1a above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept/Special Expenses relates.

Littlemore

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	28.65	33.43	38.20	42.98	52.53	62.08	71.63	85.96
City Wide Tax	181.46	211.70	241.95	272.19	332.68	393.16	453.65	544.38
City Total	210.11	245.13	280.15	315.17	385.21	455.24	525.28	630.34
PCC for Thames Valley	111.31	129.86	148.41	166.96	204.06	241.16	278.27	333.92
Oxfordshire County	854.43	996.83	1,139.24	1,281.64	1,566.45	1,851.26	2,136.07	2,563.28
Total	1,175.85	1,371.82	1,567.80	1,763.77	2,155.72	2,547.66	2,939.62	3,527.54
<u>Old Marston</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	27.54	32.13	36.72	41.31	50.49	59.67	68.85	82.62
City Wide Tax	181.46	211.70	241.95	272.19	332.68	393.16	453.65	544.38
City Total	209.00	243.83	278.67	313.50	383.17	452.83	522.50	627.00
PCC for Thames Valley	111.31	129.86	148.41	166.96	204.06	241.16	278.27	333.92
Oxfordshire County	854.43	996.83	1,139.24	1,281.64	1,566.45	1,851.26	2,136.07	2,563.28
Total	1,174.74	1,370.52	1,566.32	1,762.10	2,153.68	2,545.25	2,936.84	3,524.20
<u>Risinghurst and Sandhills</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	21.07	24.58	28.09	31.60	38.62	45.64	52.67	63.20
City Wide Tax	181.46	211.70	241.95	272.19	332.68	393.16	453.65	544.38
City Total	202.53	236.28	270.04	303.79	371.30	438.80	506.32	607.58
PCC for Thames Valley	111.31	129.86	148.41	166.96	204.06	241.16	278.27	333.92
Oxfordshire County	854.43	996.83	1,139.24	1,281.64	1,566.45	1,851.26	2,136.07	2,563.28
Total	1,168.27	1,362.97	1,557.69	1,752.39	2,141.81	2,531.22	2,920.66	3,504.78

Blackbird Leys

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	6.90	8.05	9.20	10.35	12.65	14.95	17.25	20.70
City Wide Tax	181.46	211.70	241.95	272.19	332.68	393.16	453.65	544.38
City Total	188.36	219.75	251.15	282.54	345.33	408.11	470.90	565.08
PCC for Thames Valley	111.31	129.86	148.41	166.96	204.06	241.16	278.27	333.92
Oxfordshire County	854.43	996.83	1,139.24	1,281.64	1,566.45	1,851.26	2,136.07	2,563.28
Total	1,154.10	1,346.44	1,538.80	1,731.14	2,115.84	2,500.53	2,885.24	3,462.28
<u>Unparished Area</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Special Expenses	9.79	11.42	13.05	14.68	17.94	21.20	24.47	29.36
City Wide Tax	181.46	211.70	241.95	272.19	332.68	393.16	453.65	544.38
City Total	191.25	223.12	255.00	286.87	350.62	414.36	478.12	573.74
PCC for Thames Valley	111.31	129.86	148.41	166.96	204.06	241.16	278.27	333.92
Oxfordshire County	854.43	996.83	1,139.24	1,281.64	1,566.45	1,851.26	2,136.07	2,563.28
Total	1,156.99	1,349.81	1,542.65	1,735.47	2,121.13	2,506.78	2,892.46	3,470.94

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Appendix 3

Risk Register

Council Report – Council Tax 2016-17

Date – February 17th 2016

Author – Adrian Wood (Finance)

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain						Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =									
187		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1	Q 2	Q 3	Q 4	I	P
		COUNCIL TAX BASE A reduced debit (and lower tax base) would mean the City Council having to borrow to meet the Precept demands of the County Council and the Police and Crime Commissioner. Also the City Council would have less Council Tax Income to fund services.	4	3	There could be less new builds than estimated in 2016/17. In addition there could be increased numbers of exemptions/discount cases.	Assumptions used in numbers of new builds are conservative. The base for the number of Exemptions was the peak of 2015/16. Customer Services review existing exemption and discount cases to ensure these should still be granted. Assumptions are based on prior years/historical trends and take account of external impacts.	3	2	Continuing monitoring of external trends (Adrian Wood). Monthly position on actual tax base is calculated and reported to the Head of Customer Services. Significant changes to be reported to CEB (Adrian Wood). Mitigating control owner: Nigel Kennedy	Assumptions remain as accurate as possible to minimise the possibility of shortfall. Monthly reviews.					

	<p>COUNCIL TAX PERCENTAGE INCREASE The Council has assumed a 1.99% increase on 2015/16 in the General Fund budget calculations for 2016/17.</p>	4	3	<p>Members may opt for a lower rate reduction, or indeed a freeze in the Band D Council Tax rate.</p>	<p>The financial implications would be that for each 0.5% reduction on the proposed 2016/17 Band D charge, the loss of income is approximately £61k.</p>	3	2	<p>Monthly position on the cost of service provision during 2016/17 will be monitored and reported on the CORVU system). Significant changes will be highlighted (Heads of Services). Mitigating control owner: Nigel Kennedy</p>	<p>That the cost of service provision remains in line with the agreed budget.</p>						
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To: 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 expenditure¹, 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 borrowing² 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;

¹ 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

² 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 Swap³ (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.

³ 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.

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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

	Minimum Credit Criteria	Max % of total investments/£ limit per institution	Max maturity period
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

	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
Expenditure					
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
Total expenditure	48,711.9	42,663.7	40,203.8	34,549.8	25,299.0
Financed by:					
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
Prudential Borrowing		10,237.0	4,456.0	9,772.0	11,293.0
Total funding	48,711.9	42,663.7	40,203.8	34,549.8	25,299.0

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

	2014/15 Actuals £	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
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

	2014/15 Actuals £	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
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

	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	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
Total	245,188	255,420	259,603	262,508	267,066

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
Total	237,000	253,420	253,603	256,508	261,066

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

	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
Gross Borrowing	199,423	198,528	198,528	198,528	198,528
Other Long Term Liabilities	0	0	0	0	0
Total Gross Debt 31 March	199,423	198,528	198,528	198,528	198,528
CFR	200,641	210,616	214,799	224,216	235,028
Net Borrowing v CFR	1,218	12,088	16,271	25,688	36,500

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

	2014/15 Actuals %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
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

	2015/16 Estimate Upper %	2015/16 Estimate Lower %	2016/17 Estimate Upper %	2016/17 Estimate Lower %	2017/18 Estimate Upper %	2017/18 Estimate Lower %
< 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

	2014/15 Actuals %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
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: 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 17th 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 18th January, and are currently being finalised by Heads of Service, Since we have been unable to meet the 25th 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 18th 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 18th December 2015 and 24th 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 29th January.

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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
Partnership – Building strong and effective partnerships with business, communities, universities and the public sector to join up investment and services				
Devolution – 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>Over the next four years and beyond we will work with our partners to:</p> <p>Make the case for greater local control and devolution of decisions and investment in transport, housing, skills and business growth to better meet the needs of our economy.</p> <p>Promote growth and increased investment in enterprise and the knowledge economy.</p> <p>Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion and support economic and housing growth.</p> <p>Deliver effective support to attract new businesses and allow local businesses to prosper and grow.</p> <p>Improve workforce skills to meet local demand by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.</p> <p>Promote and shape development and unlock land for housing and employment sites to help meet the needs of the city.</p>	<p>What is going to happen as a result?</p> <p>We will</p> <ul style="list-style-type: none"> • Work in partnership with the other councils in Oxfordshire, the LEP and others to negotiate an ambitious Devolution Deal with Government. • 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. • 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. • 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. • 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. • Work with our neighbouring councils and partners to bring forward development outside the city boundaries. • Attract European and national funding to support innovation in the private, academic and public sectors. • Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlock transport blockages. • 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. • 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. • 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. • Invest in improvements to the city centre, working with Experience Oxfordshire to improve the quality of the tourism offer and support city traders. • 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. • 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. • Ensure that developments meet high environmental and energy performance standards. 	<p>Find out more –</p> <p>City Council’s Economic Development page; Oxford Economic Growth Strategy; Oxford Strategic Partnership</p>
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Amount of employment space permitted for development • Number of jobs created or safeguarded in the city • Number of businesses starting up in the city 		

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 has undermined 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.

<p>Meeting Housing Need – improving Oxford residents’ access to affordable and high quality homes in good environments that are close to jobs and facilities.</p>	
<p>Over the next four years and beyond we will work with our partners to:</p> <p>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.</p> <p>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.</p> <p>Improve conditions for private tenants by proactively enforcing standards for private landlords and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).</p> <p>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.</p> <p>Tackle homelessness and rough sleeping by securing appropriate accommodation and support for those affected.</p>	<p>What is going to happen as a result?</p> <p>We will:</p> <ul style="list-style-type: none"> • 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.
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • 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. 	<p>Find out more -</p> <p>City Council's Housing Strategy page, Homelessness Strategy Asset Management Plan</p>
<p>Strong and Active Communities – socially cohesive and safe communities</p>	

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>Over the next four years and beyond we will work with our partners to:</p> <p>Tackle inequality through improved prosperity and by targeting resources to those who need most support.</p> <p>Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people’s health and quality of life.</p> <p>Improve opportunities for young people to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.</p> <p>Celebrate diversity and support our different communities by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.</p> <p>Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.</p> <p>Safeguard and support vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.</p>	<p>What is going to happen as a result?</p> <p>We will</p> <ul style="list-style-type: none"> • Ensure that residents across the city benefit from economic growth and increased economic opportunity, and support low income households to maximise their income. • 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 • 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. • 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. • Provide a £1.5 million per annum budget to support voluntary and community organisations and the services they provide. • Invest in improvements to cemeteries and in developing new burial space. • 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. • 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. • Work with communities and residents to tackle problems of anti-social behaviour and nuisance and through education, engagement and appropriate enforcement create safer places. • 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. • Continue to play a leading role in Oxfordshire’s Multi-Agency Safeguarding Hub and the Oxfordshire’s Safeguarding Board to coordinate and improve safeguarding.
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Resident satisfaction with their area as a place to live • The number of people taking part in our Youth Ambition programme • Number of people using leisure centres and sports facilities 	<p>Find out more - Leisure and Well-being Strategy, Community Centres Strategy (new), Culture Strategy, Community Safety Strategy.</p>

<p>A Clean and Green Oxford –an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>Key facts</p> <ul style="list-style-type: none"> • 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.
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<p>A Clean and Green Oxford – an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution</p>	
<p>Over the next four years and beyond we will work with our partners to:</p> <p>Save energy and reduce carbon emissions through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city’s carbon footprint.</p> <p>Tackle congestion and pollution 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>Improve cleanliness of our streets, neighbourhoods and open spaces so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.</p> <p>Reduce the total amount of waste and increase the proportion of the waste stream that is recycled providing excellent recycling services and facilities across the city and working with partners to promote recycling.</p> <p>Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences.</p>	<p>What is going to happen as a result? We will</p> <ul style="list-style-type: none"> • Benchmark our environmental performance, implement the Covenant of Mayors in respect of climate change, and learn from the best in Europe to drive improvement. • 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. • 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. • 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. • 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. • Explore all forms of external funding (such as the EC, DEFRA) to make positive differences to environmental quality, health, and carbon reduction. • Increase capacity of our Park and Ride at Seacourt so more people take the bus into the city. • 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. • Continue to drive efficiency of our waste and street cleaning services through better use of technology and investment in our vehicles and machinery. • 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. • 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. • 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. • Reduce the flood risk to 110 properties in Northway and Marston £2.6 million • 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 m
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Satisfaction with our street cleaning services • Decrease in amount of waste produced in the city • Annual reduction in the City Council’s carbon footprint. 	<p>Find out more - Low Emissions Strategy; Sustainability Strategy for Oxford 2011-2020</p>

<p>An Efficient and Effective Council- 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>Key facts</p> <ul style="list-style-type: none"> • Oxford City Council has achieved £8.5 million of efficiency savings in the last four years without compulsory redundancies. • Our counter fraud team successfully prevented losses to the City Council of £3.8 million over the last 18 months • Our customer service centres help more than 40,000 people every year and deal with 260,000 calls every year. • 91% of queries are resolved at the first point of contact and 89% of people are satisfied with the service they receive. • 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. • 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.
<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>	
<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>	
<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>	
<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>	
<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>	

<p>An Efficient and Effective Council- A customer focused organisation, delivering efficient; high quality services that meet people's needs</p>	
<p>Over the next four years and beyond we will:</p> <p>Continue to deliver high quality services to residents and businesses in the City ensuring the flexibility to deal with uncertainty about future funding.</p> <p>Continue to invest in technology to provide customers with more flexible and lower cost ways of accessing services.</p> <p>Manage our property and assets effectively to generate savings and maximise returns.</p> <p>Manage our contracts and procurement processes effectively to deliver maximum value for money and continue to develop our anti-fraud capability to protect public money.</p> <p>Recruit, develop and value a diverse workforce which reflects the make-up of the community that we serve, tackling barriers to employment and career progression.</p>	<p>What is going to happen as a result?</p> <ul style="list-style-type: none"> • 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"> - 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; - Generating further efficiencies in our ICT service to save £220,000 per year. • 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. • We will identify opportunities to offer our professional and technical services to other organisations to generate additional resources. • We will invest in projects which generate on-going savings, including more cost effective ways to recycle waste products. • We will achieve Customer Services Excellence status for the whole organisation • 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. • Prioritise investment in our properties to maintain our assets and spend to save initiatives which generate increased income for the City Council. • Develop our investment property portfolio to obtain higher returns. • Our Leadership and Management Development Programme will improve management skill and performance across the organisation. • We will champion the diversity of our workforce and maintain our Investors in People Gold Champion Status. • 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. <p>Find out more - Medium Term Financial Strategy Budget Book</p>
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Percentage of customers satisfied at their first point of contact • Delivery of the City Council's identified savings and income targets • Levels of staff engagement based on staff survey results 	

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: 1st 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		
Vibrant and Sustainable Economy						
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.
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"> • Business support; and apprenticeships, OCC and partners, • jobs supported by council investment • Jobs supported by other spend 	The figures are based on jobs creation projections in the SQW forecast. The current year projection is 550 on course to be met.
Net annual 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.
Meeting Housing Needs						

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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>
Clean and Green Oxford						
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.
Strong and Active Communities						
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%
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.
Efficient and Effective Council						
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 (cumulative over 4 year period)	£1861k	£3,230	£4,684	£5,221k	Success measured against achievement of directorate 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 18th December 2015 and closed on 24th 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 22nd December, 29th December and 5th 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 provided comments on the draft Corporate Plan; additional comments have been received by email from four people.

This report covers the comments that relate to the draft Corporate Plan 2016 -20 only, and the City Council's proposed response.

Comment	Proposed Response
<p>Housing</p> <ul style="list-style-type: none"> • 'Meeting Housing Needs' is the most important of the priorities and should be listed first. • The Corporate Plan recognises that economic growth is impeded by a lack of affordable housing. Increasing employment sites will increase pressure on housing and infrastructure, therefore the City should revise its plans for employment growth until housing affordability and supply improve. There should be a greater proportion of housing on potential development sites such as the 	<ul style="list-style-type: none"> • The City Council's priorities as laid out in the Corporate Plan are not intended to be read as a priority order, and for that reason are not numbered. Instead they are positioned as being interlinked, and it is intended that the professionally designed Corporate Plan leaflet will emphasise these interdependencies, where those between housing and economic growth are recognised as being particularly important. • The Council has an up to date Local Plan and Strategic Employment and Housing Land Assessments. These have been independently tested and proposals to develop housing on employment land have been dismissed by the Planning Inspectorate. In addition, the Government has confirmed further safeguards for strategic employment sites in the city.

<p>Business Park in Cowley and the Southfield Golf Course. For the least affordable city in the UK, Oxford's housing development plans are not bold enough.</p> <ul style="list-style-type: none"> • Greater emphasis could be placed on the need to provide pathways out of homelessness which means building confidence, skills and resilience as well as providing housing. • Support for the commitment to further work to protect the position of private rented sector tenants in the city, and tackle poor practice amongst some private sector landlords • Support for the Corporate Plan's emphasis on tackling housing issues 	<ul style="list-style-type: none"> • The City Council has actively promoted and is bringing forward major residential development sites for over 1,600 homes in the city, such as Barton, Oxpens and Northern Gateway. It has also identified the need for housing development adjoining the city (Oxford Growth Route Map) as it is recognised that the city cannot accommodate all its housing needs. Planning Inspectors have confirmed that the surrounding Districts need to provide for Oxford's unmet housing need. • There needs to be land for both employment and housing in the city. The universities, hospitals and high value business, such as BMW and the knowledge economy are based in Oxford. The city has unique attributes which are not replicated elsewhere in the country, and is an opportunity to attract international inward investment to support the UK economy. The continuing success of the city and its contribution to the regional and national economy require the capacity to grow. The Cowley Business Park is not an appropriate location for housing and independent assessments have confirmed that the Southfield Golf Course is not available for housing. • The City Council invests over £1m annually in supporting homeless persons, including support for organisations providing pathways out of homelessness. In addition the Council has invested funds with St Mungo's specifically to provide temporary accommodation for homeless families. We are working with the County Council and other partners to manage and mitigate the impacts of the reduction in County budgets on homelessness support services.
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<p>and for the approach outlined to deal with housing as a county issue and not just a city issue, while doing all possible within the city.</p>	
<p>Flooding In the light of recent flooding elsewhere in England we need to protect the flood plain and water meadows from development. Green spaces like Port Meadows protect buildings on television gravel ridges under several of the main roads in Oxford. The other aims of the plan are laudable but need to be safe from flooding.</p>	<p>The draft Plan highlights the Council’s commitment both flood reduction and flood alleviation (see page 9-10). Our Local Plan policies include protection of the flood plain along the river corridors to reduce the risk of flooding. The City Council is investing in flood alleviation measures to protect businesses, households and important transport links in the western and southern parts of the city. This is outlined in the draft Medium Term Financial Strategy, which includes the City Council’s plan to allocate £2.6 million to flood alleviation measures in Marston and Northway and £1.1 million to the Oxford and Abingdon Flood Alleviation Scheme.</p>
<p>Cycling Further attention is needed to encouraging people to walk and cycle in the city, to improve cycle safety, improve health and activity and to reduce congestion and air pollution. Suggestions include:</p> <ul style="list-style-type: none"> • Improvement to cycle lanes and more cycle parking spaces • Traffic calming measures and 20 mph speed limits on all roads in the city. • Amend the City Centre Street Scene Manual to place more emphasis on safe cycling. • Plans for major developments in the city, including Northern Gateway, Barton, Headington, Westgate, Oxpens, Osney Mead, Oxford Rail station need to demand much greater provision for safe cycling. • More provision and effort to make cycling a transport mode of choice in the Park & Ride sites. 	<p>The provision of cycle lanes and control over speed limits is the responsibility of Oxfordshire County Council. Its plans are set out in the Oxfordshire Transport Strategy, in particular the “Active Travel” section aims to transform the walking and cycling offer through a grid of cycle routes and improvements to signage and cycle parking.</p> <p>The City Council will continue to work with the County Council to promote improvements to cycle lanes and parking and park and rides to encourage people to promote cycling and walking in the city and tackle air pollution. This is referenced in the Corporate Plan on page 9.</p> <p>The City Centre Street Scene Manual includes a clear purpose “to create a safe and attractive environment for cyclists as well as for pedestrians”. The hierarchy applied to the guidelines for the design and management of streets in Oxford city centre gives priority to the needs of cyclists second only to pedestrians.</p>

	<p>The City Council seeks to ensure that provision for cycling and walking is included in plans for new development. For example, the Northern Gateway Area Action Plan states that planning permission will only be granted for new roads within the site if they are based on low vehicle speeds giving priority to provision for walking, cycling and easy access to public transport. The AAP also emphasises that strong walking and cycling links should be provided through the site to the National Cycle Route, Canal towpath and Wolvercote Village.</p> <p><i>Recommendation</i> <i>To highlight the commitment to improving cycling facilities as part of transport infrastructure investment and improvements to Park and Rides in the Vibrant Sustainable Economy section of the Corporate Plan (in addition to the reference in the Clean and Green section).</i></p>
<p>Transport and Infrastructure</p> <ul style="list-style-type: none"> • The City Council should 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 the Knowledge spine. • The Corporate Plan should reference to the overall ambitions of the Oxfordshire Local Transport Plan as well as the Oxford Transport Strategy. • The importance of the City Council working with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlocking transport blockages. 	<p>The City Council is working with neighbouring authorities and the LEP to implement the Oxford and Oxfordshire City and Growth Deals to invest over £160 million to improve infrastructure to support housing and growth across the County and the vision set out in the Oxfordshire Strategic Economic Plan.</p> <p>We are also working together on proposals for a Devolution Deal which includes securing a government commitment to a long-term investment fund for a programme of infrastructure investment to include improving rail, rapid transit bus routes and cycle routes.</p> <p><i>Recommendation</i></p>

	<p><i>To amend the document to read</i></p> <ul style="list-style-type: none"> • <i>(P4) Work with the County Council to deliver the city’s priorities in the Oxfordshire Local Transport Plan and the Oxford Transport Strategy and unlock transport blockages.</i>
<p>Planning</p> <ul style="list-style-type: none"> • In the light of the future development of Oxford, the Plan should set out stronger commitment to involving communities in how their areas will change and a collaborative approach to planning. Specific point included: • 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). • The Oxford Design Review Panel should be repositioned as a contributor to a public rather than a private dialogue. • The commitment to a review of the Local Plan is noted, but the update of the West End Area Action Plan should happen earlier. <ul style="list-style-type: none"> • Further efforts should be made in working with neighbouring councils to resolve housing and growth challenges. 	<p>Developing the new Local Plan is a corporate priority for the council in the period to 2018 and will involve extensive public engagement and consultation over the three years of its production. The plan will be fully compliant with the NPPF and using will look to be developed using best practice including on community engagement and involvement.</p> <p>The Oxford Design Review meetings are not held in public to encourage full and frank scheme critique, (as with most design review panels) however the outputs are public and the Oxford Design Review Panel advice is published by the Council. The Council’s planning committees value the work of the panel and the independent advice they provide on the quality of new development proposed in the city.</p> <p>The West End Area Action Plan (and associated design code) provides a good basis for encouraging high quality development in that part of the city. It is unlikely to be practical to review the AAP in advance of the Local Plan review but the need for additional guidance to support development coming forward in that area, ahead of the local plan will be considered.</p> <p>The council is working closely with neighbouring councils on the delivery of the Oxford Growth Strategy and will continue to do so as</p>

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	<p>work progresses on the delivery of unmet housing needs.</p>
<ul style="list-style-type: none"> • The Strong and Active Communities section should reference the value of the arts and cultural activity in bringing communities together. • Support for the use of the Cultural Partnership Group in helping diverse communities to access cultural activities. • Involvement in cultural activity should be included in the measures. • The Christmas Light Festival is an example of an opportunity to bring all of Oxford together to celebrate. 	<p>The City Council recognises the value that the arts and cultural activities bring to communities. This is highlighted in its Culture Strategy 2015-18 which is referenced in the Corporate Plan. This strategy, developed with the support and engagement of Oxford’s cultural sector and community groups, explicitly links the City Council’s vision for culture and the arts to the needs of the city’s communities. The Culture Strategy describes the many diverse and creative community projects led by the City Council, including the Christmas Light Festival.</p>
<p>Working with the County Council</p> <p>Appreciation of the constructive approach the City Council has taken towards joint working to with the County Council to mitigate the County funding pressures and minimise the impact on residents when possible.</p> <p>Request for specific reference to the County Council as partner in development, regeneration and infrastructure to support new housing.</p>	<p>We will continue to work with the County Council as they implement their budget reductions with a view to minimising and mitigating the impact on services in the City. This will include urging them to consider opportunities to manage their property and assets effectively to ensure vital services can continue.</p> <p>Recommendation: To amend the Corporate Plan to include specific references to working with the County Council as follows:</p> <ul style="list-style-type: none"> • <i>(P4) Work with developers, local residents, the County Council 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...</i> • <i>(P4) Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and the Oxfordshire Local Transport Plan, and unlock transport blockages.</i>

<p>Any proposal for a planning application at Grenoble Road such application is taken forward in a joined up way, and does not prejudice the outcome of work by South Oxfordshire District Council in regard to Oxford's "unmet need" from the SHMA process."</p>	<p>The City Council is working with the Oxfordshire Growth Board to deliver solutions to meet the pressing requirement to address Oxford's unmet housing need. Grenoble Road is a strategic sustainable housing opportunity and we would hope that partners will work with us to bring this forward.</p>
<p>Other comments</p> <p>Support for the recognition in the Corporate Plan of the contribution a strong and mature partnership approach with voluntary and community organisations and for the continued financial support for the sector.</p> <p>Support for the emphasis on tackling inequality in relation to health, income and opportunity, where increasing pressure on public health budgets may lead over the life of the plan to a reduction in some currently available services.</p> <p>Support for waste compact bins and greater roll out.</p>	<p>Supportive of the Plan and no proposed changes.</p>

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05 February 2016

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