

Agenda

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Council

Date: **Monday 20 February 2017**

Time: **5.00 pm**

Place: **Council Chamber, Town Hall**

For any further information please contact:

**Jennifer Thompson, Committee and Members Services
Officer**

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Council

Membership

Lord Mayor	Councillor Mohammed Altaf-Khan	
Deputy Lord Mayor	Councillor Rae Humberstone	
Sheriff	Councillor Susan Brown	
Members	Councillor Colin Cook	Councillor Sajjad Malik
	Councillor Mohammed Abbasi	Councillor Chewe Munkonge
	Councillor Farida Anwar	Councillor Michele Paule
	Councillor Jamila Begum Azad	Councillor Jennifer Pegg
	Councillor Ruthi Brandt	Councillor Susanna Pressel
	Councillor Nigel Chapman	Councillor Bob Price
	Councillor Mary Clarkson	Councillor Mike Rowley
	Councillor Van Coulter	Councillor Gill Sanders
	Councillor Steven Curran	Councillor Christine Simm
	Councillor Jean Fooks	Councillor Craig Simmons
	Councillor James Fry	Councillor Dee Sinclair
	Councillor Andrew Gant	Councillor Linda Smith
	Councillor Stephen Goddard	Councillor John Tanner
	Councillor Angie Goff	Councillor Richard Tarver
	Councillor Mick Haines	Councillor Sian Taylor
	Councillor Tom Hayes	Councillor David Thomas
	Councillor David Henwood	Councillor Marie Tidball
	Councillor Alex Hollingsworth	Councillor Ed Turner
	Councillor Dan Iley-Williamson	Councillor Louise Upton
	Councillor Pat Kennedy	Councillor Elizabeth Wade
	Councillor Tom Landell Mills	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 Monday 20 February 2017 at 5.00 pm to transact the business set out below.

Peter Sloman

Proper Officer

AGENDA

Pages

PUBLIC BUSINESS

- 1 **APOLOGIES FOR ABSENCE**
- 2 **DECLARATIONS OF INTEREST**
- 3 **ANNOUNCEMENTS RELATING TO ITEMS ON THIS AGENDA**

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 at 11.3.

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

Amendments to the budget published in this agenda must be received by Committee and Member Services by 1.00pm one working day before the meeting (Friday 17 February).

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 1 hour 25 minutes excluding: the debates at (b); voting; and adjournments.

All speakers have 3 minutes unless otherwise stated.

- (a) Proposal of the Executive Board budget by the Leader of the Council (15 minutes)
- (b) Amendments submitted by opposition groups (proposal and debate 30 minutes for each group's amendments including voting: proposer may speak for up to 10 minutes).

Opposition groups will present their budgets for debate as amendments to the recommendations.

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 must be submitted in writing on the form provided to the clerk in advance of the meeting or at least 15 minutes before the start of this item at the meeting on the form provided. These will be circulated to members.

Amendments will be taken in the order submitted 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 to allow the Leader to consider any implications of the decision.

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 Tuesday 14 February.

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 this item. Responses are included in this time. Up to five minutes is available for each public address and three minutes for each question.

BUDGET AND COUNCIL TAX

6 **REPORT OF THE COUNCIL'S CHIEF FINANCE OFFICER ON THE ROBUSTNESS OF THE 2017/18 BUDGET** To Follow

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 RESPONSE: BUDGET 2017/2018** 15 - 32

The report and recommendations of the Finance Panel of the Scrutiny Committee to the City Executive Board meeting on 9 February and the Board's response are attached.

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

Recommendation: Council is asked to note the report and the City Executive Board's response set out in the attached document and in the minutes of the meeting of 9 February.

8 **LICENSING AND GAMBLING ACTS AND GENERAL PURPOSES LICENSING COMMITTEES RECOMMENDATIONS ON FEES AND CHARGES**

The Licensing and Gambling Acts and General Purposes Licensing Committees considered reports on fees and charges for the licensing functions dealt with at their meetings on 23 January.

The draft minutes of the Committees and the reports accompanying the three sets of fees and charges are attached.

These fees and charges are 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. agree the recommendations of the Licensing and Gambling Acts Committee (Appendix 7, relevant Community Services Fees and Charges); and
2. agree the recommendations of the General Purposes Licensing Committee in respect of fees for other licensable activities (Appendix 7, relevant Community Services Fees and Charges);
3. agree the recommendations of the General Purposes Licensing Committee in respect of fees for miscellaneous activities (Appendix 7, relevant Planning and Regulatory Fees and Charges).

8a Licensing and Gambling Acts Fees and Charges 2017/18 33 - 40

8b Licence Fees and Charges for the 2017/18 financial year: Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties 41 - 46

8c Licence Fees and Charges for 2017/18: Miscellaneous activities 47 - 54

9 BUDGET 2017/2018: MEDIUM TERM FINANCIAL STRATEGY 2017-18 TO 2020-21 AND 2017-18 BUDGET 55 - 198

The Head of Financial Services submitted a report to the City Executive Board on 9 February which presents the outcome of the budget consultation and the Council's Medium Term Financial Strategy for 2017-21 and 2017-18 Budget for recommendation to Council.

The minutes of that meeting are available.

The Deputy Leader will move the City Executive Board's recommendations.

Opposition Group amendments to the budget will be circulated with the briefing note.

The procedure for this item is at Agenda Item 4.

Recommendations: Council is recommended to:

- a. note that the City Executive Board agreed to recommend to Council the budget published as part of the agenda for their meeting on 9 February with amendments as set out below;

- b. note the implications (contained in this budget) of the City Executive Board's decision on [15 December 2016](#) to make an investment to expand the [commercial waste fleet collection capacity](#) by adding an additional refuse collection vehicle (RCV) to the vehicle replacement programme and place an order for this vehicle now and creating two permanent posts, one driver and one loader, to crew the additional RCV;
- c. consider the recommendations of the City Executive Board including the amendments below;
- d. consider the substantive amendments proposed by the opposition groups; and published with the briefing note;
- e. consider individual amendments; and
- f. agree the recommendations from the City Executive Board to Council or with further amendments:

The City Executive Board recommends that Council:

1. **approve** the 2017-18 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:
 - a) the Council's General Fund Budget Requirement of £21.055 million for 2017/18 and an increase in the Band D Council Tax of 1.99% or £5.67 per annum representing a Band D Council Tax of £290.19 per annum;
 - b) the Housing Revenue Account budget for 2017/18 of £44.285 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2017 giving a revised weekly average social rent of £105.65 as set out in Appendix 4;
 - c) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6;
2. **agree not to implement** the voluntary 'Pay to Stay' policy for Council house tenants (para 28 of the report refers);
3. **agree** the fees and charges shown in Appendix 7 with the amendment to waive the fees for:
 - Interment of a child – who at the time of death was less than 1 month (Resident); and
 - Interment of a child - who at time of death was prior to 12th birthday (Resident).
4. **delegate authority** to the Section 151 Officer in consultation with the Board Member for Finance, Asset Management and Public Health the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 16-17 of the report;

5. **agree** an additional loan of up to £75,000 for working capital to Oxwed (Oxford West End Development Company) as highlighted in paragraph 41 of the report;
6. **agree** provision of a loan facility to Oxford City Housing Ltd of up to £61 million (paras 39-40 of the report) an extra £48.75 million over the next four years, subject to the provision of; and agreement to a business plan by the Company; and
7. **agree** to retain the additional £200,000 pension provision to cover potential increased liability to the Council arising from TUPE transfer of staff to a Local Authority wholly owned company for Direct Services.

A recorded vote must be taken at stage (f).

9a Alternative budget proposals - Liberal Democrat amendments

To Follow

Liberal Democrat Group's amendments to the revenue and capital budgets including explanation.

9b Alternative budget proposals - Green amendments

To Follow

Green Group's amendments to the revenue and capital budgets including explanation.

9c City Executive Board Minutes

To Follow

10 COUNCIL TAX 2017/18

199 - 212

The Head of Financial Services has submitted a report which sets out the necessary calculation to enable Council to set the 2017/18 Council Tax for Oxford City.

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

Recommendations: Council is asked to approve for 2017/18:

1. The City Council's precept and Council Tax requirement of £13,163,986 including Parish precepts and £12,949,098 excluding Parish precepts.
2. The average Band D Council Tax figure (excluding Parish Precepts) of £290.19, a **1.99%** increase on the 2016/17 figure of £284.52. Including Parish Precepts the figure is £295.00, a 2.06% increase (paragraphs 3 & 4 of the report).

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 (paragraphs 11 and 12 of the report).
4. The amount of £561,275 to be treated as Special Expenses (paragraph 15 of the report).
5. The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:

Littlemore	£326.64
Old Marston	£320.16
Risinghurst and Sandhills	£310.16
Blackbird Leys	£288.43
Unparished Area	£292.58

These figures include the Parish Precepts and special expensing amounts as appropriate; in addition to the City-wide Council Tax of £277.61.

The Council is also asked to note:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 18 of the report.
7. The Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 19 of the report, and
8. The overall average Band D equivalent Council Tax of £1,810.87 including Parish Precepts (subject to confirmation of the Band D figures for the County Council and Police and Crime Commissioner – as set out in paragraphs 18 and 19 of the report).

A recorded vote will be taken.

CITY EXECUTIVE BOARD RECOMMENDATIONS

11 TREASURY MANAGEMENT STRATEGY 2017/18

213 - 236

The Head of Financial Services submitted a report to the City Executive Board on 9 February which presents the Council's Treasury Management Strategy for 2017/18 together with the Prudential Indicators for 2017/18 to 2019/20.

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

Recommendations: the City Executive Board recommends that

Council:

1. **approve** the Treasury Management Strategy 2017/18, and adopt the Prudential Indicators for 2017/18 – 2019/20 as set out in paragraphs 7 to 37 and Appendix 2 of the report;
2. **approve** the Borrowing Strategy at paragraphs 7 to 18 of the report;
3. **approve** the Minimum Revenue Provision (MRP) Statement at paragraphs 19 to 22 of the report which sets out the Council's policy on charging borrowing to the revenue account; and
4. **approve** the Investment Strategy for 2017/18 and investment criteria as set out in paragraphs 23 to 37 and Appendix 1 of the report.

12 **SALE OF PROPERTIES TO OXFORD CITY HOUSING LIMITED**

237 - 246

This decision relates to the 2016-17 budget.

The Heads of Housing and Property Services and Financial Services submitted a report to the City Executive Board on 9 February asking for authorisation for the transfer of 5 properties to the company.

The Board Member for Housing will present the report.

Recommendations: the City Executive Board recommends that Council:

1. **make available in 2016-17** a state aid compliant loan facility for Oxford City Housing Limited to enable the company to purchase the 5 properties identified in this report; the loan being for £742,606 which includes the purchase price and the associated costs of acquisition.
2. **include** the provision of the loan facility mentioned above as an additional expenditure item in the 2016/17 capital programme, funded by the associated capital receipt received from the disposal.

13 **ANNUAL UPDATE ON THE CORPORATE PLAN 2016-2020**

247 - 264

The Assistant Chief Executive submitted a report to the City Executive Board on 9 February which seeks approval of the 2016 annual update report on the Corporate Plan 2016-20.

Recommendations: Council is asked to note the annual update of the Corporate Plan 2016-20.

14 **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.

To: City Executive Board

Date: 9 February 2016

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

Title of Report: Scrutiny Budget Review 2017/18

Summary and Recommendations

Purpose of report: To present the recommendations of the Finance Panel on the Budget and Medium Term Financial Strategy 2017-2021

Scrutiny Lead Member: Councillor Craig Simmons, Chair of Finance Panel

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 16 recommendations set out in the body of this report.

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Introduction

Background

1. The Scrutiny Budget Review 2017/18 was undertaken by members of the Scrutiny Committee's Finance Panel; Councillors Simmons (Chair), Fooks, Fry and Taylor. Members of the Scrutiny Committee's Housing Panel joined the Finance Panel to scrutinise budget proposals relating to housing and the Housing Revenue Account, and their input was greatly appreciated.
2. The Finance Panel would like to thank the Chief Executive, Executive Directors and their supporting officers for attending meetings to present their proposals and answer questions. In particular the Panel would like to thank Nigel Kennedy, Head of Financial Services, Anna Winship, Management Accountancy Manager, and Andrew Brown, Scrutiny Officer, for their support and advice throughout the budget review process.

Aims

3. The Panel set out to scrutinise the budget and medium term financial plan and to test the robustness of assumptions and underlying principles used in formulating the proposals. This report is intended to provide a considered second opinion on the budget proposals with constructive commentary and suggestions.

Method

4. Evidence gathering took place between 8 December 2016 and 1 February 2017 and involved:
 - a) An overview of the draft budget proposals by the Head of Financial Services;
 - b) A thorough review of the budget paperwork that was approved for consultation by the City Executive Board on 15 December 2016;

- c) Responses to written questions put to the Executive Directors and Head of Financial Services;
- d) Discussions with the Chief Executive, Executive Directors, Head of Financial Services, and their supporting officers;
- e) Additional information requested by the Panel including lists of monies held in reserves and balances;
- f) The updated Budget Report presented to the City Executive Board on 9 February 2017.
- g) A summary of consultation responses.

Summary and recommendations

5. The Panel's findings and recommendations are structured around the following themes:
 - Meeting the financial challenges
 - Maximising income
 - Managing risk
 - Ensuring best value
 - Priorities for further investment

Meeting the financial challenges

6. The City Council, in common with local government more generally, faces an increasingly challenging and uncertain financial situation but has a good record of meeting these challenges while maintaining services and delivering its corporate objectives. The proposals for the coming four years set out how the council will continue to build on this success.

External funding reductions

7. The council's main central government grant, the Revenue Support Grant (RSG), will reduce to zero in April 2019 (down from £8.2m in 2013/14) while Council Tax increases are limited to 1.99% per year. Future revenues from Business Rates are subject to the outcomes of national reviews and payments of New Homes Bonus are still uncertain going forwards. Changes announced after the draft budget was published in December resulted in a £494k budget pressure over the four years that needed to be (and was) addressed by February. The council has also been impacted by cuts to County Council budgets, including voluntary sector grants, the Supporting People fund, homelessness prevention and economic development. There are further uncertainties associated with Brexit, a possible devolution deal for Oxfordshire (which Scrutiny strongly supports), and the outcome of pay negotiations. This combination of factors has made medium term financial planning very difficult.
8. It seems likely that Business Rates will be the next source of council revenue to come under pressure as RSG reduces to zero. This is because government is likely to continue to want to redistribute local government resources across the country to boost poorer areas with relatively high need but relatively low levels of income from Council Tax and Business Rates. Indeed in year 3 a tariff adjustment is applied to the council's Settlement Funding Assessment (comprising the council's income from RSG and Business Rates), which

effectively amounts to a negative grant of £295k in 2019/20. The funding figures for years 1 to 3 are indicative but from April 2020 a new system of Business Rates retention will be introduced and it is unclear whether the tariff adjustments will continue to apply, so the settlement figure for year 4 represents a best guess at this stage.

Housing policy changes

9. In addition, the council has had to respond to national housing policy changes, including annual reductions to social rents and the expected impacts of proposed levy on Higher Value Council Homes, where the council will effectively have to compensate housing associations for their properties sold at a discount under the Right to Buy scheme. Over the last year the policy environment appears to have become slightly less unfavourable but nevertheless the need to plan for the national policies has resulted in a significant hit to the council's Housing Revenue Account (HRA), constraining the council in its ambitions to build a world class city for everyone. There is no certainty about what will happen to rents in year 4 so it has been assumed that the previous policy of annual rent increases will resume.

A balanced budget

10. The Panel found that despite budgeting becoming tighter, the council's finances generally remain in good shape. The budget and medium term financial plan were found to be robust, balanced over 4 years and based on prudent assumptions. A slight note of caution is that the budgets for years 3 and 4 have been balanced by drawing down the General Fund working balance (which is being built up in years 1 and 2). In particular, the Panel would like to highlight the £800k transfer from the working balance that is planned in year 4. While the working balance does not drop below £3.5m (the level deemed to be prudent), it is possible that a budget gap would be carried forward beyond the 4 year planning period, depending on whether one-off revenue items are due to drop out in year 5. Any such gap would need to be identified and addressed in future budget rounds but would not be a major concern at this stage, particularly given the high degree of uncertainty in the latter years of the plan.

Maintaining services and capital investments

11. The proposals contain no reductions to public services while supporting a huge programme of spending on capital projects totalling some £218m over the four years (some of which will be funded by external borrowing). This includes significant new investments in homes, commercial properties and a waste transfer station. These and other investments, together with increased funding to maintain the council's estate in good condition, will all help to support future revenues and enable the council to achieve its aims. This success is attributable to a combination of factors including a legacy of sound decision making (e.g. decisions to retain the housing stock and a direct services workforce), prudent financial management, the delivery of planned efficiency savings and the achievement of additional income from trading services, commercial property rents and fees and charges. The council's good record of delivering efficiencies and overachieving against income targets without drawing on contingencies make it prudent to reduce the levels of contingencies moving forwards, which provides a one-off 'delivery bonus' in the coming year.

Efficiency savings

12. Most of the relatively easy and non-contentious efficiency savings have either already been delivered or are built into the £1.2m of efficiencies planned over the next four years, including savings from management structures, admin support, accommodation, customer services and process reviews. For this reason the council has recently embarked on a four-year programme of fundamentally reviewing the way all council services are delivered, which involves looking at best practice in other local authorities. This process has already started to identify savings (e.g. in Housing Services, HR and Procurement) but most reviews are yet to report and their outcomes will be built into future budgets. The delivery of services through a range of different delivery vehicles (e.g. companies and trusts) is likely to be a feature moving forwards.

Additional spending on priorities

13. Any new items of revenue expenditure contained in the proposals are either unavoidable or of a high priority for the council. The Panel welcome additional resources to bolster the planning service, funding to strengthen international links and moves to fund homelessness hostels, economic regeneration and city centre management, following the withdrawal of County Council funding. The Panel believe that over the coming years the council should continue to be ambitious about delivering better services more efficiently as this is the best route to managing further financial pressures while continuing to invest in priority areas.

Consultation

14. Given all of the above, the Panel were disappointed by the relatively low number of consultation responses received, both generally and specifically from Council tenants, and regret that the consultation was not more widely publicised, including in the local press. The low response rate may reflect the fact that the council is not proposing to reduce any services.

Putting the budget in context

15. The Panel suggest that it would be helpful in future budget reports to put the key budgetary figures in context by showing two or three years of past data alongside the forecasts and proposals for the coming four years, and by showing gross as well as net numbers to give a better sense of the underlying volume of activity, including that covered by fees and charges or specific grants, for example.

Recommendation 1 – That future budget reports should provide current and past data alongside figures for the coming four years, and gross as well as net figures, in order to present them in context.

Maximising income

16. As the council becomes more financially independent of central government it becomes increasingly reliant on maintaining and where possible growing revenues generated locally. The council has a very good record of growing revenues sustainably but planning based to a larger extent on future revenues that have not yet been secured will inherently increase risks.

Trading

17. The Panel found that the council's projected trading income for next year looks relatively secure and is supported by a favourable capital programme. Although the additional turnover should be treated as high risk, the council has a good track record of winning additional work, managing productivity and delivering within budget. The risks and uncertainties in future years are more apparent and the council's Direct Services operations are beginning to reach natural breaks in their ability to continue to expand within their existing organisational structures and accommodation.

Building services company

18. The Panel voiced support in principle for plans to establish an arms-length building services company in time for the start of the financial year, with initial revenue savings of £100k (rated as high risk) expected from 2018/19. This would symbolically represent a significant change and there is a need to work through a lot of detail and decide whether a company would take ownership of assets and employ staff directly, for example.

Fees and Charges

19. The Panel asked questions about the process for setting fees and charges and received assurances that discretionary fees and charges have been market tested. The Panel suggest that clarity should be provided in future years as to which fees and charges listed in the budget paperwork are discretionary (and can be set at a level that maximises income) and which fees and charges are limited to a cost-recovery position or are entirely outside of the council's control.

Recommendation 2 - That clarity is provided in future years as to which fees and charges are discretionary and which are restricted to a level based on cost recovery or set by other bodies.

20. The Panel questioned why unmet income targets linked to additional Street Trading Licences (£25k), expanding food hygiene courses provided by the council (£40k) and enforcement (£20k) had been removed, with these amounts being re-included in the base budget. The Panel heard that the removal of street trading pitches outside the Westgate Shopping Centre had had an impact because it had not always been possible to find alternative pitches. The council had also struggled to achieve expected additional income from selling food hygiene courses due to changes in the market and the availability of online alternatives. The Panel received assurances that the budget proposals were realistic and reflected what was currently thought to be achievable. The Panel noted that once the Westgate Shopping Centre reopens it may be possible to reinstate some of this additional income, for example by issuing more Street Trading Licences, and that this should be kept under review.

Recommendation 3 - That opportunities to generate additional revenue from discretionary fees and charges within the Planning and Regulatory Service (e.g. by issuing more Street Trading Licences) should be kept under review, given that unmet income targets have been rebased.

21. The Panel noted that annual Street Café Licences are set at £750 per premises (subject to approval by the General Purposes Licensing Committee) and commented that this approach may not be sensitive enough to maximise income if premises with a small number of outside tables seek to avoid paying. The Panel suggest that consideration should be given to charging a lower rate to smaller premises outside the city centre area.

Recommendation 4 - That consideration is given to charging a lower rate for Street Trading licences in areas outside the city centre, hence making compliance without the need for enforcement more likely and maximising income.

22. The Panel explored whether assumptions about additional income from off street parking were sufficiently robust. Plans to increase parking charges at park and ride sites from £2 to £3 in 2018/19 (raising £500k per year) are subject to political support from the city and county councils and officers are working with county colleagues to agree a cohesive parking policy. This will be expanded to include the Westgate Alliance who will, in consultation with the council and with regard to transport policies, set fees at the new Westgate car park. The Panel expressed some concern about the loss of control over car parking revenues.

23. The Panel heard that car parking income has generally stood up very well over recent years despite the redevelopment of the Westgate Shopping Centre. Oxford has fewer parking spaces per capita than most cities and the number of spaces has been gradually reducing, whereas total journey numbers are expected to significantly increase. The Panel note the opening of a new rail line into the city, which connects Oxford Station to London Marylebone via High Wycombe, as well as further planned direct rail links to Milton Keynes and Cambridge, may affect future parking revenues. The Panel suggest that additional income from off street car parking charges (£83k in 2017/18 rising to £221k per year from 2020/21) should be treated as high risk rather than medium risk due to the potential impact of the new rail connections on commuter and visitor journeys to the city.

Recommendation 5 - That additional income from car parking charges should be rated high risk (and therefore have a 30% contingency) given the significant increases in rail capacity in the city.

[Investing to save](#)

24. The Panel questioned why so few new 'invest to save' items have been included in the General Fund revenue budgets and heard that in many cases investments in capital projects were examples of council investments generating revenue savings. For example, homelessness property investments were expected to generate a 2% annual revenue return and the council would also own the assets, which may have rising values. The Panel suggest that attention is given to how invest to save items should be classified in future budgets in a way that gives better visibility to council investments that generate a revenue return.

Recommendation 6 - That consideration is given to how 'Invest to save' items are classified and presented in future budgets given that there are

few invest to save revenue items but numerous capital projects that generate revenue savings (e.g. homelessness property investments).

25. The Panel felt that officers could be encouraged to submit invest to save revenue ideas, even if the associated savings would need to be classified high risk. Initial outlays on invest to save items could be funded from a Business Transformation reserve, and although the amount added to this reserve each year is being halved from £300k per year to £150k per year, a significant sum is still available and unallocated. There may also be a case for funding specific invest to save schemes from borrowing.

Recommendation 7 - That officers are encouraged to submit invest to save ideas, even if the savings are likely to be high risk, given there is still a significant transformation reserve that can be drawn on to fund these (c.£750k).

Managing risk

26. The council has over recent years taken a prudent approach to mitigating financial risks, for example by holding significant contingencies against planned efficiency savings, additional income targets and other potential pressures, such as adverse Business Rates appeals and unexpected homelessness pressures.

Contingencies

27. The Panel noted that contingencies held against high risk efficiency savings and additional income are being reduced from 40% to 30% and those held against medium risk adjustments are reducing from 40% to zero. This means that total contingencies will cover some 9.6% of total cumulative savings over the plan period, down from 26% in 2014/15 and 17% in 2015/16. These changes reflect the council's strong record of underspending against planned budgets by delivering efficiencies and overachieving against income targets.
28. The Panel heard that contingencies were originally introduced to encourage service areas to make bolder proposals in the knowledge that contingencies would mitigate the risks of the proposals not working out. Something like 90-95% of efficiencies had been delivered as originally planned but where it had become apparent during the year that planned savings would not be achieved, heads of service had been asked to make the savings in a different way. As a result, there had been no need to draw on any contingencies. At the end of the year these unused contingencies were, after allocation of approved one-off items, transferred to the Capital Financing Reserve.
29. The Panel considered whether the new contingency levels were about right and concluded that holding a 30% contingency against high risk additional income targets is prudent given that if targets were missed, the pressures would be hard to absorb. There is perhaps a case for looking again at the level of contingencies held against high risk efficiency savings in the next budget round, given that these can be covered in other ways or reported as pressures if necessary.

Recommendation 8 - That further consideration is given to the allocation of contingencies against high risk efficiency savings (which are reducing from

40% to 30%), given the council's recent record of not drawing on contingencies and the fact that unachieved efficiencies can be covered in other ways (e.g. by making alternative savings), or reported as pressures the following year.

New delivery vehicles

30. Three companies have already been set up by the council, which are all very different in nature and present different risks and opportunities. A new trust has also been established to support the redevelopment of the Museum of Oxford. The Panel note that business plans for the establishment of new delivery vehicles will need to be agreed by members but suggest that, separate to this, the Audit and Governance Committee should be asked to consider the longer term risks, controls and governance issues associated with the establishment of new delivery vehicles more generally.

Recommendation 9 – That the council's Audit and Governance Committee considers the long term risks, controls and governance issues associated with the establishment of fully or partly council-owned companies and other new delivery vehicles (e.g. trust models).

Ensuring best value

31. The Panel welcome the significant investments to acquire properties to house homeless families and make improvements to existing investment properties, social housing and a range of to community facilities across the city. These investments are sensible and prudent but are not without risks, for example from capital depreciation, tenants not paying and higher than expected maintenance or void costs.

Capital programme

32. The council's Capital Programme over the coming four years is very ambitious. The General Fund capital programme alone totals £144.8m, 57% of which will be funded by internal and external borrowing, although this proportion will be reduced if further capital receipts are received. The Panel welcome improvements the council has made in the last year or two at hitting capital spending targets and delivering projects with minimal slippage but note that capital spending profiles create somewhat artificial deadlines that are not necessarily integral to overall delivery. Once projects have been tendered they should be delivered on time and within budget but prior to that point the figures and spending profiles will be subject to change.
33. A key line of inquiry for the Panel was to examine whether the council has sufficient capacity and the right skills mix to support the delivery of its medium term financial strategy and ambitious capital programme. The Panel also looked at where the council may be able to extract better value from current spending to improve outcomes or reduce costs.

Supporting new delivery vehicles

34. A significant and increasing proportion of council activities are going to be delivered through new delivery vehicles such as the council-owned housing company. Oxford City Housing Limited is expected to take on responsibility for

purchasing new homes at Barton Park, estates regeneration and the development of various small council-owned sites. Including the Oxpens site, which is being developed by Oxford West End Development Limited (a partnership venture with Nuffield College), a total of some 1200-1500 new homes will be delivered across the city. Additional sites may also come forward for development in due course. The Panel heard that a significant proportion of district councils either already have a housing company or are looking to set one up. Government is thought to be broadly supportive of these structures but the council does have an exit route should it need one in future.

35. The budget proposals include provisions for a loan of £61m to the Housing Company over 4 years, with half of this amount expected to be transferred to the company in year two of the plan (2018/19). The Panel voiced support in principle for the loan and for the broad functions of the company but members did not have sight of a detailed business plan. The Panel heard that the housing company will largely be doing things the council had planned to do anyway, at least initially, but capacity to support the companies may become an issue if their activities are scaled up.
36. The Panel identified that a £40k high-risk saving in the Management Accountancy Team was being reversed due to the increased workloads associated with supporting the new companies and that £23k had been earmarked for an additional committee officer post (less income), for the same reason. The Panel suggest that the skills and resources available to the new companies should be kept under close review to ensure that the companies are well placed to succeed.

Recommendation 10 - That the council's capacity and skills to support the new companies should be closely monitored, the risk being that if these efforts are under-resourced then opportunities will not be maximised.

Property purchases

37. The Panel questioned whether the council is able to act with sufficient agility in the property market to purchase homelessness properties, citing an example of a missed opportunity to purchase a block of flats that had sold quickly for a reasonable price. This critique was broadly accepted, in part due to the scale of activity currently taking place. The Panel received assurances that the spending profile was realistic given the current market conditions and the council's ability to purchase properties over time. In terms of the mix of properties, there will be quotas based on bedroom numbers and restrictions on certain types of system built properties. The Panel suggest that employing a property agent could enable the council to move more quickly to maximise opportunities and secure best value in the property market. The Panel would envisage using an agent that has a real stake in helping the council to achieve its objectives.

Recommendation 11 - That consideration is given to using a property agent to improve the council's capacity and agility in the property market (e.g. for homelessness property purchases), as this could enable the council to move quickly to take better opportunities and potentially save money.

Council Tax Support Scheme

38. The Panel identified services that have not been looked at for savings because political decisions have been taken to preserve the current level of service. These include grants to the community and voluntary sectors, leisure concessions and the Council Tax Support Scheme. The Panel support in principle maintaining all of these things in their current forms but considered whether there may be a case for challenging assumptions and reviewing whether these priorities are delivering the best outcomes for the best value in practice.
39. The Panel note that as the RSG reduces to zero in April 2019, the direct cost to the council of maintaining the full Council Tax Support Scheme will increase to £1.6m per year. This pressure is already built into the medium term financial plan and the consultation results show that this scheme is generally supported by those who responded. The Panel note that there would be costs associated with offering a reduced scheme, for example the need to chase residents with limited means for relatively small amounts of Council Tax owed. To provide assurance that the scheme is as beneficial as assumed, the Panel suggest that it would be useful for the next annual review of the scheme to take account of what impacts the scheme is having on reducing poverty in the city and whether more or better outcomes could be delivered in a different way.

Recommendation 12 - That the next annual review of the Council Tax Support Scheme includes an assessment of the impacts of the scheme on reducing poverty in the city to provide assurance that this is the best way of targeting resources to improve outcomes.

Community Centres

40. Community centres were identified as being another area where it may be possible for the council to extract better value by taking a different approach, should it wish to do so in future. The Panel heard that there are challenges around getting people who run the centres (who generally do a very good job) to take on liabilities and seek to reduce operating costs in order to deliver the shared outcome of seeing the centres flourish.
41. The Panel welcomed reductions to room hire costs at Rose Hill Community Centre and heard that these changes would have the effect of maximising income and usage rates. The Panel noted concern about a budget pressure relating to the operating costs of Rose Hill Community Centre, which were higher than expected because it had been assumed that a health operator would share the running costs. The Panel suggest that there may be an opportunity for community centres to be used as venues for the delivery of more health services and potentially other services, particularly in light of changes to the provision of children's centres and adult social care in the city.

Recommendation 13 - That further discussions are held with Oxfordshire Clinical Commissioning Group to explore how community facilities can be incorporated into the provision of health care services.

Apprenticeships Levy

42. The Council questioned how the apprenticeships levy will work and found that it is essentially a tax on the council's overall wage bill, amounting to £175k per year. It is possible to claim back a fraction of this funding to pay for external training for council apprentices. The Panel suggest that the council's apprenticeships scheme should be reviewed with a view to maximising the amount of apprenticeships funding the council can access, as well as the number of people employed by the council who would benefit.

Recommendation 14 - That a review of council spending on apprenticeships is undertaken that includes identifying how to maximise opportunities to claim back part of the levy to fund external training for apprentices.

Leisure contract

43. The council's leisure contract has delivered a cumulative saving of some £11m over recent years and the annual subsidy paid to the council's leisure partner Fusion Lifestyle to run leisure centres will effectively reduce to zero in 2018/19, down from £2.2m per year at the start of the contract. The Panel heard that this is unlikely to become a negative subsidy beyond 2018/19 due to additional things the council asks of Fusion, for example concessions such as free swimming for under-17s and the payment of the Oxford Living Wage to Fusion staff.
44. The Panel questioned a £35k budget pressure in 2017/18 relating to leisure management and heard that the council effectively pays Fusion the difference between the rates of the national living wage and the Oxford Living Wage (OLW). This enables Fusion to pay leisure staff the higher OLW, which the council cannot insist on because the contract was agreed before the OLW came into effect. The Panel suggest that the costs of paying Fusion staff the OLW are remodelled given that the national living wage is expected to increase from £7.20 per hour for over 25s to the government's target level of £9 per hour by 2020. This is likely to bring the rate of the national living wage closer to the level of the OLW, which is currently £8.93 per hour and pegged to 95% of the London Living Wage rate.

Recommendation 15 - That costs arising from uplifts in the Oxford Living Wage (OLW) should take account of the expected convergence of the OLW and the National Living Wage (which will rise to £9 per hour by 2020 for over 25s), which may release some small savings over the plan period.

Priorities for further investment

45. Based on information provided by officers the Panel identified priorities for additional revenue spending in the event the extra resources become available, for example from savings identified through fundamental service reviews, letting spare capacity in the Town Hall and Horspath, or additional income from fees and charges or trading. The Panel note that the final budget paperwork includes some modest additional spending allocations on things like small cycle schemes and voluntary sector grants, which the Panel support in principle.

Fraud investigations

46. The Panel questioned whether the council was generating revenues from selling corporate services to other local authorities and found that there are a number of examples of this happening on a small scale, including HR advice, a legal pool arrangement, some training and procurement activities and fraud investigations. The Panel heard that officers were working on a business plan for expanding anti-fraud activities and the Panel supported this.

Disabled Facilities Grants

47. The Panel noted that £1m per year is being spent on Disabled Facilities Grants to fund adaptations to private sector dwellings. The Panel heard that there was a challenge in spending the whole amount due to a lack of referrals made by occupational therapists and that any unspent grant funding would be returned to government at the end of the year. The Panel suggest that the council considers directly employing an additional Occupational Therapist to work within existing governance structures to ensure this funding can be spent.

City archive

48. The Panel heard that the cessation of funding for an archivist to work on cataloguing the city archive in the Town Hall means that work on protecting the city archive will stop and improvements to the storage of archive documents will potentially be undermined due to a lack of oversight, for example if there is another flooding event in the Town Hall basement. The Panel regret the removal of this funding and suggest to consideration is given to whether one-off funding could be provided to protect documents from potential flood damage. Failing that, perhaps additional checks of the Town Hall basement could be undertaken to ensure that any flooding events are identified quickly.

Street cleansing

49. The Panel noted that £27k has been provided for one additional Streetscene Operative for statutory street cleansing of the additional public areas and high specification footpaths when the Westgate Shopping Centre reopens. Officers originally bid for two operatives and the Review Group would support funding the second post if sufficient additional resources become available.

Recommendation 16 - That the following areas should be priorities for further spending if additional revenue resources become available:

- a) The Fraud Team, given its potential to raise revenue;***
- b) An Occupational Therapist to work within existing governance structures, which could prevent unspent Disabled Facilities Grant funding being returned to Government;***
- c) One-off funding to protect archived documents in the Town Hall basement from flooding (e.g. waterproof filing systems);***
- d) An additional Streetscene operative;***

Further consideration

50. The Panel have referred the following issues to the Scrutiny Committee's Housing Panel for further consideration:

- a) Support for people moving on from homelessness accommodation, including the impacts of the Rent Guarantee Scheme and good practice developed by the Welfare Reform Team.
- b) Investments in estates improvements and regeneration.

Name and contact details of author:

Andrew Brown on behalf of the Finance Panel (Panel of the Scrutiny Committee)

Scrutiny Officer

Law and Governance

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List of background papers: None;

Version number: 2.0

Suggested City Executive Board response to the recommendations of the Finance Panel on the Medium Term Financial Strategy 2017-18 to 2020-21 and 2017-18 Budget

Provided by the Board Member for Finance, Asset Management and Public Health

27

Recommendation	Agreed?	Comment
1. That future budget reports should provide current and past data alongside figures for the coming four years, and gross as well as net figures, in order to present them in context.	Y	Agreed – Happy to provide further clarity
2. That clarity is provided in future years as to which fees and charges are discretionary and which are restricted to a level based on cost recovery or set by other bodies.	Y	Agreed – Happy to provide further clarity
3. That opportunities to generate additional revenue from discretionary fees and charges within the Planning and Regulatory Service (e.g. by issuing more Street Trading Licences) should be kept under review, given that unmet income targets have been rebased.	Y	Agreed - We will continue to increase income from discretionary services
4. That consideration is given to charging a lower rate for Street Trading licences in areas outside the city centre, hence making compliance without the need for enforcement more likely and maximising income.	Y	<p>A new reduced fee of £350 was included in the 17/18 Fees & Charges Schedule and was approved by General Purposes Licensing Committee on 23rd January. The following is taken from the January 23 GPL committee report:</p> <p>A new fee of £350 is proposed to assist businesses in low footfall areas outside the city centre. This fee would apply to premises located in the existing Neighbourhood Shopping Centres (as listed in Appendix 9 of the Oxford Local Plan 2001-2016).</p> <p>The introduction of a reduced fee is recommended in the interests of encouraging increased vitality in low footfall out of town areas where small businesses may struggle to establish themselves. The level has been set to reflect the</p>

		reduced impact, size and compliance risk of street cafes in these areas, whilst balancing the need to cover costs.
5. That additional income from car parking charges should be rated high risk (and therefore have a 30% contingency) given the significant increases in rail capacity in the city.	Y	Additional income arising from increasing the park and ride charges in April 2018 is classified as high risk and mitigated by a 30% contingency. Other increased income arising from volume changes on park and ride and increases in off street parking fees is considered to be a medium risk given the changes that are expected in vehicle movements arising from the opening of the Westgate. Car parking income this financial year is already exceeding budget.
6. That consideration is given to how 'Invest to save' items are classified and presented in future budgets given that there are few invest to save revenue items but numerous capital projects that generate revenue savings (e.g. homelessness property investments).	Y	The Council has a budgeted for a significant amount of capital expenditure which will give rise to savings in the revenue budget, including waste transfer station- £2.4 million, Seacourt park and ride extension -£3.9 million, purchased of properties for homeless families - £10million, Loan to Oxwed - £4.1 million and Loans to Housing Company -£60million. We are happy to consider ways to make such schemes more prominent in the Budget report if it is the view of Scrutiny that they were not clear.
7. That officers are encouraged to submit invest to save ideas, even if the savings are likely to be high risk, given there is still a significant transformation reserve that can be drawn on to fund these (c.£750k).	Y	Officers are encouraged to consider 'invest to save' proposals through the Budget Setting process. Most of those for this year's budget setting process are capital by nature as identified in recommendation 6 above. This will continue to be a key theme during budget setting going forward as balancing the budget becomes more challenging. It is to be noted that retaining a contingency against high risk savings can serve as encouragement to put these forward.
8. That further consideration is given to the allocation of contingencies against high risk efficiency savings (which are reducing from 40% to 30%), given the council's recent record of not drawing on contingencies and the fact that unachieved efficiencies can be covered in other ways (e.g.	N	The Medium Term Financial Plan provides for around £3.5million of increased efficiencies and fees and charges by year four with contingencies relating to non-achievement of high risk areas of £340k. Whilst the Council has had a good track record of achieving all savings or

by making alternative savings), or reported as pressures the following year.		replacing them with other savings, this will become more and more challenging. It is still considered prudent to make some contingency in order to protect the revenue account, and indeed to send a clear message to officers that such savings proposals are desirable, and some non-achievement will not result in budget shortfalls.
9. That the council's Audit and Governance Committee considers the long term risks, controls and governance issues associated with the establishment of fully or partly council-owned companies and other new delivery vehicles (e.g. trust models).	Y	Agree. A review of the Governance of companies established by the Council by the Councils internal auditors, BDO, is part of the draft internal audit work programme
10. That the council's capacity and skills to support the new companies should be closely monitored, the risk being that if these efforts are under-resourced then opportunities will not be maximised.	Y	Agree – as the Council's wholly owned companies grow they will become more complex and require more resource to service. The resources required to support these companies will be closely monitored and if appropriate will be increased
11. That consideration is given to using a property agent to improve the council's capacity and agility in the property market (e.g. for homelessness property purchases), as this could enable the council to move quickly to take better opportunities and potentially save money.	Y	Agree -The Council is currently making use of its internal staff resource to manage the purchase of these properties. If it is considered that more resource is required to accelerate the process then this will be procured.
12. That the next annual review of the Council Tax Support Scheme includes an assessment of the impacts of the scheme on reducing poverty in the city to provide assurance that this is the best way of targeting resources to improve outcomes.	Y	Agree – The Council is required to annually review the scheme and consult on any subsequent changes. To date the Council has decided not to change the scheme from that originally introduced. The scheme will be considered again in September 2017 for the year 2018-19. The administration is clear that any changes will be driven by a desire to maximise our ability to prevent financial hardship, rather than achieve savings.
13. That further discussions are held with Oxfordshire Clinical Commissioning Group to explore how community facilities can be incorporated into the provision of health care services.	Y	We are confident that the space at Rose Hill will soon be taken by health users. The health authorities are interested in using community spaces to deliver some services, and we welcome this (especially since there may be synergies with other aspects of our community

		development work). The work at Rose Hill has, however, made it clear that leasing space is not a straightforward process for the health authorities, and this will need to be borne in mind when planning future occasion of our centres.
14. That a review of council spending on apprenticeships is undertaken that includes identifying how to maximise opportunities to claim back part of the levy to fund external training for apprentices.	Y	Agree -The Council is currently looking at the best way to mitigate the cost of the levy by the charging of appropriate apprenticeship training costs
15. That costs arising from uplifts in the Oxford Living Wage (OLW) should take account of the expected convergence of the OLW and the National Living Wage (which will rise to £9 per hour by 2020 for over 25s), which may release some small savings over the plan period.	Y	Agree- Whilst it is agreed that by 2020 the National Living Wage will overtake the Fusion contracted wage, the saving to the Council will be minimal in the context of the overall Council budget. We will review the position annually
16. That the following areas should be priorities for further spending if additional revenue resources become available: a) The Fraud Team, given its potential to raise revenue; b) An Occupational Therapist to work within existing governance structures, which could prevent unspent Disabled Facilities Grant funding being returned to Government; c) One-off funding to protect archived documents in the Town Hall basement from flooding (e.g. waterproof filing systems); d) An additional Streetscene operative;	Y	CEB note the above priorities suggested by the Panel and will consider these alongside other competing priorities if and when available financial resources allow.

To: Licensing and Gambling Acts Committee

Date: 23 January 2017

Report of: Head of Community Services

Title of Report: Licensing Act 2003 & Gambling Act 2005:
Licence Fees & Charges for the 2017/18 financial year

Summary and Recommendations

Purpose of report: To seek agreement of the licence fees for 2016/17 where the Council has discretion over the level of fee charged.

Report Approved by:

Finance: Paul Swaffield
Legal: Daniel Smith

Policy Framework: N/A

Recommendation(s):

Committee is requested to:

- (a) agree the licence fees and charges for 2017/18 as set out in this report and recommend them to Council.

Additional papers:

Appendix One: Licensing & Gambling Acts Fees & Charges 2017/18

Introduction

1. The purpose of this report is to establish the licence fees and charges for 2017/18 where the Council has discretion over the level of fee charged. The proposed fees and charges are set out at **Appendix One**.
2. This Committee is responsible for fees under the Licensing Act 2003 and Gambling Act 2005. Fees for other types of licence will be the subject of a separate report to General Purposes Licensing Committee. All fees under the Licensing Act are set by statute.
3. The authority has discretion under the Gambling Act to set Gambling Premises Licence fees up to the statutory maximum. Fees for Gaming Machine Permits and Temporary Use Notices are set by statute.

4. The general principles when setting fees are that they must be reasonable, proportionate and not exceed the cost of the procedures and formalities under the relevant licensing scheme, including staffing, training, administration, testing, inspections, regulation, hearings and appeals.
5. It is proposed that for the 2017/18 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.
6. A quarter hourly fee and associated charge is introduced in order to cover the costs incurred by the Licensing Authority for the viewing and certification of films, and the issue of any certificate. The viewing of films for certification can be quite a lengthy process and owing to other work priorities is done outside of standard working hours.
7. Such a viewing fee and associated charge shall be waived should the event hosting the film be for charitable and / or community events where no commercial gain is made by any person and / or business involved with the event.

Financial Implications

8. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council's budget.

Legal Implications

9. The power to levy fees (or otherwise) is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Licensing is not a revenue raising function and fees and charges should reasonably represent the costs of carrying out the function.

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Version number: 1.0

LICENSING & GAMBLING ACTS COMMITTEE	2016/17	2017/18	Increase/	Increase/
FEES & CHARGES 2017/18	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

LICENSING & GAMBLING ACTS COMMITTEE	2016/17	2017/18	Increase/	Increase/
FEES & CHARGES 2017/18	Charge	Charge	(Decrease)	(Decrease)
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
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	2016/17	2017/18	Increase/	Increase/
FEES & CHARGES 2017/18	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
Viewing of Films requiring Certification - Per 15 Minutes	No Fee	7.50	N/A	N/A
Issue of Film Certification	No Fee	7.50	N/A	N/A

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Minutes of a meeting of the LICENSING AND GAMBLING ACTS COMMITTEE on Monday 23 January 2017

www.oxford.gov.uk



Committee members:

Councillor Cook (Chair)

Councillor Clarkson (Vice-Chair)

Councillor Anwar

Councillor Brandt

Councillor Coulter

Councillor Goff

Councillor Iley-Williamson

Councillor Munkonge

Councillor Wade

Officers:

Daniel Smith, Lawyer

Richard Adams, Community Safety & Resilience Manager

Jill Cramer, Licensing Officer

Jennifer Thompson, Committee and Members Services Officer

14. Declarations of interest

None.

15. Licensing and Gambling Acts Fees and Charges 2017/18

The Committee considered the report of the Head of Community Services seeking agreement of the licence fees for 2017/18 where the Council has discretion over the level of fee charged.

The Committee resolved to:

1. agree the licence fees and charges for 2017/18 as set out in this report; and
2. recommend these to Council.

16. Update on Licensing Authority Activity: August - December 2016

The Committee considered the report of the Head of Community Services on the progress made by the Licensing Authority under the Licensing Act 2003 and Gambling Act 2005 in the period August to December 2016.

In answer to questions, the Community Safety & Resilience Manager explained that officers were inspecting premises during working hours and carrying out joint

operations with other agencies. A review of out of hours work was underway. Out of hours work had reduced as this relied on staff undertaking voluntary overtime and was not sustainable in the long term.

The Committee resolved to note the report and the work carried out by officers.

17. Minutes

The Committee resolved to approve the minutes of the meeting held on 20 September 2016 as a true and accurate record.

18. Dates of future meetings

The Committee noted the dates.

The meeting started at 5.00 pm and ended at 5.10 pm

To: General Purposes Licensing Committee

Date: 23 January 2017

Report of: Head of Community Services

Title of Report: Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties: Licence Fees and Charges for the 2017/18 financial year

Summary and Recommendations

Purpose of report: To seek agreement of the licence fees for 2017/18 where the Council has discretion over the level of fee charged.

Report Approved by:

Finance: Paul Swaffield

Legal: Daniel Smith –

Policy Framework: Vibrant Sustainable Economy

Recommendation:

Committee is recommended to:

(a) agree the licence fees and charges for 2017/18 as set out in the Appendix and recommend them to Council.

Additional Papers:

Appendix One: Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties Fees and Charges 2017/18

Introduction

1. The purpose of this report is to establish the licence fees and charges that should apply for 2017/18, for those activities where the Council has discretion. This report does not cover the fees for Licensing and Gambling Act activities, which are reported separately to the Licensing and Gambling Acts Committee.

2. The fees and charges detailed within this report and found at **Appendix One** relate solely to the functions of the General Licensing Team. A further report will be provided to Members in relation to the fees and charges related to the functions of the Miscellaneous Licensing Team.
3. The statutory principle in relation to the setting of fees is that they should be reasonable, proportionate and not exceed the cost of the procedures and formalities of the relevant licensing scheme, including staffing, training, administration, testing, inspections, hearings, regulation and appeals.
4. Licence fees set by the Council and administered in the General Licensing function consist of Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers and Sex Establishments.

Commercial Events

5. The making of Temporary Road Closure Orders under the Town Police Clauses Act 1847 is a discretionary service and the Council may make a charge for carrying it out, as long as the charge does not exceed the costs to the authority.
6. An increasing number of Road Closure applications have been made in the last year for events involving a commercial element, such as for a Continental Market, Christmas Market, Art Market, etc.
7. It is proposed that the fee of between £100 and £300 remains.

Hackney Carriage and Private Hire Licence Fees and Charges

8. The procedure for changing Hackney Carriage and Private Hire Licence fees requires consultation and all relevant objections must be considered before making any changes.
9. An extensive review of the costs of providing administrative functions for taxi licensing was carried out in 2011 and following consultation with the trade, a number of charges were approved by the General Purposes Licensing Committee on 1st March 2011.
10. On 29th September 2016 Council adopted the mandatory requirement for all licensed drivers to attend the Oxfordshire County Council Safeguarding Awareness Training. The charge of £15 relates solely to new applicants, who will pay the charge to the Licensing Authority who then pay the money to the County Council.
11. No changes to any of the other licence fees or charges are proposed.

Scrap Metal Dealers

12. The licensing of Scrap Metal Dealers and collectors is an executive function presided over by the City Executive Board. Therefore the setting of fees does not fall to this Committee. The current and proposed fees for this function can be found within the Appendix purely for Members to note.

Sex Establishments (Sexual Entertainment Venues)

13. On 9th June 2010, the General Purposes Licensing Committee approved the report of the Head of Environmental Development detailing the level of fee to be set for the licensing of such premises.
14. It is proposed that for 2017/18 that a small inflationary increase be applied in order that the Authority fully recovers its costs.

Sex Establishments (Sex Shops & Sex Cinemas)

15. In 2010, the General Purposes Licensing Committee approved the costs applicable to the licensing of Sex Establishments (Sex Shops), following a request to determine the “reasonable fee” charged for this purpose.
16. It is proposed that for 2017/18 a small inflationary increase be applied in order that the Authority fully recovers its costs.

Street Parties

17. The Council wishes to support the organisers of community based events such as street parties. It is, therefore, proposed to continue with the current practice of making no charge for small street parties or community events.

Financial Implications

18. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council’s budget estimates for 2017/18.

Legal Implications

19. The power to levy fees is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Fees and charges should reasonably represent the costs of carrying out the function.

Name and contact details of author:

Richard Adams

Community Safety & Resilience Service Manager, Community Services

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APPENDIX ONE

GENERAL PURPOSES LICENSING COMMITTEE	2016/17	2017/18	Increase/	Increase/
FEES & CHARGES 2017/18	Charge	Charge	(Decrease)	(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 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 Temporary Vehicle	75.00	75.00	0.00	0.00
Taxi Licensing: 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
Taxi Licensing: Additional Charges				
Mandatory Safeguarding Awareness Test - provided by Oxfordshire County Council	N/A	15.00	0.00	0.00
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
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 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
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
Taxi Licensing: Private Hire Operator 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

GENERAL PURPOSES LICENSING COMMITTEE	2016/17	2017/18	Increase/	Increase/
FEES & CHARGES 2017/18	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
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	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8520.00	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1170.00	1175.00	5.00	0.43
Sexual entertainment venues new	5860.00	5890.00	30.00	0.51
Sexual entertainment venues renewal	5320.00	5345.00	25.00	0.47
Sexual entertainment variation/ transfer	1170.00	1175.00	5.00	0.43

To: General Purposes Licensing Committee

Date: 23 January 2017

Report of: Head of Planning and Regulatory Services

Title of Report: Miscellaneous Licensing: Licence Fees & Charges for the 2017/18 financial year

Summary and Recommendations

Purpose of report: To seek agreement of the licence fees for 2017/18 where the Council has discretion over the level of fee charged.

Report Approved by:

Finance: Jonathan Marks – Approved

Legal: Daniel Smith - Approved

Policy Framework: Vibrant Sustainable Economy
Street Trading Policy 2015

Recommendation(s):

Committee is recommended to:

a) Agree the licence fees and charges for 2017/18 as set out in Appendix A and recommend them to Council.

Introduction

1. The purpose of this report is to establish the licence fees and charges that should apply for 2017/18, for those activities where the Council has discretion as administered within the functions of the Business Regulation Team.
2. The fees and charges detailed within this report and found at Appendix A relate solely to the functions of the Business Regulation Team. A further report will be provided to Members in relation to the fees and charges related to the functions of the General Licensing Team.
3. The statutory principle in relation to the setting of fees is that they should be reasonable and should relate to the costs of performing the function, including staffing, administration, testing, inspections, hearings, regulation and appeals.

4. Licence fees set by the Council and administered in the Miscellaneous Licensing function consist of Acupuncture, Ear Piercing, Electrolysis & Tattooing, Animal Boarding Establishments, Dangerous Wild Animals, Dog Breeding Establishments, Pavement Cafes, Pet Shops, Riding Establishments, Street Trading Consents and Zoos.
5. An inflationary increase to these fees and charges is proposed to the current level of fees and charges to ensure the full cost recovery of the services provided with the exception of Street Café Licences which are dealt with separately within this report.

Street Café Licences

6. The annual licence fee of £750 was introduced for the 2013/14 financial year. There is no proposed change to the existing standard fee in order to promote street cafes and to encourage uptake.
7. A new fee of £350 is proposed to assist businesses in low footfall areas outside the city centre. This fee would apply to premises located in the existing Neighbourhood Shopping Centres (as listed in Appendix B (Appendix 9 of the Oxford Local Plan 2001-2016)).
8. The introduction of a reduced fee is recommended in the interests of encouraging increased vitality in low footfall out of town areas where small businesses may struggle to establish themselves. The level has been set to reflect the reduced impact, size and compliance risk of street cafes in these areas, whilst balancing the need to cover costs.

Financial Implications

9. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council's budget estimates for 2017/18.

Legal Implications

10. The power to levy fees is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Licensing is not a revenue raising function and fees and charges should be reasonable and proportionate to the costs of the procedures and formalities of carrying out the function. It is expected that the impact of recent case law on licensing fee structures will result in fresh guidance in the coming year on the levying of fees. Officers will review fees in the light of any new guidance and advise the Committee accordingly.

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Miscellaneous Licensing Fees & Charges 2017/18				
	2016/17 Charge £	2017/18 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	310	315	5	2%
Annual consent (Pro Rata for period of Consent)	7800	7950	150	2%
Weekly Consent (Weekly Rota)	175	178	3	2%
All other traders				
Application Fee	310	315	5	2%
Annual consent (Pro Rata for period of Consent)	2645	2700	55	2%
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	102	104	2	2%
Annual consent (Pro Rata for period of Consent)	1375	1400	25	2%
General Charges				
Replacement Consent	31	31.5	0.5	2%
Identification badge (per badge)	31	31.5	0.5	2%
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	26	26.5	0.5	2%
Street Trading at event for commercial benefit (6-14 days) - per stall	42	43	1	2%
Street Trading at event for community / charity benefit	No Fee	No Fee		
Street Café Licences - subject to approval by General Purposes Licensing Committee				
Annual Fee	750	750	0	0%
Annual Neighbourhood Shopping Centre Fee based on location as per Local Plan	N/A	350		
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	113	115	2	2%
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	225	230	5	2%
Animal Boarding Establishment	180 + vet fees	183 + vet fees	3	2%
Dangerous Wild Animals	410 + vet fees	415 + vet fees	5	2%
Dog Breeding Establishment	180 + vet fees	183 + vet fees	3	2%
Pet Shop	180 + vet fees	183 + vet fees	3	2%
Riding Establishment	415 + vet fees	423 + vet fees	8	2%
Zoo	415 + vet fees	423 + vet fees	8	2%

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Neighbourhood Shopping Centres

APPENDIX 9

Neighbourhood shopping centres comprise a group or cluster of Class A uses in close proximity. Policy RC.8 seeks to ensure that at least 50% of all units in Neighbourhood shopping centres are retained for Class A1 retail use. The following is a list of current Neighbourhood shopping centres:

1. Kendall Crescent, Cutteslowe
2. North Parade Avenue, Walton Manor
3. Westlands Drive, Northway
4. Cherwell Drive, Marston
5. Old Marston Road, New Marston
6. Underhill Circus, Barton
7. Roundway and London Road, Risinghurst
8. Girdlestone Road, New Headington
9. Atkyns Road, Wood Farm
10. Cinnaminta Road, The Slade
11. Wilkins Road
12. Iffley Road
13. Oxford Road, Temple Cowley
14. Rose Hill
15. Barns Road, Blackbird Leys
16. Cowley Road, Littlemore
17. Balfour Road, Blackbird Leys
18. Blackbird Leys Road, Blackbird Leys
19. Abingdon Road, Grandpont
20. Abingdon Road, New Hinksey
21. Botley Road, New Botley
27. Belsyre Court, Woodstock Road
28. St. Nicholas Road, Littlemore
29. Hollow Way

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Minutes of a meeting of the GENERAL PURPOSES LICENSING COMMITTEE on Monday 23 January 2017

Committee members:

Councillor Clarkson (Chair)

Councillor Cook (Vice-Chair)

Councillor Anwar

Councillor Brandt

Councillor Coulter

Councillor Wade

Officers:

Richard Adams, Community Safety & Resilience Manager

Jill Cramer, Licensing Officer

Lesley Rennie, Business Regulation Team Manager

Daniel Smith, Lawyer

Jennifer Thompson, Committee and Members Services Officer

Apologies:

Councillor Azad arrived at the end of the meeting due to transport problems.

14. Declarations of Interest

None.

15. Licence Fees and Charges for the 2017/18 financial year: Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties

The Committee considered the report of the Head of Community Services seeking agreement of the licence fees for commercial events, hackney carriage and private hire, road closure orders, scrap metal dealers, sex establishments and street parties for 2017/18 where the Council has discretion over the level of fee charged.

The Community Safety & Resilience Manager confirmed that where there were fee increases these were in line with inflation.

The Committee resolved to:

1. agree the licence fees and charges for 2017/18 as set out in the Appendix; and
2. recommend them to Council.

16. Licence Fees and Charges for 2017/18: Miscellaneous activities

The Committee considered the report of the Head of Planning and Regulatory Services seeking agreement of the licence fees for miscellaneous activities for 2017/18 where the Council has discretion over the level of fee charged.

The Committee resolved to:

1. agree the licence fees and charges for 2017/18 as set out in the Appendix; and
2. recommend them to Council.

17. Update on Taxi Licensing Activity: August - December 2016

The Committee considered the report of the Head of Community Services setting out the progress made by the Taxi Licensing Function during August to December 2016.

The Licensing Officer said the time period and all figures in the report covered August to December. A corrected version of the report is published with these minutes.

In answer to questions, officers reported that there were discussions with neighbouring authorities as to how best to use the powers available to control the number of vehicles working primarily in the city while holding licences from other authorities.

Councillor Clarkson asked if officers could carry out more test purchase operations on vehicles plying for hire.

The Committee noted the report and the work carried out by officers.

18. Minutes

The Committee resolved to approve the minutes of the meeting held on 20 September 2016 as a true and accurate record.

19. Dates of Future Meetings

The Committee noted that meetings are scheduled at 5.15pm on:

16 May 2017
20 September 2017
24 January 2017
16 May 2018

The meeting started at 5.15 pm and ended at 5.25 pm



To: City Executive Board
Council

Date: 9 February 2017
20 February 2017

Report of: Head of Financial Services

Title of Report: Medium Term Financial Strategy 2017-18 to 2020-21 and 2017-18 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 2017-21 and 2017-18 Budget for recommendation to Council
Key decision:	Yes
Executive Board Member:	Cllr Ed Turner, Finance, Asset Management and Public Health
Corporate Priority:	All Corporate Plan priorities
Policy Framework:	Budget
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1 Agree the amendments to the Consultation Budget, in light of the outcomes of the public consultation. 2. Recommend that Council approve the 2017-18 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting: <ol style="list-style-type: none"> a) the Council's General Fund Budget Requirement of £21.055 million for 2017/18 and an increase in the Band D Council Tax of 1.99% or £5.67 per annum representing a Band D Council Tax of £290.19 per annum b) the Housing Revenue Account budget for 2017/18 of £44.285 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2017 giving a revised weekly average social rent of £105.65 as set out in Appendix 4 c) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6. 	

3. **Recommend that Council** agree not to implement the voluntary 'Pay to Stay' policy for Council house tenants (para 28 refers)
4. **Recommend that Council** agree the fees and charges shown in Appendix 7
5. **Recommend that Council** delegate authority to the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 16-17 below.
6. **Recommend that Council** agree an additional loan of up to £75k for working capital to Oxwed as highlighted in paragraph 41
7. **Recommend that Council** agree provision of a loan facility to Oxford City Housing Ltd of up to £61 million (paras 39-40) an extra £48.75 million over the next four years, subject to the provision of; and agreement to a business plan by the Company.

Appendices	
Appendix 1	Summary of General Fund Budget by Service 2017-18 to 2020-21
Appendix 2	General Fund Revenue Budget by Service 2017-18 to 2020-21
Appendix 3	Detailed General Fund Service Budgets Bids and Savings Proposals 2017-18 to 2020-21
Appendix 4	Housing Revenue Account Budget 2017-18 to 2020-21
Appendix 5	Housing Revenue Account Rent by property type
Appendix 6	General Fund and HRA Capital Programme 2017-18 to 2020-21
Appendix 7	Fees and Charges
Appendix 8	Risk Register
Appendix 9	Equalities Impact Assessment
Appendix 10	Budget Consultation

Comment from Cllr Ed Turner the portfolio holder for Finance, Asset Management and Public Health,

Since the publication of our consultation budget, we have received a final settlement from the government, confirming the ending of Revenue Support Grant by 2019/20. We have also become aware of two additional pressures – a reduction in funding from business rates going forward as part of a “fairer funding” process, and some significant reductions to the level of New Homes Bonus we will receive.

Nonetheless, the proposals in this budget retain our ambition **not to cut any frontline services over the next four years**. In doing so, we are proud of our workforce, who have continued to innovate, put forward proposals to make our services more efficient, and at the same time deliver excellent support to local people. We make no apology for noting the comparison with our upper tier authority, which, at the same time as it seeks to expand its remit, presides over atrocious levels of educational attainment in its primary schools, is slashing support for homeless hostels, and is seriously reducing much-valued local services such as children’s centres. We believe part of the reason for this is that we have not entered into large-scale privatisation contracts with outsourcing companies, and instead invested in our own workforce, and encouraging it to see its services more widely in the local area.

A major priority in this budget is *housing*. Oxford’s housing crisis gets ever more acute, with average house prices now topping £350,000, and therefore becoming unaffordable to those on middle as well as lower incomes. It includes £10 million in capital to invest in homes for homeless families, £1.3 million to build new council bungalows, and loans of up to £61 million for our new local housing company, which we expect to be at the forefront of delivering new housing, especially social rented housing, starting with the new development at Barton.

We are also investing in our communities – there is over £4 million of funding for community centres in this budget, and we are proposing **retaining in full** our homelessness prevention budget and our funding for the third sector, in areas like advice services and the arts. We propose new, one-off funding to support “stay and play” sessions, in the hope these will become sustainable thereafter. We have reinstated capital support for cycling schemes, aware of the benefits to local people and the wider community of having improved cycling infrastructure, and in the interests of improving air quality have earmarked match funding for a bid to support the introduction of electric taxi infrastructure in Oxford.

Our aim over the next four years is to continue to practice sound financial management, work in partnership with council staff to safeguard and improve frontline services, especially the most vulnerable, and take strong action to tackle Oxford’s housing crisis, avoid compulsory redundancies. We believe this budget will assist us in meeting those objectives.

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 2016 as well as changes which have arisen since the consultation budget was published.
2. The consultation on the draft budget began on 18th December 2016 and ended on 31st January 2017. 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 2017-18

5. The Government published its Provisional Finance Settlement for 2017/18 on 17 December 2016, together with indicative figures for 2018-19 and 2019-20. These were subject to consultation which closed on 13 January.
 - The key points include:
 - Upper tier authorities being able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that do so will not be able to make a further increase in 2019/20 (i.e. the total allowable increase over the three-year period is 6%).
 - upper tier authorities wishing to raise their council tax by 5% or more (i.e. 2% referendum threshold and 3% social care precept) will need to hold a referendum. For district councils, increases of less than 2% or up to and including £5 (whichever is higher) above the authority's relevant basic amount of council tax for 2016/17 can be made without triggering a referendum.
 - The 2017/18 New Homes Bonus allocations and details of the consultation on the future of the scheme have been announced (previously these figures were only indicative). The number of years that the scheme will be based upon (currently 6 years' in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum.
 - The changes to the New Homes Bonus Scheme have allowed the government to remove £241m of funding from the scheme. This funding has been diverted to the new Adult Social Care Support Grant and will be distributed based on the adult social care relative needs formula and is for 2017/18 only.
 - 97% of authorities accepted the government's four-year fixed settlement offer. In response to a question in Parliament, the Minister said that those authorities not accepting the offer would therefore still be subject to an annual settlement.

- Within the business rates retention system the National Non-Domestic Rates (NNDR) baseline and top up/tariff amounts have been amended to reflect Revaluation 2017. The adjusted amounts are intended to make changes in Rateable Value revenue neutral for individual authorities; with changes to authorities' NNDR Baseline (and therefore tariff/top up) being equal and opposite to the forecast change in the ability to raise business rates locally.

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:

	2017/18	2018/19	2019/20	2020/21 *
	£000's	£000's	£000's	£000's
Total SFA	7,304	6,664	5,954	6,375
of which				
Revenue Support Grant	1,458	630	-	-
Baseline Funding Level	5,846	6,034	6,249	6,375
Tariff adjustment *	-	-	(295)	-
Reduced/ (Increased) SFA on previous year	14.3	8.8	10.7	(7.07)

* Where baseline need is less than the Settlement Funding Assessment a reduction is made to funding. For authorities not in receipt of RSG the reduction is made to baseline funding. It is not certain whether this adjustment will continue going forward.

Council Tax Freeze Grant for 2017/18 and Impact of Referendum Level

7. As last year there is no Council Tax Freeze Grant on offer for 2017-18.
8. The referendum level for 2017/18 has been confirmed as 2% or above for district authorities. 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. Council Tax rises from 2018/19 onwards have been assumed as 1.99% 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 incorporates 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 the 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 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				
	2017/18	2018/19	2019/20	2020/21
		Est	Est	Est
	£000's	£000's	£000's	£000's
Consultation Budget	1,515	630	0	0
Provisional Settlement Figures	1,460	630	0	0
(Decrease)/ Increase	(55)	0	0	0

12. Compared to the MTFs there is an adverse variance of £55k over the four year period. Additionally, the Government's methodology for calculating RSG results in a negative settlement of £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

13. The Government has issued authorities with their Retained Business Rates Baseline Funding Levels for 2017-18 to 2019-20. 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 and the levy paid on additional income above the Baseline, currently 50% for Oxford.

14. 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				
	2017/18	2018/19	2019/20	2020/21
	Est	Est	Est	Est
	£000's	£000's	£000's	£000's
Consultation Budget	6,817	8,243	8,136	8,145
Provisional Finance Settlement	6,647	8,085	8,005	8,009
(Decrease)/ Increase	(170)	(158)	(133)	(135)
Tariff	28,600	29,520	30,570	31,181
Tariff adjustment (negative RSG)	0	0	(295)	-

Safety net threshold (92.5% baseline)	5,411	5,578	5,781	5,897
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15. 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 100% business rate retention. This will be coupled with new burdens on local Government but it is unclear as yet what these will be. It is possible that this re-basing will take place in 2019 and additionally it is important to note that it is likely that any baseline will take account of the increased income from Westgate, all of which make the calculation of future retained business rates uncertain.

Business Rates Distribution Group

16. 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 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.

17. 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, Asset Management and Public Health once business rates estimates for 2017-18 are known for all Districts within Oxfordshire.

18. 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				
	2017/18	2018/19	2019/20	2020/21
	£000's	£000's	£000's	£000's
Reduction in Revenue Support Grant	55	0	0	0
Reduction in Business Rates	170	158	133	135
Net Variation	225	158	133	135

New Homes Bonus

19. New Homes Bonus (NHB) 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. A consultation on NHB ended in March 2016 and on 17

December 2016 local authorities were issued with their provisional allocations for 2017-18.

20. 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	2017/18	2018/19	2019/20	2020/21
	£000's	£000's	£000's	£000's
Consultation Budget	1,338	1,671	1,784	1,835
Provisional Finance Settlement	1,981	1,749	1,624	1,428
(Increase)/ Decrease	(643)	(78)	160	407

21. The outcome of the consultation on NHB is that:

- Funding is reduced by £241m in 2017/18 (funding remains at pre-announced levels for 2018/19 and 2019/20).
- Funding will be reduced from 6 years to 5 years in 2017/18
- Funding will then reduce to 4 years From 2018/19, the government will consider withholding payments from local authorities that are not *“planning effectively, by making positive decisions on planning applications and delivering housing growth”*.
 - A consultation is planned regarding withholding payments for homes that are built following an appeal
 - From 2017/18 only growth above 0.4% will attract payments (and these will be made as before, based on Band D equivalents, the national average council tax and a fixed amount for social housing).

22. The 2018/19 and 2019/20 allocations within DCLG's Core Spending Power are only indicative. These are based upon authorities' share of the 2017/18 overall allocation. There could, therefore, be significant variances between these amounts and the actual allocations. The Council uses NHB to fund Capital; as it is one off expenditure and so de-risks the MTFs. In the event of further reductions in NHB the Council's Capital Programme could be reduced or alternatively schemes funded by prudential borrowing.

Other Changes Arising

23. A summary of other changes to the Consultation Budget outside of the Finance Settlement are shown in Table 6.

Table 6 Summary of Other Issues				
	2017/18	2018/19	2019/20	2020/21
	£000's	£000's	£000's	£000's

HR and Organisational Development FSR(1)	(80)	(80)	(80)	(80)
Procurement FSR (2)	(41)	(42)	(23)	(23)
Minimum Revenue Provision (3)	0	53	138	151
Development of sports facilities(4)	0	20	20	20
Go Ultra Low - taxis	18	-	-	-
Small cycle schemes	25	25	-	-
Design costs Cowley Marsh pavilion	25	-	-	-
Voluntary sector grants	43	-	-	-
Direct Revenue Funding (5)	35	163	(180)	(445)
Total	25	139	(125)	(377)

Notes

- (1) **HR and OD** – Following the Fundamental Service Review a restructure of the HR and OD team will result in further efficiency savings
- (2) **Procurement** – Following the Fundamental Service Review and scrutiny of service expenditure further procurement savings have been identified
- (3) **MRP** – Revenue charge arising from additional prudential borrowing for purchase of properties for the homeless
- (4) **New revenue streams** – Ongoing discussions around sports development indicate that income targets are overly ambitious
- (5) **Voluntary sector grants** – £50k one off contribution to ‘stay and play’ sessions at children’s centre net of other minor adjustments
- (6) **Direct Revenue Funding** – DRF provides funding to finance capital expenditure. The amount used equates to the amount of New Homes Bonus received and the changes shown in Table 6 reflect the changes in New Homes Bonus.

Summary of Changes to Medium Term Financial Strategy

24. The Council’s General Fund Medium Term Financial Strategy is shown in Appendices 1-3 together with assumptions around fees and charges in Appendix 7. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2016, taking account of the changes highlighted above is shown below:

	2017/18	2018/19	2019/20	2020/21
	£000’s	£000’s	£000’s	£000’s

Net Expenditure per Consultation Budget	21,281	22,212	21,877	22,298
New Homes Bonus per table 5	(643)	(78)	160	407
Summary of other changes per table 6	25	139	(125)	(377)
Additional transfer to/(from) working balances	392	(219)	(167)	(165)
Net Budget Requirement	21,055	22,054	21,745	22,163
FUNDING **				
Council Tax	(12,949)	(13,339)	(13,740)	(14,154)
Revenue Support Grant	(1,460)	(630)	0	0
Retained Business Rates	(6,646)	(8,085)	(8,005)	(8,009)
Total	(21,055)	(22,054)	(21,745)	(22,163)
Surplus/ (Deficit)	0	0	0	0

GENERAL FUND WORKING BALANCE				
Opening	3,621	4,013	4,554	4,260
Transferred to/(from)	392	541	(294)	(800)
Closing	4,013	4,554	4,260	3,460

** Incorporates revised funding shown In Table 4

Budget Consultation Results

25. The consultation concentrated on a number of key areas which are shown below. Forty seven 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**
 85% 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 and increasing efficiency.
- Capital Investment**
 Most respondents agreed with the major capital investments undertaken by the Council. The schemes with the most support were investing in council housing followed by the new waste recycling facility and the purchase of homes for housing homeless families.
- Revenue Investment**
 There was strong support to 'continue to pay staff at least the Oxford Living Wage' maintaining support to homeless families and apprentices. There was neutrality around increasing resources in planning services.
- Fees and Charges**

Respondents were in agreement to all increases in fees and charges with most popular being increases in garage rents and garden waste collection.

- **Council Tax**
There was a 50/50 response between increasing and freezing council tax
- **Council Tax Support Scheme**
70% of respondents agreed that the Council should maintain the same Council Tax Support Scheme introduced in April 2013.
- **Housing Revenue Account**
In terms of prioritising the HRA Capital Programme the respondents agreed that building and acquiring new homes was the top priority followed by maintaining the quality of existing homes, although 98% of respondents were not council tenants

The feedback has been considered as part of the budget process and will also be shared with senior managers as appropriate.

Risk Implications

26. 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
- 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

27. The Council published its Consultation Budget on 18th December 2016 including the Housing Revenue Account Budget. The budget for the Housing Revenue Account is as detailed in Appendices 4. Appendix 5 shows the effect of the 1% reduction on council house rents in the city.

28. In December the Government announced the abandonment of the compulsory 'Pay to Stay' policy for Councils in England which was due for implementation from 1/4/2017. Housing Associations and local authorities would still have local discretion to implement.

29. The Government also advised that the pilot of Right to Buy for Housing Association tenants would be extended on a regional basis, using government funding. As a result the requirement for councils to pay a "levy" to government based upon sale receipts from the disposal of "high value" council houses which become empty will not be implemented in 2017-18.

30. Due to the deferment of the High Value Council Housing Levy, the contingency previously set aside from HRA surpluses is not required in the short term and was transferred to an earmarked reserve in the Consultation Budget. It is proposed to use this reserve to fund the items detailed below leaving a balance of £2.775 million in the reserve: £300k per year for 2 years to enhance the planned maintenance of our own stock to deal with a backlog of communal area planned maintenance work which is outside the scope of our current more mainstream programmes of doors, windows, roofs etc.

31. HCA have announced we have been successful in our bid for £350k to help fund the development of 8 bungalows at Bracegirdle and Salford Rd. These sites were earmarked for development by our housing company. However, we cannot use this grant within the Housing Company so it is proposed to develop these sites out within the HRA at social rent and make budget provision of £1.325m to do so.

Housing Revenue Account Budget 2017/18 to 2020/21

32. Appendix 4 details the HRA Budget for the period 2017/18 to 2020/21 which is summarised below for the next four year period:

Table 8 Housing Revenue Account 2017-18 to 2020-21

-	<u>2017/18</u> £m	<u>2018/19</u> £m	<u>2019/20</u> £m	<u>2020/21</u> £m
<u>Income</u>				
Total Income	(44,285)	(43,310)	(43,575)	(44,180)
<u>Expenditure</u>				
Total Expenditure	35,967	36,112	35,854	37,195
Net Operating Expenditure	(8,318)	(7,198)	(7,721)	(6,985)
Transfer (to)/from Major Repairs/Other Reserves	2,775			
Revenue Contributions towards Capital	0	9,363	9,549	8,825
(Surplus)/Deficit for the Year	(5,543)	2,165	1,828	1,840
(Surplus)/Deficit b/fwd	(5,537)	(11,156)	(9,050)	(7,281)
Investment Income	(76)	(59)	(59)	(61)
(Surplus)/Deficit c/fwd	(11,156)	(9,050)	(7,281)	(5,502)

Risk Implications

33. The main risks to the balanced position of HRA are summarised below and detailed in Appendix 8:

- Liability arising from forced sale of High Value Council Housing (HVCH) is more than estimated for future years
- 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

34. The Council's Draft Capital Programme for consultation amounted to over £132 million over the four year period 2017/18 to 2020/21.

35. Appendix 6 attached details the Council's Capital Programme for 2017/18 to 2020/21. The changes to the Consultation Budget reported in December 2016 are summarised in Table 9 below.

Table 9 Changes to Capital Programme 2017/18 to 2020/21 compared to Consultation Budget				
	2017/18	2018/19	2019/20	2020/21
	£000's	£000's	£000's	£000's
GENERAL FUND				
Consultation Budget Spend	40,859	42,980	22,153	16,530
Additional changes to Schemes				
Donnington Recreation Ground	45			
Barton Phase 1 (1)		8,440	2,455	-
Barton Phase 2 (2)				10,329
Changes in loans to Housing Company (3)	-	(1,000)	1,000	1,000
Go Ultra Low – Taxis (4)	35	35	35	0
Teachers Loans (5)	-	100	-	-
Solar bins	-	-	(5)	-
Car park resurfacing (6)	-	(50)	(50)	(38)
Total General Fund	40,939	50,505	25,588	27,821
HRA				
Consultation Budget Spend	19,900	17,858	17,946	17,058
Additional Schemes				
Development at Bracegirdle and Salford Road	1,325			

Total HRA	21,225	17,858	17,946	17,058
Total Revised Programme	62,164	68,363	43,534	44,879

Notes to Table 9 :

- (1) **Barton Phase 1**- This represents the first 95 properties which the Council has committed to purchase from the developers, Hills. To secure the most tax advantageous position the HRA will purchase the properties and then sell them on to the Housing Company who will let them at social rent.
- (2) **Barton Phase 2** – This represents the remaining 259 properties which the Council has committed to purchase. In a similar transaction these will be sold to the Housing Company and subsequently let at social rent
- (3) **Changes in loans to Housing Company** – Changes in expenditure within the Housing Company Business Plan
- (4) **Go Low Ultra Low** – The Council will bid for around £543k of Government funding from OLEV in return for making a capital contribution of £105k over 3 years together with £18k revenue and securing around £76k from external partners to fund charging infrastructure for low emission targets
- (5) **Teachers Loans** – Scheme is running in conjunction with Catalyst housing. Five loans have been paid out and committed. An additional £100k would be sufficient for 2 further loans.
- (6) **Car Park Resurfacing** – Minor changes to the car park resurfacing budget

Funding of the Capital Programme

36. The funding of the Capital Programme is shown in Table 10 below

Table 10 Capital Programme 2017/18 to 2020/21				
	2017/18	2018/19	2019/20	2020/21
	£000's	£000's	£000's	£000's
GENERAL FUND				
Capital Receipts	9,089	11,357	5,780	11,145
Revenue Funding	9,446	2,028	350	2,771
Section 106	326	200	0	0
Community Infrastructure Levy	2,247	380	750	200
Grants	2,011	2,501	1,000	1,000
Borrowing	17,420	34,039	17,708	12,705
Museum Trust Funding	400	0	0	0
TOTAL GENERAL FUND	40,939	50,505	25,588	27,821
HRA				
Major Repairs Reserve	19,491	6,161	6,243	6,327
Capital Receipts	1,734	2,049	2,397	2,684
Revenue Funding	-	9,648	9,306	8,047
TOTAL HRA	21,225	17,858	17,946	17,058

TOTAL FUNDING	62,164	68,363	43,534	44,879
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37. 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 high value Council homes is insufficient
- Slippage in Capital Programme and impact on delivery of priorities
- Robustness of estimates

Housing Company

38. In March 2016 the Council approved the establishment of a Local Authority housing company and the company was incorporated in June 2016.

39. The Council will lend money to the Housing Company at state aid compliant rates of interest using its prudential borrowing powers with the company repaying the Council either based on an annuity or overdraft method. The Council gave approval at its meeting in April 2016 for loans to be made to the Housing Company for the acquisition of houses at Barton Park in 2017-18 (£12.250 million) together with working capital (£250k). The Companies Business Plan will be presented to a shareholders meeting in due course for consideration prior to formal approval of the further loans which are anticipated to be required

40. Over the next 4 years loans from the Council are in the region of £61million (£12.250 million having already been agreed), facilitating the construction and acquisition of approximately 536 new dwellings. In addition to capital receipts, loan repayments will be made by the company back to the Council.

Oxford West End Development (OXWED)

41. The Council has a 50/50 partnership with Nuffield College to undertake the development of the land at Oxpens. The Council has already approved loans totaling £4.1 million as its 50% share of the cost of purchasing additional land in December 2017. In addition, loans have also been approved to fund working capital of £100k. However, the Company's projected cash flow requires a further advance of up to £75k to take it up to March 2018. Nuffield College will be matching this amount.

Oxford Direct Services

42. At the City Executive Board in March 2017 members will be asked to consider a business case for the establishment of wholly owned company for the operation of services currently undertaken within Direct Services. Detailed work is currently underway to determine the financial implications for both the City Council and the Company and will be reported to members in due course.

Financial Implications

43. These are covered within the main body of the report

Legal Implications

44. The Council is required to set a balanced budget and agree the Council Tax and housing rents before the beginning of the financial year.

Risk Implications

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

Equalities Impact Assessment

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

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Oxford City Council's General Fund Revenue Budget 2017/18 for Consultation and Future Year Control Totals

	Recommended Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Chief Executive	220	1%	220	1%	220	1%	220	1%
Assistant Chief Executive	220	1%	220	1%	220	1%	220	1%
Assistant Chief Exec	174	1%	174	1%	174	1%	174	1%
Communications	(0)	(%)	(0)	(%)	(0)	(%)	(0)	(%)
Policy & Partnerships	46	%	46	%	46	%	46	%
Regeneration & Housing	(1,194)	(6%)	(1,290)	(6%)	(1,233)	(6%)	(1,288)	(7%)
Partnership Team	502	2%	552	3%	545	3%	538	3%
Partnership Team	502	2%	552	3%	545	3%	538	3%
Planning & Regulatory	2,787	13%	2,724	14%	2,699	14%	2,699	14%
Cultural Development	0	%	0	%	0	%	0	%
Development	344	2%	292	1%	292	1%	292	1%
Support Services	236	1%	236	1%	236	1%	236	1%
Information Services	(6)	(%)	(6)	(%)	(6)	(%)	(6)	(%)
Spatial Development	1,163	5%	1,163	6%	1,138	6%	1,138	6%
Environmental Health	1,049	5%	1,038	5%	1,038	5%	1,038	5%
Housing & Property	(4,483)	(21%)	(4,566)	(23%)	(4,477)	(23%)	(4,525)	(23%)
Community Housing & Strategy	758	4%	758	4%	758	4%	758	4%
Housing Needs	3,715	17%	3,626	18%	3,640	18%	3,632	18%
Property Services	(235)	(1%)	(210)	(1%)	(205)	(1%)	(205)	(1%)
Commercial Property	(9,186)	(43%)	(9,205)	(46%)	(9,135)	(46%)	(9,175)	(47%)
Office Accommodation	132	1%	132	1%	132	1%	132	1%
Property Support Services	332	2%	332	2%	332	2%	332	2%
Organisational Development & Corporate Services	4,796	23%	4,633	23%	4,425	22%	4,549	23%
Business Improvement	682	3%	437	2%	204	1%	257	1%
Transformation Projects	227	1%	227	1%	227	1%	227	1%
Business Improvement & Performance	216	1%	146	1%	92	%	92	%
Technology	17	%	(49)	(%)	(64)	(%)	(12)	(%)
Customer Services	0	%	(100)	(%)	(253)	(1%)	(253)	(1%)
Human Resources & Organisational	222	1%	212	1%	202	1%	202	1%
Welfare Reform Team	226	1%	226	1%	226	1%	226	1%
Welfare Reform	226	1%	226	1%	226	1%	226	1%
Financial Services	3,450	16%	3,533	18%	3,557	18%	3,628	18%
Accountancy	0	%	0	%	0	%	0	%
Corporate Finance	6	%	6	%	6	%	6	%
Investigations	215	1%	215	1%	215	1%	215	1%
Procurement & Payments	54	%	4	%	4	%	4	%
Revenues & Benefits	3,206	15%	3,339	17%	3,363	17%	3,434	17%
Incomes	(30)	(%)	(30)	(%)	(30)	(%)	(30)	(%)
Law & Governance	438	2%	438	2%	438	2%	438	2%
Committees & Members Services	0	%	0	%	0	%	0	%
Election Services	436	2%	436	2%	436	2%	436	2%
Legal Services	0	%	0	%	0	%	0	%
Executive Support	2	%	2	%	2	%	2	%
Community Services	17,493	82%	16,443	82%	16,376	83%	16,241	82%
Community Services	7,783	37%	7,686	38%	7,656	39%	7,656	39%
Leisure Management	1,721	8%	1,689	8%	1,689	9%	1,689	9%
Oxford Sport & Physical Activity	98	%	98	%	98	%	98	%
Sports Development	202	1%	202	1%	202	1%	202	1%
Parks Development	787	4%	787	4%	787	4%	787	4%
Community Centres	851	4%	829	4%	829	4%	829	4%
Youth Ambition	444	2%	444	2%	444	2%	444	2%
Town Hall & Facilities	194	1%	188	1%	188	1%	188	1%
Culture	555	3%	560	3%	530	3%	530	3%
Community Safety	1,099	5%	1,099	5%	1,099	6%	1,099	6%
Localities Team	1,832	9%	1,790	9%	1,790	9%	1,790	9%
Direct Services	8,827	41%	7,908	40%	7,896	40%	7,761	39%
Building Planned Operations	(2,585)	(12%)	(2,700)	(13%)	(2,815)	(14%)	(2,930)	(15%)
Building - Responsive Operations	496	2%	496	2%	496	3%	496	3%
Off Street Parking	(2,714)	(13%)	(3,179)	(16%)	(3,219)	(16%)	(3,374)	(17%)
Waste & Recycling Domestic	4,311	20%	3,980	20%	3,969	20%	3,958	20%
Waste & Recycling Commercial	(1,143)	(5%)	(1,188)	(6%)	(1,198)	(6%)	(1,198)	(6%)
Engineering	(661)	(3%)	(653)	(3%)	(645)	(3%)	(632)	(3%)
Street Scenes	4,261	20%	4,263	21%	4,273	22%	4,275	22%
Motor Transport	(289)	(1%)	(253)	(1%)	(220)	(1%)	(177)	(1%)
Caretaking & Miscellaneous	(123)	(1%)	(123)	(1%)	(123)	(1%)	(123)	(1%)
Local Overheads	3,612	17%	3,625	18%	3,650	18%	3,650	19%
Direct Building Services Stores	829	4%	837	4%	920	5%	1,003	5%
Pest Control & Dog Wardens	86	%	76	%	76	%	76	%
Parks - DS	2,747	14%	2,727	14%	2,732	14%	2,737	14%

Oxford City Council's General Fund Revenue Budget 2017/18 for Consultation and Future Year Control Totals								
	Recommended Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Environmental Sustainability	882	4%	849	4%	824	4%	824	4%
Environmental Quality	318	1%	318	2%	318	2%	318	2%
Energy & Natural Resources	321	2%	321	2%	321	2%	321	2%
Smart, Sustainable Cities	244	1%	211	1%	186	1%	186	1%
Total Portfolio Budget	21,314	100%	20,006	100%	19,787	100%	19,721	100%
Below the line								
Corporate Accounts	(794)	(4%)	1,236	6%	1,952	10%	2,901	15%
Contingencies	145	1%	271	1%	300	2%	341	2%
Net Expenditure Budget	20,665	97%	21,512	108%	22,039	111%	22,963	116%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances	391	2%	542	3%	(294)	(1%)	(800)	(4%)
Net Budget Requirement	21,056	99%	22,054	110%	21,745	110%	22,163	112%
Financed by	(21,056)	(99%)	(22,054)	(110%)	(21,745)	(110%)	(22,163)	(112%)
Revenue Support Grant	(1,460)	(7%)	(630)	(3%)	0	%	0	%
Business Rates retention	(6,647)	(31%)	(8,085)	(40%)	(8,005)	(40%)	(8,010)	(41%)
Section 31 Grants	0	%	0	%	0	%	0	%
Council tax	(13,121)	(62%)	(13,511)	(68%)	(13,912)	(70%)	(14,326)	(73%)
Less Parish Precept	172	1%	172	1%	172	1%	172	1%
Collection Fund Surplus	0	%	0	%	0	%	0	%
Business Rates Collection Fund (Surplus) / Deficit	0	%	0	%	0	%	0	%
Over / (Under) Allocated budget	0	%	0	%	0	%	0	%

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

Appendix 2

	Approved Budget 2016/17	MTFP assumptions	Fundamental Service Review	Contractua l Inflation	Pressures	Efficienc y Savin g	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	178	50	0	0	0	(8)	0	0	0	0	220
Assistant Chief Executive	178	50	0	0	0	(8)	0	0	0	0	220
Assistant Chief Exec	119	63				(8)					174
Communications	15	(15)									(0)
Policy & Partnerships	45	1									46
Regeneration & Housing	(1,450)	274	(117)	0	1,021	0	0	(305)	(9)	(608)	(1,194)
Partnership Team	537	12	0	0	35	0	0	0	(9)	(73)	502
Partnership Team	537	12			35				(9)	(73)	502
Planning & Regulatory	3,108	(2)	0	0	226	0	0	(10)	0	(535)	2,787
Cultural Development	0										0
Development	102	213			39			(10)			344
Support Services	462	(225)									236
Information Services	(77)	71									(6)
Spatial Development	1,697	2								(535)	1,163
Environmental Health	925	(63)			187						1,049
Housing & Property	(5,096)	264	(117)	0	760	0	0	(295)	0	0	(4,483)
Community Housing & Strategy	706	52									758
Housing Needs	3,755	77	(117)								3,715
Property Services	(555)	(375)			760			(65)			(235)
Commercial Property	(9,368)	412						(230)			(9,186)
Office Accommodation	4	128									132
Property Support Services	362	(29)									332
Organisational Development & Corporate Services	5,116	(293)	(80)	5	388	(143)	0	(15)	(150)	(32)	4,796
Business Improvement	913	(106)	(80)	5	190	(86)	0	(5)	(150)	0	682
Transformation Projects	340	37							(150)		227
Business Improvement & Performance	291	(66)				(10)					216
Technology	39	34		5	15	(76)					17
Customer Services	(14)	14									0
Human Resources & Organisational Development	257	(124)	(80)		175			(5)			222
Welfare Reform Team	169	57	0	0	0	0	0	0	0	0	226
Welfare Reform	169	57									226
Financial Services	3,669	(210)	0	0	58	(57)	0	(10)	0	0	3,450
Accountancy	67	(67)									0
Corporate Finance	0	6									6
Investigations	238	(14)						(10)			215
Procurement & Payments	142	(69)				(19)					54
Revenues & Benefits	3,166	20			58	(38)					3,206
Incomes	56	(86)									(30)

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

Appendix 2

	Approved Budget 2016/17	MTFP assumptions	Fundamental Service Review	Contractua l Inflation	Pressures	Efficienc y Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	365	(35)	0	0	140	0	0	0	0	(32)	438
Committees & Members Services	25	(48)			23						0
Election Services	359	(20)			97						436
Legal Services	(59)	71			20					(32)	0
Executive Support	40	(39)									2
Community Services	17,631	548	0	93	124	(288)	(110)	(622)	(23)	140	17,493
Community Services	7,805	52	0	32	74	(208)	0	(21)	(23)	72	7,783
Leisure Management	1,792	54		32	74	(208)			(23)		1,721
Oxford Sport & Physical Activity	115	(16)									98
Sports Development	193	9									202
Parks Development	757	30									787
Community Centres	752	101								(1)	851
Youth Ambition	426	19									444
Town Hall & Facilities	264	(49)						(21)			194
Culture	477	48								30	555
Community Safety	1,208	(109)									1,099
Localities Team	1,823	(33)								43	1,832
Direct Services	9,041	466	0	61	35	(90)	(110)	(601)	0	25	8,827
Building Planned Operations	(2,527)	57		(115)							(2,585)
Building - Responsive Operations	385	110									496
Off Street Parking	(2,497)	19					(110)	(126)			(2,714)
Waste & Recycling Domestic	4,325	(24)		5	22			(16)			4,311
Waste & Recycling Commercial	(991)	56			(110)			(97)			(1,143)
Engineering	(395)	28		13				(307)			(661)
Street Scenes	4,094	104		2	61						4,261
Motor Transport	(335)	33		43	15			(45)			(289)
Caretaking & Miscellaneous	(122)	(1)									(123)
Local Overheads	3,582	101			20	(90)					3,612
Direct Building Services Stores	705	16		108							829
Pest Control & Dog Wardens	124	(28)						(10)			86
Parks - DS	2,696	(5)		5	27					25	2,747
Environmental Sustainability	784	30	0	0	15	10	0	0	0	43	882
Environmental Quality	305	3				10					318
Energy & Natural Resources	315	6									321
Smart, Sustainable Cities	164	21			15					43	244
Total Budget at Portfolio Level	21,475	579	(197)	98	1,533	(440)	(110)	(942)	(182)	(500)	21,314

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Oxford City Council's Revenue Budget at Portfolio Level 2018-19 Appendix 2

	Recommended Budget 2017/18	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Exec	174									174
Communications	(0)									(0)
Policy & Partnerships	46									46
Regeneration & Housing	(1,194)	(89)	0	115	(45)	0	(39)	(8)	(30)	(1,290)
Partnership Team	502	0	0	58	0	0	0	(8)	0	552
Partnership Team	502			58				(8)		552
Planning & Regulatory	2,787	0	0	32	(45)	0	(50)	0	0	2,724
Cultural Development	0									0
Development	344			(2)			(50)			292
Support Services	236									236
Information Services	(6)									(6)
Spatial Development	1,163									1,163
Environmental Health	1,049			34	(45)					1,038
Housing & Property	(4,483)	(89)	0	25	0	0	11	0	(30)	(4,566)
Community Housing & Strategy	758									758
Housing Needs	3,715	(89)								3,626
Property Services	(235)			25						(210)
Commercial Property	(9,186)						11		(30)	(9,205)
Office Accommodation	132									132
Property Support Services	332									332
Organisational Development & Corporate Services	4,796	0	0	198	(350)	0	(10)	0	0	4,633
Business Improvement	682	0	0	0	(235)	0	(10)	0	0	437
Transformation Projects	227									227
Business Improvement & Performance	216				(69)					146
Technology	17				(66)					(49)
Customer Services	0				(100)					(100)
Human Resources & Organisational Development	222						(10)			212
Welfare Reform Team	226	0	0	0	0	0	0	0	0	226
Welfare Reform	226									226
Financial Services	3,450	0	0	198	(115)	0	0	0	0	3,533
Accountancy	0									0
Corporate Finance	6									6
Investigations	215									215
Procurement & Payments	54				(50)					4
Revenues & Benefits	3,206			198	(65)					3,339
Incomes	(30)									(30)

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Oxford City Council's Revenue Budget at Portfolio Level 2018-19 Appendix 2

	Recommended Budget 2017/18	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	438	0	0	0	0	0	0	0	0	438
Committees & Members Services	0									0
Election Services	436									436
Legal Services	0									0
Executive Support	2									2
Community Services	17,493	0	61	400	(119)	(160)	(1,129)	0	(103)	16,443
Community Services	7,783	0	0	0	(32)	0	(6)	0	(60)	7,686
Leisure Management	1,721				(32)					1,689
Oxford Sport & Physical Activity	98									98
Sports Development	202									202
Parks Development	787									787
Community Centres	851								(22)	829
Youth Ambition	444									444
Town Hall & Facilities	194						(6)			188
Culture	555								5	560
Community Safety	1,099									1,099
Localities Team	1,832								(43)	1,790
Direct Services	8,827	0	61	415	(87)	(160)	(1,123)	0	(25)	7,908
Building Planned Operations	(2,585)		(115)							(2,700)
Building - Responsive Operations	496									496
Off Street Parking	(2,714)			732		(160)	(1,037)			(3,179)
Waste & Recycling Domestic	4,311		5	(320)			(16)			3,980
Waste & Recycling Commercial	(1,143)						(45)			(1,188)
Engineering	(661)		13				(5)			(653)
Street Scenes	4,261		2							4,263
Motor Transport	(289)		43	3			(10)			(253)
Caretaking & Miscellaneous	(123)									(123)
Local Overheads	3,612				13					3,625
Direct Building Services Stores	829		108		(100)					837
Pest Control & Dog Wardens	86						(10)			76
Parks - DS	2,747		5	0					(25)	2,727
Environmental Sustainability	882	0	0	(15)	0	0	0	0	(18)	849
Environmental Quality	318									318
Energy & Natural Resources	321									321
Smart, Sustainable Cities	244			(15)					(18)	211
Total Portfolio Budget	21,314	(89)	61	713	(514)	(160)	(1,178)	(8)	(133)	20,006

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Oxford City Council's Revenue Budget at Portfolio Level 2019-20 Appendix 2

	Proposed Budget 2018/19	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Exec	174									174
Communications	(0)									(0)
Policy & Partnerships	46									46
Regeneration & Housing	(1,290)	14	0	5	0	0	70	(7)	(25)	(1,233)
Partnership Team	552	0	0	0	0	0	0	(7)	0	545
Partnership Team	552							(7)		545
Planning & Regulatory	2,724	0	0	0	0	0	0	0	(25)	2,699
Cultural Development	0									0
Development	292									292
Support Services	236									236
Information Services	(6)									(6)
Spatial Development	1,163								(25)	1,138
Environmental Health	1,038									1,038
Housing & Property	(4,566)	14	0	5	0	0	70	0	0	(4,477)
Community Housing & Strategy	758									758
Housing Needs	3,626	14								3,640
Property Services	(210)			5						(205)
Commercial Property	(9,205)						70			(9,135)
Office Accommodation	132									132
Property Support Services	332									332
Organisational Development & Corporate Services	4,633	0	0	74	(272)	0	(10)	0	0	4,425
Business Improvement	437	0	0	(15)	(207)	0	(10)	0	0	204
Transformation Projects	227									227
Business Improvement & Performance	146				(54)					92
Technology	(49)			(15)						(64)
Customer Services	(100)				(153)					(253)
Human Resources & Organisational Development	212						(10)			202
Welfare Reform Team	226	0	0	0	0	0	0	0	0	226
Welfare Reform	226									226
Financial Services	3,533	0	0	89	(65)	0	0	0	0	3,557
Accountancy	0									0
Corporate Finance	6									6
Investigations	215									215
Procurement & Payments	4									4
Revenues & Benefits	3,339			89	(65)					3,363
Incomes	(30)									(30)

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Oxford City Council's Revenue Budget at Portfolio Level 2019-20 Appendix 2

	Proposed Budget 2018/19	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	438	0	0	0	0	0	0	0	0	438
Committees & Members Services	0									0
Election Services	436									436
Legal Services	0									0
Executive Support	2									2
Community Services	16,443	0	61	8	0	0	(81)	0	(55)	16,376
Community Services	7,686	0	0	0	0	0	0	0	(30)	7,656
Leisure Management	1,689									1,689
Oxford Sport & Physical Activity	98									98
Sports Development	202									202
Parks Development	787									787
Community Centres	829									829
Youth Ambition	444									444
Town Hall & Facilities	188									188
Culture	560								(30)	530
Community Safety	1,099									1,099
Localities Team	1,790									1,790
Direct Services	7,908	0	61	8	0	0	(81)	0	0	7,896
Building Planned Operations	(2,700)		(115)							(2,815)
Building - Responsive Operations	496									496
Off Street Parking	(3,179)						(40)			(3,219)
Waste & Recycling Domestic	3,980		5				(16)			3,969
Waste & Recycling Commercial	(1,188)						(10)			(1,198)
Engineering	(653)		13				(5)			(645)
Street Scenes	4,263		2	8						4,273
Motor Transport	(253)		43				(10)			(220)
Caretaking & Miscellaneous	(123)									(123)
Local Overheads	3,625				25					3,650
Direct Building Services Stores	837		108		(25)					920
Pest Control & Dog Wardens	76									76
Parks - DS	2,727		5							2,732
Environmental Sustainability	849	0	0	0	0	0	0	0	(25)	824
Environmental Quality	318									318
Energy & Natural Resources	321									321
Smart, Sustainable Cities	211								(25)	186
Total Portfolio Budget	20,006	14	61	87	(272)	0	(21)	(7)	(80)	19,787

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Oxford City Council's Revenue Budget at Portfolio Level 2020-21 Appendix 2

	Proposed Budget 2019/20	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Executive	220	0	0	0	0	0	0	0	0	220
Assistant Chief Exec	174									174
Communications	(0)									(0)
Policy & Partnerships	46									46
Regeneration & Housing	(1,233)	(8)	0	0	0	0	(40)	(7)	0	(1,288)
Partnership Team	545	0	0	0	0	0	0	(7)	0	538
Partnership Team	545							(7)		538
Planning & Regulatory	2,699	0	0	0	0	0	0	0	0	2,699
Cultural Development	0									0
Development	292									292
Support Services	236									236
Information Services	(6)									(6)
Spatial Development	1,138									1,138
Environmental Health	1,038									1,038
Housing & Property	(4,477)	(8)	0	0	0	0	(40)	0	0	(4,525)
Community Housing & Strategy	758									758
Housing Needs	3,640	(8)								3,632
Property Services	(205)									(205)
Commercial Property	(9,135)						(40)			(9,175)
Office Accommodation	132									132
Property Support Services	332									332
Organisational Development & Corporate Services	4,425	0	0	71	52	0	0	0	0	4,549
Business Improvement	204	0	0	0	52	0	0	0	0	257
Transformation Projects	227									227
Business Improvement & Performance	92				0					92
Technology	(64)				52					(12)
Customer Services	(253)									(253)
Human Resources & Organisational Development	202									202
Welfare Reform Team	226	0	0	0	0	0	0	0	0	226
Welfare Reform	226									226
Financial Services	3,557	0	0	71	0	0	0	0	0	3,628
Accountancy	0									0
Corporate Finance	6									6
Investigations	215									215
Procurement & Payments	4									4
Revenues & Benefits	3,363			71						3,434
Incomes	(30)									(30)

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Oxford City Council's Revenue Budget at Portfolio Level 2020-21 Appendix 2

	Proposed Budget 2019/20	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	438	0	0	0	0	0	0	0	0	438
Committees & Members Services	0									0
Election Services	436									436
Legal Services	0									0
Executive Support	2									2
Community Services	16,376	0	61	0	(25)	0	(171)	0	0	16,241
Community Services	7,656	0	0	0	0	0	0	0	0	7,656
Leisure Management	1,689									1,689
Oxford Sport & Physical Activity	98									98
Sports Development	202									202
Parks Development	787									787
Community Centres	829									829
Youth Ambition	444									444
Town Hall & Facilities	188									188
Culture	530									530
Community Safety	1,099									1,099
Localities Team	1,790									1,790
Direct Services	7,896	0	61	0	(25)	0	(171)	0	0	7,761
Building Planned Operations	(2,815)		(115)							(2,930)
Building - Responsive Operations	496									496
Off Street Parking	(3,219)						(155)			(3,374)
Waste & Recycling Domestic	3,969		5				(16)			3,958
Waste & Recycling Commercial	(1,198)									(1,198)
Engineering	(645)		13							(632)
Street Scenes	4,273		2							4,275
Motor Transport	(220)		43							(177)
Caretaking & Miscellaneous	(123)									(123)
Local Overheads	3,650									3,650
Direct Building Services Stores	920		108		(25)					1,003
Pest Control & Dog Wardens	76									76
Parks - DS	2,732		5							2,737
Environmental Sustainability	824	0	0	0	0	0	0	0	0	824
Environmental Quality	318									318
Energy & Natural Resources	321									321
Smart, Sustainable Cities	186									186
Total Portfolio Budget	19,787	(8)	61	71	27	0	(211)	(7)	0	19,721

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Appendix 3 General Fund & HRA Budget Proposals 2017-18 to 2020-21

**General Fund Budget Proposals Summary
2017-18 to 2020-21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Assistant Chief Executive	0	0	0	(8)	0	0	0	0	0	0	0	0	0	0	0	(8)
Partnerships Team	0	35	0	0	0	0	0	0	0	(9)	0	(73)	1	0	0	(47)
Planning & Regulatory	0	226	0	0	0	0	0	(10)	0	0	0	(535)	0	0	0	(319)
Housing & Property	0	760	0	0	0	0	0	(295)	0	0	0	0	0	(117)	0	348
Environmental Sustainability	0	15	0	10	0	0	0	0	0	0	0	43	0	0	0	68
Community Services	32	74	0	(208)	0	0	0	(21)	0	(23)	0	72	0	0	0	(75)
Direct Services	61	35	1	(90)	0	(110)	0	(601)	14	0	0	25	0	0	0	(680)
Business Improvement & Organisational Development	5	190	0	(86)	0	0	0	(5)	0	(150)	0	0	0	(80)	0	(126)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	58	0	(57)	(1)	0	0	(10)	0	0	0	0	0	0	0	(9)
Law & Governance	0	140	1	0	0	0	0	0	0	0	0	(32)	0	0	0	108
Total	98	1,533	2.00	(440)	(1.00)	(110)	0	(942)	14.00	(182)	0.00	(500)	1.00	(197)	0.00	(740)

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2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	58	1	0	0	0	0	0	0	(8)	0	0	0	0	0	50
Planning & Regulatory	0	32	0	(45)	0	0	0	(50)	0	0	0	0	0	0	0	(63)
Housing & Property	0	25	0	0	0	0	0	11	0	0	0	(30)	0	(89)	0	(83)
Environmental Sustainability	0	(15)	0	0	0	0	0	0	0	0	0	(18)	0	0	0	(33)
Community Services	0	0	0	(32)	0	0	0	(6)	0	0	0	(60)	0	0	0	(97)
Direct Services	61	415	0	(87)	5	(160)	0	(1,123)	0	0	0	(25)	0	0	0	(919)
Business Improvement & Organisational Development	0	0	0	(235)	(4)	0	0	(10)	0	0	0	0	0	0	0	(245)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	198	0	(115)	(3)	0	0	0	0	0	0	0	0	0	0	83
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	61	713	1	(514)	(2)	(160)	0	(1,178)	0	(8)	0	(133)	0	(89)	0	(1,308)

2019/20

**General Fund Budget Proposals Summary
2017-18 to 2020-21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's	
Assistant Chief Executive	0	0	0	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	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	(25)	0	0	0	0	(25)
Housing & Property	0	5	0	0	0	0	0	70	0	0	0	0	0	14	0	0	89
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	(25)	0	0	0	0	(25)
Community Services	0	0	0	0	0	0	0	0	0	0	0	(30)	0	0	0	0	(30)
Direct Services	61	8	0	0	0	0	0	(81)	0	0	0	0	0	0	0	0	(12)
Business Improvement & Organisational Development	0	(15)	0	(207)	(3)	0	0	(10)	0	0	0	0	0	0	0	0	(232)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	89	0	(65)	(2)	0	0	0	0	0	0	0	0	0	0	0	24
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	61	87	0	(272)	(4)	0	0	(21)	0	(7)	0	(80)	0	14	0	0	(218)

**General Fund Budget Proposals Summary
2017-18 to 2020-21**

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's	
Assistant Chief Executive	0	0	0	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	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing & Property	0	0	0	0	0	0	0	(40)	0	0	0	0	0	(8)	0	0	(48)
Environmental Sustainability	0	0	0	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	0	0	0
Direct Services	61	0	0	(25)	0	0	0	(171)	0	0	0	0	0	0	0	0	(135)
Business Improvement & Organisational Development	0	0	0	52	(3)	0	0	0	0	0	0	0	0	0	0	0	52
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	71	0	0	0	0	0	0	0	0	0	0	0	0	0	0	71
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	61	71	0	27	(3)	0	0	(211)	0	(7)	0	0	0	(8)	0	0	(67)

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Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's	
Assistant Chief Executive	0	0	0.00	(8)	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0	(8)
Partnerships Team	0	93	1.00	0	0.00	0	0	0	0.00	(31)	0.00	(73)	1.00	0	0.00	0	(11)
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	0	0.00	0	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(254)	0.00	0	0.00	(30)	0.00	(200)	0.00	0	306
Environmental Sustainability	0	0	0.00	10	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0	10
Community Services	32	74	0.00	(240)	0.00	0	0	(27)	0.00	(23)	0.00	(18)	0.00	0	0.00	0	(202)
Direct Services	244	458	1.00	(202)	5.00	(270)	0	(1,976)	14.00	0	0.00	0	0.00	0	0.00	0	(1,746)
Business Improvement & Organisational Development	5	175	0.00	(476)	(9.30)	0	0	(25)	0.00	(150)	0.00	0	0.00	(80)	0.00	0	(551)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0
Financial Services	0	416	0.00	(237)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	0	0.00	0	169
Law & Governance	0	140	1.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0	0.00	0	108

**General Fund Budget Proposals Summary
2017-18 to 2020-21**

Total	281	2,404	3.00	(1,199)	(9.80)	(270)	0	(2,352)	14.00	(204)	0.00	(713)	1.00	(280)	0.00	(2,333)
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Risks - Efficiency Savings	2017-18	2018-19	2019-20	2020-21	Total
High	0	(165)	(90)	(25)	(280)
Medium	0	(145)	(153)	0	(298)
Low	(440)	(204)	(29)	52	(621)
Total	(440)	(514)	(272)	27	(1,199)

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	0	50	27	8	84
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	0	50	27	8	84

Risks - Fees & Charges	2017-18	2018-19	2019-20	2020-21	Total
High	(317)	(921)	(5)	(110)	(1,353)
Medium	(141)	(191)	(50)	(45)	(427)
Low	(484)	(66)	34	(56)	(572)
Total	(942)	(1,178)	(21)	(211)	(2,352)

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	95	276	2	33	406
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	95	276	2	33	406

Risks - Service Reductions	2017-18	2018-19	2019-20	2020-21	Total
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(182)	(8)	(7)	(7)	(204)
Total	(182)	(8)	(7)	(7)	(204)

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	0	0	0	0	0
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	0	0	0	0	0

Total Contingency	95	326	29	41	490
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**Chief Executive Budget Proposals Summary
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	(8)	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(8)
Total	0	0	0.00	(8)	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(8)

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0	0	0

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	(8)	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	(8)
Total	0	0	0.00	(8)	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(8)

Proposal

Assistant Chief Executive

		2017-18	2018-19	2019-20	2020-21	FTE Impact				
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation										
1										
2										
Total Contractual Inflation										
Pressures										
3										
4										
Total Pressures										
Efficiencies										
5	Assistant Chief Executive Procurement work plan savings	(8)								
6										
Total Efficiencies		(8)								
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										

H/M/L

L

13	
14	

Total New Investment/Bids

Total Assistant Chief Executive Bids & Savings

 New/Amended Bids & Savings

(8)	

**Regeneration & Housing Budget Proposals Summary
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		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	FTE's	£000's
Partnerships Team	0	35	0.00	0	0.00	0	0	0	0.00	(9)	0.00	(73)	1.00	0.00	0.00	(47)
Planning & Regulatory	0	226	0.00	0	0.00	0	0	(10)	0.00	0	0.00	(535)	0.00	0.00	0.00	(319)
Housing & Property	0	760	0.00	0	0.00	0	0	(295)	0.00	0	0.00	0	0.00	(117.00)	0.00	348
Total	0	1,021	0.00	0	0.00	0	0	(305)	0.00	(9)	0.00	(608)	1.00	(117.00)	0.00	(18)

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		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	FTE's	£000's
Partnerships Team	0	58	1.00	0	0.00	0	0	0	0.00	(8)	0.00	0	0	0	0	50
Planning & Regulatory	0	32	0.00	(45)	0.00	0	0	(50)	0.00	0	0.00	0	0	0	0	(63)
Housing & Property	0	25	0.00	0	0.00	0	0	11	0.00	0	0.00	(30)	0	(89)	0	(83)
Total	0	115	1.00	(45)	0.00	0	0	(39)	0.00	(8)	0.00	(30)	0	(89)	0	(96)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		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	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	0.00	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(25)	0.00	0.00	0.00	(25)
Housing & Property	0	5	0.00	0	0.00	0	0	70	0.00	0	0.00	0	0.00	14.00	0.00	89
Total	0	5	0.00	0	0.00	0	0	70	0.00	(7)	0.00	(25)	0.00	14.00	0.00	57

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	0.00	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Housing & Property	0	0	0.00	0	0.00	0	0	(40)	0.00	0	0.00	0	0.00	(8.00)	0.00	(48)
Total	0	0	0.00	0	0.00	0	0	(40)	0.00	(7)	0.00	0	0.00	(8.00)	0.00	(55)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Partnerships Team	0	93	1.00	0	0.00	0	0	0	0.00	(31)	0.00	(73)	1.00	0	0.00	(11)
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	0	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(254)	0.00	0	0.00	(30)	0.00	(200)	0.00	306
Total	0	1,141	1.00	(45)	0.00	0	0	(314)	0.00	(31)	0.00	(663)	1.00	(200.00)	0.00	(112)

Proposal Partnership Team

H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation									
1									
2									
Total Contractual Inflation									
Pressures									
3	Economic Development	Economic Development Manager	5	58			1.00		1.00
4	City Centre Management	Deletion of County Council Contribution to City Centre Manager Post	30			1.00			1.00
Total Pressures					35	58	1.00	1.00	2.00
Efficiencies									
5									
6									
Total Efficiencies									
Invest to Save									
7									
8									
Total Invest to Save									
Fees and Charges									
9									
10									
Total Fees and Charges									

Proposal		Partnership Team				FTE Impact				
		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	2018-19	2019-20	2020-21
Service Reduction										
11	Tourism Expenses									
	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	L	(9)	(8)	(7)	(7)				
12										
Total Service Reduction			(9)	(8)	(7)	(7)				
New Investments / Bids										
13	Oxford Regeneration Programme		(25)							
	Oxford Station contribution to Governance for railway investment projects (GRIP) stage 3 - reversal of previous year bid									
14	Oxford Regeneration Programme		(100)							
	Oxpens Development Partner Procurement - Reversal of previous year bid									
15	Economic Development		52				1.00			1.00
	Principal Economic Development Officer									
Total New Investment/Bids			(73)				1.00			1.00
Total Partnership Team Bids & Savings			(47)	50	(7)	(7)	2.00	1.00		3.00
New/Amended Bids & Savings										

Planning & Regulatory

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation			<hr/>				<hr/>				
Pressures											
3	Development	Planning Service Transformation	39	(2)							
4	Environmental Health	Environmental Health Service Transformation	32	(6)							
5	Environmental Health	Legacy Income Targets - Environmental Health (Enforcement of the Housing Act £20k, Street Trading Licences £25k, Primary Authority Scheme £40k)	85								
6	Environmental Health	Legacy Income Targets - Building Control	70	40							
Total Pressures			226		32		<hr/>				
Efficiencies											
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year)		(45)							
8											
Total Efficiencies			<hr/>				(45)				
Invest to Save											
9											
10											
Total Invest to Save			<hr/>				<hr/>				

Proposal		Planning & Regulatory				FTE Impact				Total
H/M/L		2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	2018-19	2019-20	2020-21	
Fees and Charges										
11	Development	ADJUSTED - Re-base budget income estimate for Building Control.		(40)						
12	Development	NEW - Planning Performance Agreements	(10)	(10)						
Total Fees and Charges			(10)	(50)						
Service Reduction										
13										
14										
Total Service Reduction										
New Investments / Bids										
15	Spatial Development	Grenoble Road Planning application fee reversal	(560)							
16	Spatial Development	NEW - Central Conservation Area Appraisal	25		(25)					
Total New Investment/Bids			(535)	(25)						
Total Planning & Regulatory Bids & Savings			(319)	(63)	(25)					
New/Amended Bids & Savings										

Housing & Property

93

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Property Services		400								
4	Property Services		5	5	5						
5	Property Services		355	20							
Total Pressures			760	25	5						
Efficiencies											
6	Property Services	H		0							
7											
Total Efficiencies											
Invest to Save											
8											
9											
Total Invest to Save											
Fees and Charges											
10	Commercial Property	L	(230)	11	70	(40)					
11	Property Services	L	(65)								
Total Fees and Charges			(295)	11	70	(40)					

Housing & Property

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Service Reductions											
12:											
13:											
Total Service Reductions											
New Investments / Bids											
14:	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
15:											
Total New Investment/Bids				(30)							
Fundamental Service Review											
16:	Housing Needs	Housing Bens Subsidy	(50)	(50)	100						
17:	Housing Needs	Homeless Housing	(67)	(39)	(86)	(8)					
Total Fundamental Service Review			(117)	(89)	14	(8)					
Total Housing & Property Bids & Savings			348	(83)	89	(48)					
New/Amended Bids & Savings											

**Organisational Development & Corporate Services Budget Proposals Summary
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement & Organisational Development	5	190	0.00	(86)	0.00	0	0	(5)	0.00	(150)	0.00	0	0.00	(80.00)	0.00	(126)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	58	0.00	(57)	(1.00)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(9)
Law & Governance	0	140	1.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0.00	0.00	108
Total	5	388	1.00	(143)	(1.00)	0	0	(15)	0.00	(150)	0.00	(32)	0.00	(80.00)	0.00	(27)

2018/19

95

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	(235)	(3.55)	0	0	(10)	0.00	0	0.00	0	0	0.00	0.00	(245)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Financial Services	0	198	0.00	(115)	(3.00)	0	0	0	0.00	0	0.00	0	0	0.00	0.00	83
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Total	0	198	0.00	(350)	(6.55)	0	0	(10)	0.00	0	0.00	0	0	0	0	(162)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement & Organisational Development	0	(15)	0.00	(207)	(2.75)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(232)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	89	0.00	(65)	(1.50)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	24
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	0	74	0.00	(272)	(4.25)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(208)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	52	(3.00)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	52
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	71	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	71
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	0	71	0.00	52	(3.00)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	123

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement & Organisational Development	5	175	0.00	(476)	(9.30)	0	0	(25)	0.00	(150)	0.00	0	0.00	(80)	0.00	(551)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0
Financial Services	0	416	0.00	(237)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	0	0.00	169
Law & Governance	0	140	1.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0	0.00	108
Total	5	731	1.00	(713)	(14.80)	0	0	(35)	0.00	(150)	0.00	(32)	0.00	(80.00)	0.00	(274)

Business Improvement & Organisational Development

97

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	5								
2											
Total Contractual Inflation			5								
Pressures											
3	Human Resources	Apprenticeship Levy	175								
4	Technology	Digital Inclusion	15		(15)						
Total Pressures			190		(15)						
Efficiencies											
5	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back one year		(55)	(55)			(2.25)	(2.25)		(4.50)
6	Customer Services	Shifting Service towards community settings and online self service - savings pushed back one year		(45)	(98)					(3.00)	(3.00)
7	Technology	Idox contract	(70)								
8	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k of savings pushed back on year		(62)	(53)		0.00	(1.30)	(0.50)		(1.80)
9	Technology	FMS and Itrent Saving	(6)	(66)		52					
10	Business Improvement & Performance	Procurement work plan savings	(10)	(7)	(1)	0					
Total Efficiencies			(86)	(235)	(207)	52	(3.55)	(2.75)	(3.00)	(9.30)	
Invest to Save											
11											
12											
Total Invest to Save											

Business Improvement & Organisational Development

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Fees and Charges											
13	Human Resources	Working in Partnership with other Local Authorities to offer employee related services	M	(5)	(10)	(10)					
14											
Total Fees and Charges				(5)	(10)	(10)					
Service Reduction											
15	Transformation	Reduction on Transformation base budget	L	(150)							
16											
Total Service Reduction				(150)							
New Investments / Bids											
17											
Total New Investment/Bids											
Fundamental Service Review											
18	Organisational Development	HR/OD Fundamental Service Review Proposals		(80)							
19											
Total Fundamental Service Review				(80)							
Total Business Improvement & Organisational Development Bids & Savings				(126)	(245)	(232)	52	(3.55)	(2.75)	(3.00)	(9.30)
New/Amended Bids & Savings											

Welfare Reform Team

Proposal

	H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact			Total
							2018-19	2019-20	2020-21	
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2										
Total Pressures										
Efficiencies										
3										
Total Efficiencies										
Invest to Save										
4										
Total Invest to Save										
Fees and Charges										
5										
Total Fees and Charges										
Service Reduction										
6										
Total Service Reduction										
New Investments / Bids										
7										
Total New Investment/Bids										
Total Welfare Reform Team Bids & Savings										

66

New/Amended Bids & Savings

Financial Services

100

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Revenues & Benefits	Double running of systems when Universal Credit is implemented reversal of previous expenditure pushed back a year		(25)							
4	Revenues & Benefits	Housing Benefit Admin Grant reduction	58	223	89	71					
Total Pressures			58	198	89	71					
Efficiencies											
5	Revenues & Benefits	Impact of Universal Credit Rollout savings pushed back a year	H		(65)	(65)		(2.0)	(1.5)		(3.5)
6	Procurement & Payments	Procurement work plan savings	L	(19)							
7	Procurement & Payments	Procurement Staffing Reductions	L		(50)			(1.00)			(1.00)
8	Revenues & Benefits	Savings made from restructure of revenues team	L	(38)				(1.00)			(1.00)
Total Efficiencies				(57)	(115)	(65)	(1.0)	(3.0)	(1.5)		(5.5)
Invest to Save											
9											
Total Invest to Save											
Fees and Charges											
10	Investigations	Investigations Service Income		(10)							
11											
Total Fees and Charges							(10.0)				

Financial Services

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Service Reduction											
12											
13											
Total Service Reduction			<hr/>				<hr/>				
New Investments / Bids											
14											
15											
Total New Investment/Bids			<hr/>				<hr/>				
Total Financial Services Bids & Savings			(9)	83	24	71	(1.00)	(3.00)	(1.50)	(5.50)	
New/Amended Bids & Savings											

Law & Governance

Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact				Total
						2018-19	2019-20	2020-21		
Contractual Inflation										
1										
2										
Total Contractual Inflation										
Pressures										
3	Election Services	Reversal of one off IER Grant in 16/17			97					
4	Members Services	Salary for committee officer servicing Housing Company, Oxwed and Growth Board net of income			23	1.00				
5	Legal Services	Increase in fees payable to Her Majesty's Court Service to issue and conduct court proceedings on the Council's behalf. The budget is held centrally by Legal Services. Fees are fixed by legislation and have been increased on several occasions in the last couple of years with no corresponding increase in budget. The level of increase can no longer be absorbed within the existing Service budget. 15/16 approved budget £12,500 - expenditure £23,000 . 16/17 approved budget £12,500 expenditure to date £17,500 and projected to continue at this rate throughout the year. Orders for costs are generally sought from the courts but are awarded entirely at the court's discretion.			20					
Total Pressures					140	1.00				
Efficiencies										
6										
7										
Total Efficiencies										
Invest to Save										
8										
9										
Total Invest to Save										

Proposal **Law & Governance**

	H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact			Total
						2018-19	2019-20	2020-21		
Fees & Charges										
10										
11										
Total Fees & Charges		0	0	0	0					
Service Reduction										
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)				
Total New Investment/Bids		(32)								
Total Law & Governance Bids & Savings		108				1.00				

New/Amended Bids & Savings

**Community Services Budget Proposals Summary
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Service Reviews		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	FTE's	£000's
Environmental Sustainability	0	15	0.00	10	0.00	0	0	0	0.00	0	0.00	43	0.00	0.00	0.00	68
Community Services	32	74	0.00	(208)	0.00	0	0	(21)	0.00	(23)	0.00	72	0.00	0.00	0.00	(75)
Direct Services	61	35	1.00	(90)	0.00	(110)	0	(601)	14.00	0	0.00	25	0.00	0.00	0.00	(680)
Total	93	124	1.00	(288)	0.00	(110)	0	(622)	14.00	(23)	0.00	140	0.00	0.00	0.00	(687)

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Environmental Sustainability	0	(15)	0.00	0	0.00	0	0	0	0.00	0	0.00	(18)	0	0.00	0.00	(33)
Community Services	0	0	0.00	(32)	0.00	0	0	(6)	0.00	0	0.00	(60)	0	0.00	0.00	(97)
Direct Services	61	415	0.00	(87)	5.00	(160)	0	(1,123)	0.00	0	0.00	(25)	0	0.00	0.00	(919)
Total	61	400	0.00	(119)	5.00	(160)	0	(1,129)	0.00	0	0.00	(103)	0	0	0	(1,050)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Service Reviews		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	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(25)	0.00	0.00	0.00	(25)
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(30)	0.00	0.00	0.00	(30)
Direct Services	61	8	0.00	0	0.00	0	0	(81)	0.00	0	0.00	0	0.00	0.00	0.00	(12)
Total	61	8	0.00	0	0.00	0	0	(81)	0.00	0	0.00	(55)	0.00	0.00	0.00	(67)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Direct Services	61	0	0.00	(25)	0.00	0	0	(171)	0.00	0	0.00	0	0.00	0.00	0.00	(135)
Total	61	0	0.00	(25)	0.00	0	0	(171)	0.00	0	0.00	0	0.00	0.00	0.00	(135)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Environmental Sustainability	0	0	0.00	10	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	10
Community Services	32	74	0.00	(240)	0.00	0	0	(27)	0.00	(23)	0.00	(18)	0.00	0	0.00	(202)
Direct Services	244	458	1.00	(202)	5.00	(270)	0	(1,976)	14.00	0	0.00	0	0.00	0	0.00	(1,746)
Total	276	532	1.00	(432)	5.00	(270)	0	(2,003)	14.00	(23)	0.00	(18)	0.00	0.00	0.00	(1,938)

05

Environmental Sustainability

106

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Sustainable City	To enable delivery of the sustainability programme (Go Ultra Low), to base budget fund a new project manager role which is not funded by grant.	15	(15)							
4											
Total Pressures			15	(15)							
Efficiencies											
5	Environmental Quality	ED Efficiencies - reversal of primarily additional income in 16/17. Income target based on PPA/Pre-App. Major projects now ending and no others coming forward.	10								
6											
Total Efficiencies			10								
Invest to Save											
7											
Total Invest to Save											
Fees and Charges											
8											
9											
Total Fees and Charges											

Environmental Sustainability

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Service Reduction											
10											
11											
Total Service Reduction											
New Investments / Bids											
12	Sustainable City	Go Ultra Lo- Taxis	18	(18)							
13	Sustainable City	Small Cycle Schemes	25		(25)						
Total New Investment/Bids			43	(18)	(25)						
Total Environmental Sustainability Bids & Savings			68	(33)	(25)						
New/Amended Bids & Savings											

Community Services

108

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Contractual Inflation											
1	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption).	(3)								
2	Leisure Management	Oxford Living wage uplift	35								
Total Contractual Inflation			32								
Pressures											
3	Leisure Management	Increased fee payable to Fusion under original contract due to equipment replacement costs	74								
4											
Total Pressures			74								
Efficiencies											
5	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	L (196)	(20)							
6	Parks Development	Review and development of sports facilities (Linked to Line 11)	M								
7	Leisure Management	Procurement work plan savings	L (12)	(12)							
Total Efficiencies			(208)	(32)							
Invest to Save											
8											
9											
Total Invest to Save											

Community Services

609

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
Fees and Charges											
10	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge	L	(6)	(6)						
11	Town Hall & Facilities	Increased Town Hall Income	L	(15)							
Total Fees and Charges				(21)	(6)						
Service Reduction											
12	Town Hall & Facilities	Reduce Facilities Management - impact on 1.0 FTE (Saving no longer being made but replaced by line 10)	M								
13	Leisure Management	Educational Attainment	L	(23)							
Total Service Reduction				(23)							
New Investment / Bids											
14	Community Centres	Rose Hill Operating Costs (General Fund Share)		(3)	(20)						
15	Culture	Pegasus Theatre / MESH Festival			5						
16	Culture	Policy and Cultural Team		30	(30)						
17	Community Centres	Cowley Community Centre equipment		2	(2)						
18	Localities Team	Increase in Voluntary sector grants		43	(43)						
Total New Investment/Bids				72	(60)	(30)					
Total Community Services Bids & Savings				(75)	(97)	(30)					
New/Amended Bids & Savings											

Community Services

Proposal

		2017-18	2018-19	2019-20	2020-21	FTE Impact				
	H/M/L	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
Efficiency Savings	Risks:	2017-18	2018-19	2019-20	2020-21	Total				
	High					0				0
	Medium	0	0	0	0	0				0
	Low	(208)	(32)	0	0	(240)				(240)
	Total	(208)	(32)	0	0	(240)				(240)
Fees & Charges	Risks:	2017-18	2018-19	2019-20	2020-21	Total				
	High					0				0
	Medium					0				0
	Low	(21)	(6)	0	0	(27)				(27)
	Total	(21)	(6)	0	0	(27)				(27)
Service Reduction	Risks:	2017-18	2018-19	2019-20	2020-21	Total				
	High					0				0
	Medium	0	0	0	0	0				0
	Low	(23)	0	0	0	(23)				(23)
	Total	(23)	0	0	0	(23)				(23)

Direct Services

Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
					2017-18	2018-19	2019-20	2020-21	
Contractual Inflation									
1	Engineering	Materials @ 2.8%	13	13	13				
2	Street Scenes	Materials @ 2.8%	2	2	2				
3	Motor Transport	Materials @ 2.8%	43	43	43				
4	Direct Building services stores	Materials @ 5%	108	108	108				
5	Direct services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services	(115)	(115)	(115)				
6	Parks - DS	Materials @ 2.8%	5	5	5				
7	Waste Services	Dry-Recyclate Price Increase for Domestic Waste at CPI 0.6%	5	5	5				
Total Contractual Inflation			61	61	61				

Pressures

8	Waste and Recycling Domestic	Impact of Waste Changes	22						
9	Waste and Recycling Commercial	Additional waste disposal costs which will be subject to legal challenge	(110)	0					
10	Waste and Recycling Domestic	net saving on opening of recycling transfer station pushed back		(320)					
11	Streetscene	PHS Contract Cost for servicing the upgraded Public Conveniences	15						
12	Streetscene	Statutory street cleansing increased public areas and high specification of footpaths, requirement for one additional Streetscene Operatives, due to the reopening of Westgate	27	0	0	0	1.00		1.00
13	Streetscene	Fleet management charges including fuel, non-contracted repairs - 1 no New Hot wash	19						
14	Parks - DS	Replacement and refurbishment of Parks' Furniture (bins, signs & benches)	0						
15	Parks - DS	Loss of income due to Quarry Pavilion being closed	5	(5)	0				

Direct Services

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
16	Parks - DS			0	0						
17	Parks - DS			5							
18	Parks - DS		15								
19	Parks - DS		7								
20	Motor Transport		15	3	8						
21	Off Street Parking			732							
22	Local Overheads		20								
Total Pressures			35	415	8		1.0				1.0
Efficiencies											
23	Local Overheads	L	10	15	25						
24	Building Services	H		(100)	(25)	(25)		5.00			5.00
25	Various	L	(75)								
26	Local Overheads	L	(25)	(2)							
Total Efficiencies			(90)	(87)		(25)		5.00			5.00

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Direct Services

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
Invest to Save											
27	Off Street Parking		(110)	(160)							
28											
Total Invest to Save			(110)	(160)							
Fees and Charges											
29	Off Street Parking	M	(83)	(43)	(40)	(45)					
30	Off Street Parking	H		(500)							
31	Off Street Parking	H				(110)					
32	Off Street Parking	H		(366)							
33	Waste and Recycling Domestic	L	(16)	(16)	(16)	(16)					
34	Waste and Recycling Commercial	L	(97)	(45)	(10)		4.00				4.00
35	Engineering	H	(307)	(5)	(5)		8.00				8.00
36	Motor Transport	L	(45)	(10)	(10)		2.00				2.00
37	Pest Control & Dog Wardens	M	(10)	(10)							
38	Off Street Parking	M	(43)	(128)							
Total Fees and Charges			(601)	(1,123)	(81)	(171)	14.00				14.00

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Direct Services

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
Service Reductions										
39										
40										
Total Service Reductions										
New Investments / Bids										
41	Parks - DS	Design Costs for Cowley Marsh Pavillion	25	(25)						
42										
Total New Investment/Bids			25	(25)						
Total Direct Services Bids & Savings			(680)	(919)	(12)	(135)	15.00	5.00		20.00

New/Amended Bids & Savings

Efficiency Savings	Risks:	2017-18	2018-19	2019-20	2020-21	Total
	High	0	(100)	(25)	(25)	(150)
	Medium					0
	Low	(90)	13	25	0	(52)
	Total	(90)	(87)	0	(25)	(202)
Fees & Charges	Risks:	2017-18	2018-19	2019-20	2020-21	Total
	High	(307)	(871)	(5)	(110)	(1,293)
	Medium	(136)	(181)	(40)	(45)	(402)
	Low	(158)	(71)	(36)	(16)	(281)
	Total	(601)	(1,123)	(81)	(171)	(1,976)
Service Reduction	Risks:	2017-18	2018-19	2019-20	2020-21	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

HRA Detailed Budget Proposals 2017-18 to 2020-21

Proposal	2017-18	2018-19	2019-20	2020-21	FTE Impact				
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
Total Contractual Inflation									
Cumberledge House (decant, utilities cut off, demolishing)	(80)								
Energy Officer (rest funded from GF reserve of underspend in previous years).	25	(25)							
Flexible Tenancies	18	(18)							
Decants	70	(40)							
Electrical upgrades within planned maintenance	300		(300)						
Underhill Circus - Decants and Homeloss assuming buy backs are capital	45			(45)					
Regeneration -Blackbird Leys	100								
Communal Areas, staff, van and other costs	77		(77)						
IT Northgate Replacement (2*grade 8, 1*grade 7, contribution to PM)	180		(180)						
Total Pressures	735	(83)	(557)	(45)					

1% efficiency in voids and responsive repairs			(57)	(60)
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Total Efficiency Savings

			(57)	(60)
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Total Invest to Save

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Service Charges		(300)		
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Total Fees & Charges

			(300)	
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Total Service Reductions

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Removal of one off project costs on Barton Regeneration	(100)			
Removal of one off project costs Tower Blocks			(100)	
Removal of one off project costs on Affordable Homes Programme	(100)			
Removal of Energy Conservation Officer one off costs	(100)			

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Total New Investment

(300)		(100)		
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Total HRA

135	(83)	(714)	(105)	
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	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
	£m	£m	£m	£m
<u>Income</u>				
Dwelling Rents	(41,667)	(40,672)	(40,917)	(41,503)
Service Charges	(1,567)	(1,582)	(1,597)	(1,612)
Garage Income	(216)	(214)	(219)	(223)
Miscellaneous Income	(783)	(783)	(783)	(783)
Right to Buy (Retained Admin Fee)	(52)	(59)	(59)	(59)
Total Income	(44,285)	(43,310)	(43,575)	(44,180)
<u>Expenditure</u>				
Management and Services (Stock Related)	9,346	9,400	9,455	9,511
Other Revenue Spend (Stock Related)	861	911	947	1,974
Miscellaneous Expenditure (Not Stock Related)	226	231	236	240
Responsive & Cyclical Repairs	11,327	11,489	11,048	11,210
Depreciation	6,287	6,161	6,248	6,335
Total Expenditure	35,967	36,112	35,854	37,195
Net Operating Expenditure	(8,318)	(7,198)	(7,721)	(6,985)
Transfer (to)/from Major Repairs/Other Reser	2,775			
Revenue Contributions towards Capital	0	9,363	9,549	8,825
(Surplus)/Deficit for the Year	(5,543)	2,165	1,828	1,840
(Surplus)/Deficit b/fwd	(5,537)	(11,156)	(9,050)	(7,281)
Investment Income	(76)	(59)	(59)	(61)
(Surplus)/Deficit c/fwd	(11,156)	(9,050)	(7,281)	(5,502)

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Council House Rents By Estate

Estate	Average of Formula	Average of Actual	Average of
	Rent	Rent	Decrease
	£	£	%
Abingdon Abbey & Barton Ward	128.61	117.77	-1.00%
Abingdon Ward	123.96	123.96	-1.00%
Barton And Sandhills Ward	111.34	106.87	-1.00%
Blackbird Leys Ward	106.72	103.23	-1.00%
Carfax Ward	128.26	111.49	-1.00%
Churchill	96.57	96.56	-1.00%
Churchill Ward	107.71	104.87	-1.00%
Cowley	98.24	95.50	-1.00%
Cowley Marsh Ward	105.88	103.05	-1.00%
Headington	133.43	175.63	-1.00%
Headington Hill And Northway Ward	108.08	105.29	-1.00%
Headington Ward	108.25	106.25	-1.00%
Hinksey Park Ward	119.95	106.03	-1.00%
Holywell Ward	104.29	101.70	-1.00%
Iffley Fields	106.32	103.03	-1.00%
Jericho And Osney Ward	120.34	107.40	-1.00%
Kidlington Ward	108.46	106.94	-1.00%
Littlemore	137.98	127.69	-1.00%
Littlemore Ward	104.43	110.65	-1.00%
Lye Valley	123.76	127.17	-1.00%
Lye Valley Ward	105.20	100.61	-1.00%
Marston Ward	119.40	109.69	-0.21%
North Ward	120.33	113.38	-1.00%
Northfield Brook	105.94	102.32	-1.00%
Quarry And Risinghurst Ward	108.99	105.15	-1.00%
Rose Hill and Iffley	169.52	138.54	-1.00%
Rosehill And Iffley Ward	111.47	105.55	-1.00%
St Clements	114.03	109.45	-1.00%
St Mary'S Ward	112.91	110.94	-1.00%
Summertown Ward	110.27	103.57	-1.00%
Wolvercote Ward	103.83	99.64	-1.00%
Grand Total	110.08	105.65	-0.89%

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CAPITAL BUDGET 2017/18-2020/21

APPENDIX 6

	2017-18	2018-19	2019-20	2020-21
	£	£	£	£
General Fund Capital Programme				
C3039	ICT Infrastructure	400,000	255,000	155,000
C3044	ICT Software and Licences	150,000		
C3056	Agresso Upgrade	50,000		
C3057	Housing System Replacement	250,000	250,000	
C3058	CRM Application	100,000	-	
C3060	End-point Devices	150,000	150,000	150,000
G6013	Superconnected Cities		40,000	
Business Improvement		1,100,000	695,000	305,000
F1323	Bridge Over Fiddlers Stream	221,230		
F7009	CCTV Gipsy Lane Campus	60,000		
E3511	Renovation Grants	25,000	-	-
E3521	Disabled Facilities Grants	1,000,000	1,000,000	1,000,000
F0025	Westgate Public Realm Improvements	567,000		
NEW	Pedestrianisation of Queen Street	500,000		
Planning & Regulatory		2,373,230	1,000,000	1,000,000
E3555	Flood Alleviation at Northway & Marston	1,061,024		
E3557	Oxford and Abingdon Flood Alleviation Scheme	380,000	380,000	
E3558	Go Ultra Low	585,000	35,000	35,000
Environmental Sustainability		2,026,024	415,000	35,000
Housing Projects				
B0092	Acquisition of Investment Properties	3,260,000	5,039,000	708,000
M5023	Loan to OxWED	4,160,000		
NEW	Purchase of Leasehold	1,000,000		
NEW	Purchase of Homeless Properties	10,000,000		
NEW	Property Rationalisation	250,000		
M0521	Equity Loan Scheme for Teachers	100,000	100,000	
M5025	Phase 1 Affordable Housing at Barton Park		8,440,000	2,455,000
NEW	Phase 2 Affordable Housing at Barton Park			10,329,000
NEW	Loans to Housing Company	3,000,000	29,000,000	17,000,000
Housing & Property		21,770,000	42,579,000	20,163,000
Community Facilities				
B0078	Stage 2 Museum of Oxford Development	-	2,219,800	
NEW	Community Centres	1,450,000		
B0083	East Oxford Project (community centre)	500,000	1,500,000	-
B0084	Jericho Community Centre		200,000	
G3017	South Oxford Community Centre Café	-	100,000	
Outdoor Facilities				
A3129	Donnington Recreation Ground	44,375		
A4833	Horspath Sports Village	4,900,000		
A4839	Skate Parks	-	70,000	70,000
Community Services		6,894,375	4,089,800	70,000
Vehicles				
R0005	MT Vehicles/Plant Replacement Programme.	1,429,750	801,000	3,665,500
Cleansing Services				
T2282	Solar Compacting Bins		25,000	20,000
T2287	Waste Transfer Station for Recycling	2,368,000		
Car Parking				
NEW	Oatlands Recreation Ground Car Park	75,000		
B0086	Extension to Seacourt Park & Ride	2,300,194	500,000	
T2273	Car Parks Resurfacing	300,000	250,000	250,000
				262,400
Direct Services		6,472,944	1,576,000	3,935,500
B0074	R & D Feasibility Fund	301,841	150,000	150,000
Financial Services		301,841	150,000	150,000
Total General Fund Schemes		40,938,414	50,504,800	25,588,500
				27,821,900

<u>Housing Revenue Account Capital</u>					
<u>Special Projects</u>					
N6384	Tower Blocks	6,959,000	134,000	-	
<u>Planned Major Repairs</u>					
N6385	Adaptations for disabled	602,000	617,000	633,000	648,000
<u>Improvements</u>					
N6386	Structural	138,000	145,000	149,000	152,000
N6389	Damp-proof works (K&B)	99,000	104,000	107,000	110,000
N6434	Doors and Windows	200,000	200,000	200,000	200,000
N7020	Extensions & Major Adaptions	150,000	150,000	150,000	150,000
N7026	Communal Areas	166,000	174,000	178,000	183,000
NEW	Lifts	150,000			
<u>Regulatory</u>					
N4390	Kitchens & Bathrooms	2,255,000	2,333,000	2,413,000	2,496,000
N4391	Heating	1,816,000	2,262,000	2,310,000	2,357,000
N7041	Conversion to Gas to Elec	400,000			
N3692	Roofing	166,000	174,000	178,000	183,000
N6395	Electrics	424,000	434,000	443,000	443,000
<u>Estate Improvement</u>					
N7032	Great Estates: Estate Enhancements and Regeneration	1,200,000	1,200,000	1,200,000	600,000
N7042	Barton Regeneration	900,000	936,000	973,000	506,000
<u>Future Programme</u>					
N7040	BBL Regeneration	3,600,000	600,000	600,000	600,000
N7043	HVCH Payments/RP Nomination Rights		7,703,000	7,703,000	7,703,000
NEW	Development at Bracegirdle and Salford Road	1,325,000			
<u>Empty Properties</u>					
N6388	Major Voids	375,000	392,000	409,000	427,000
<u>Energy Efficiency Initiatives</u>					
N7033	Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
Total Housing Revenue Account Schemes		21,225,000	17,858,000	17,946,000	17,058,000
Total Capital Programme (GF & HRA)		62,163,414	68,362,800	43,534,500	44,879,900

Fees & Charges

2017/18

Business Improvement Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Data subject access requests (unit cost)	10.00	10.00	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 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	4.55	0.05	1.11
Family Swim Ticket	11.50	11.70	0.20	1.74
Hinksey Swimming	6.10	6.10	0.00	0.00
Hinksey Family Swim Ticket	18.00	18.30	0.30	1.67
Hinksey (early/late)	4.70	4.60	(0.10)	(2.13)
Hinksey Family Swim Ticket (early/late)	11.80	11.70	(0.10)	(0.85)
Sauna (LPLC)	6.30	6.30	0.00	0.00
Sauna & Swim (LPLC)	7.60	7.70	0.10	1.32
Water Workout	6.40	6.40	0.00	0.00
Badminton (per person)	3.60	3.65	0.05	1.39
Squash (per person)	4.10	4.15	0.05	1.22
U17/Over 60s/ Student				
Casual Swimming	2.80	2.90	0.10	3.57
Hinksey Swimming	4.00	4.10	0.10	2.50
Hinksey (early/late)	2.80	2.80	0.00	0.00
Sauna (LPLC)	3.10	3.20	0.10	3.15
Sauna & Swim (LPLC)	4.80	4.90	0.10	2.08
Water Workout	4.20	4.30	0.10	2.38
Badminton (per person)	2.60	2.70	0.10	3.85
Squash (per person)	2.70	2.80	0.10	3.70
Bonus Concessionary*				
Casual Swimming	1.20	1.30	0.10	8.33
Hinksey Swimming	1.20	1.30	0.10	8.33
Hinksey (early/late)	1.20	1.30	0.10	8.33
Sauna (LPLC)	1.20	1.30	0.10	8.33
Sauna & Swim (LPLC)	2.40	2.20	(0.20)	(8.33)
Water Workout	3.20	1.30	(1.90)	(59.38)
Badminton (per person)	1.20	1.30	0.10	8.33
Squash (per person)	1.20	1.30	0.10	8.33
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Gyms	8.10	8.25	0.15	1.90
Express Induction – Proficient user	20.00	20.38	0.38	1.90
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	22.00	22.40	0.40	1.81
Fitness programme	13.30	13.50	0.20	1.47
Programme & Health Review	9.10	9.20	0.10	1.13
Fitness Classes	6.40	6.50	0.10	1.51
Table Tennis	3.40	3.45	0.05	1.39
Racket Hire	1.50	1.50	(0.00)	(0.10)
U17/Over 60s/ Student				
Gyms	4.30	4.40	0.10	2.27
Aspires Academy	3.20	3.30	0.10	3.13
Express Induction – Proficient user	10.00	10.20	0.20	2.00
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	11.00	11.00	0.00	0.00
Fitness programme	7.00	7.30	0.30	4.29
Programme & Health Review	6.20	6.40	0.20	3.23
Aspires Academy Induction	11.00	11.30	0.30	2.73
Fitness Classes	4.20	4.30	0.10	2.38
Table Tennis	2.60	2.70	0.10	3.85
Racket Hire	1.50	1.50	0.00	0.00
Bonus Concessionary*				
Aspires Fitness Gyms	1.20	1.30	0.10	8.33
Aspires Academy	1.20	1.30	0.10	8.33
Express Induction – Proficient user	5.00	5.00	0.00	0.00
Beginner Induction	5.00	5.00	0.00	0.00
Fitness programme	5.00	5.00	0.00	0.00
Programme & Health Review	5.00	5.00	0.00	0.00
Aspires Academy Induction	5.00	5.00	0.00	0.00
Fitness Classes	3.20	1.30	(1.90)	(59.38)
Table Tennis	1.20	1.30	0.10	8.33
Racket Hire	0.50	0.50	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	8.00	8.15	0.15	1.88
Tea time skate (Family Skate/Twilight)	5.20	5.30	0.10	1.95
Skate Disco Session	8.00	8.15	0.15	1.84
Family Skate Ticket (for 5)	28.50	29.00	0.50	1.75
Family Skate Ticket (for 4)	23.50	23.95	0.45	1.93
After School or Family Skate (5)	23.50	23.95	0.45	1.92
After School or Family Skate (4)	18.00	18.30	0.30	1.68
Disco family Skate (for 5)	34.00	34.50	0.50	1.46
Disco family Skate (for 4)	27.00	27.50	0.50	1.85
Skate Training 1	7.00	7.10	0.10	1.47
Skate Training 2	3.00	3.05	0.05	1.65
Guardian Fee (spectators who are supervising children)	1.20	1.20	0.00	0.23
Adult Group Lesson	38.00	38.70	0.70	1.85
U17/Over 60s/ Student				
Skate general session	6.20	6.40	0.20	3.23
Tea Time Skate (Family/ Twilight)	5.30	5.40	0.10	1.89
Skate Disco Session	8.00	8.20	0.20	2.50
Thursday evening Student Disco	4.80	4.90	0.10	2.08
Skate Training 1	4.70	4.80	0.10	2.13
Skate Training 2	2.50	2.60	0.10	4.00
Golden Blades (over 50)	4.30	4.40	0.10	2.33
Guardian Fee (spectators who are supervising children)	1.50	1.50	0.00	0.00
Junior Group Lesson	33.00	35.00	2.00	6.06
Bonus Concessionary				
Skate general session	2.00	2.00	0.00	0.00
Tea Time Skate	2.00	2.00	0.00	0.00
Skate Disco Session	2.00	2.00	0.00	0.00
Skate Training 1	2.00	2.00	0.00	0.00
Skate Training 2	2.00	2.00	0.00	0.00
Golden Blades (over 50)	2.00	2.00	0.00	0.00
Guardian Fee (spectators who are supervising children)	1.00	1.00	0.00	0.00
OTHER CHARGES (per session)				
Adult				
Aqua Natal	9.00	9.00	0.00	0.00
Physical Assessment	22.00	22.00	0.00	0.01
Body Fat Analysis	12.50	12.50	0.00	0.00
Aerobic Capacity Analysis	12.50	12.50	0.00	0.00
Fi-tech cholesterol test	12.50	12.50	0.00	0.00
GP Referral Sessions	1.50	1.30	(0.20)	(13.33)
GP Referral Sessions (Consultation 1)	5.50	5.80	0.30	5.45
Choice & Active				
Aqua Natal	7.80	7.90	0.10	1.32
Physical Assessment	12.00	12.20	0.20	1.63
Body Fat Analysis	6.40	6.50	0.10	1.56
Aerobic Capacity Analysis	6.40	6.50	0.10	1.56
Fi-tech cholesterol test	7.10	6.50	(0.60)	(8.45)
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.60	0.10	1.82
U17/Over 60s/ Student				
Aqua Natal	7.80	7.80	0.00	0.00
Aspires Physical Assessment	12.30	12.30	0.00	0.00
Body Fat Analysis	7.10	7.10	0.00	0.00
Aerobic Capacity Analysis	7.10	7.10	0.00	0.00
Fi-tech cholesterol test	7.10	7.10	0.00	0.00
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.50	0.00	0.00
Bonus Concessionary Membership				
Aqua Natal	4.20	4.20	0.00	0.00
Aspires Physical Assessment	6.50	6.50	0.00	0.00
Body Fat Analysis	3.50	3.50	0.00	0.00
Aerobic Capacity Analysis	3.50	3.50	0.00	0.00
Fi-tech cholesterol test	3.50	3.50	0.00	0.00
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.50	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
SWIMMING LESSONS				
Adult				
Adult Swim Lessons (Per hour)	12.30	12.50	0.20	1.63
Adult Private Swim Lessons (Per half hour)	20.50	20.80	0.30	1.46
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	6.00	6.10	0.10	1.67
Adult Swim Lessons (Per hour)	11.00	11.20	0.20	1.82
U17/Over 60s/ Student Slice				
Junior Swim Lessons (Per half hour)	6.00	6.10	0.10	1.67
Private Swim Lessons (Per half hour)	20.50	20.85	0.35	1.71
Adult Swim Lessons (Per hour)	9.00	9.15	0.15	1.67
Bonus Slice				
Junior Swim Lessons (Per half hour)	3.50	3.55	0.05	1.43
Adult Swim Lessons (Per hour)	7.20	7.30	0.10	1.39
Standard rated & inclusive of VAT				
Direct Debit Membership				
Choice Card				
Adult	49.00	48.90	(0.10)	(0.20)
Adult Corporate	44.10	44.00	(0.10)	(0.23)
Couple	84.00	30.50	(53.50)	(63.69)
Family (2 adults + 2 children)	111.00	83.50	(27.50)	(24.77)
Family Flex (1adult +3 children)	92.00	112.00	20.00	21.74
Family Corporate	99.90	99.00	(0.90)	(0.90)
Family Flex (1adult +3 children) Corporate	82.80	91.70	8.90	10.75
Concession (Individual)	31.00	82.50	51.50	166.13
Student Peak	37.00	36.60	(0.40)	(1.08)
Student Off Peak	30.00	30.50	0.50	1.67
Bonus Concessionary	25.00	19.00	(6.00)	(24.00)
Centre Only (new)	n/a	34.00		
Swim Only				
Adult	34.00	34.65	0.65	1.91
Over 60	20.00	20.00	0.00	0.00
Under 17	13.00	20.30	7.30	56.15
Family	69.00	70.30	1.30	1.89
Adult Corporate	30.60	n/a		
Family Corporate	62.10	n/a		
Adult Rink				
Skate Training	55.50	56.50	1.00	1.81
Choice plus skate training	80.00	80.15	0.15	0.19
Junior Rink				
Skate Training	42.00	42.80	0.80	1.90
Choice plus skate training	52.50	52.70	0.20	0.38
Annual Card				

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Choice Card				
Adult 12 months for 11	539.00	537.50	(1.50)	(0.28)
Couple 12 months for 11	924.00	918.00	(6.00)	(0.65)
Family 12 months for 11 (2 adults + 2 children)	1221.00	1232.00	11.00	0.90
Family 12 months for 11 (1 adult + 3 children)	1012.00	999.99	(12.01)	(1.19)
Concession	341.00	335.50	(5.50)	(1.61)
Student 9 month Peak	299.00	292.50	(6.50)	(2.17)
Student 9 month Off Peak	230.00	244.00	14.00	6.09
Swim Only				
Adult 12 months for 11	374.00	381.00	7.00	1.87
Over 60	220.00	220.00	0.00	0.00
Under 17	143.00	223.30	80.30	56.15
Family	759.00	773.30	14.30	1.88
Adult (Hinksey)	195.00	198.00	3.00	1.54
Over 60 / under 17(Hinksey)	99.00	99.00	0.00	0.00
Family (Hinksey)	375.00	380.00	5.00	1.33
Skate				
Adult Choice Plus Skate Training	856.90	880.80	23.90	2.79
Junior Rink Plus Annual	564.30	579.80	15.50	2.75
Other Cards				
Choice				
Bolt on	30.40	31.20	0.80	2.63
Bolt on	19.80	22.20	2.40	12.12
Bonus				
Adult	2.90	3.00	0.10	3.45
Dependent	1.00	1.00	0.00	0.00
Staff				
Family	39.00	39.70	0.70	1.80
Individual wet & dry	27.00	27.50	0.50	1.86
Individual dry	21.00	21.40	0.40	1.90
Swim School				
Adult	51.00	52.30	1.30	2.55
Child	27.50	28.70	1.20	4.36
Reward (booking card)				
All	0.00	0.00	0.00	
Sport Pitches (per match unless other wise stated)				
Cricket				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	57.00	58.00	1.00	1.75
Grass wicket - weekdays (Cutteslowe & Horspath 1)	44.10	44.90	0.80	1.81
Grass Wicket - weekend & bank holidays (Horspath 2)	n/a			
Grass Wicket - weekdays (Horspath 2)	n/a			
Adults				
Full Size Pitch weekend & Bank holidays	40.00	40.70	0.70	1.75
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	334.00	340.00	6.00	1.80
Full Size Pitch weekdays	30.80	31.40	0.60	1.95
Full Size Pitch weekdays 10 game - No VAT	257.00	262.00	5.00	1.95
Under 17's				
Full Size Pitch weekend & Bank holidays	20.50	20.90	0.40	1.95
Full Size Pitch weekend 10 game booking - No VAT	171.00	174.00	3.00	1.75
Full Size Pitch weekdays	15.90	16.20	0.30	1.89
Full Size Pitch weekdays 10 game - No VAT	n/a			
Under 11's				
Mini football	13.90	14.20	0.30	2.16
Mini football 10 game - No VAT	116.00	118.00	2.00	1.72
Five a side pitch	28.70	29.20	0.50	1.74
Court Place Farm Stadium inc changing rooms	116.00	118.00	2.00	1.72
Court Place Farm Stadium floodlights	39.00	39.70	0.70	1.79
Floodlit 5 a side (East Oxford) per hour	39.00	39.70	0.70	1.79
Floodlit football pitch (Rose Hill) per hour	39.00	39.70	0.70	1.79

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Other Charges				
Baseball	47.20	48.00	0.80	1.69
Rugby	39.50	40.20	0.70	1.77
Tarmac floodlit training area per hour	18.50	18.80	0.30	1.62
Horspath Floodlights per hour	39.00	39.70	0.70	1.79
Athletics Adult	4.30	4.40	0.10	2.33
OCAC Member Athletics Adult	3.10	3.20	0.10	3.23
OCAC Member Athletics Adult - 12 week pass	74.00	75.00	1.00	1.35
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	47.80	0.80	1.70
Athletics Match (senior)	400.00	407.00	7.00	1.75
Athletics Match (junior)	226.00	230.00	4.00	1.77
Athletics track centre with lights	39.00	39.70	0.70	1.79
Pavilions/Changing rooms				
Adults	20.20	20.60	0.40	1.98
Concessionary Rate (including U17's)	10.10	10.30	0.20	1.98
Under 11's	5.10	5.20	0.10	1.96
Adults 10 game booking - No VAT *	168.00	171.00	3.00	1.79
Concessionary Rate (including U17's) 10 game booking - No VAT *	84.00	86.00	2.00	2.38
Under 11's 10 game booking - No VAT *	42.30	43.10	0.80	1.89
Tea Room per hour	17.50	17.80	0.30	1.71
Summer Activities				
Tennis Court Hire - Adult	7.00	6.00	(1.00)	(14.29)
Tennis Court Hire - Concessions	3.60	3.00	(0.60)	(16.67)
Tennis Court Hire Floodlit - Adult	n/a	7.00		
Tennis Court Hire Floodlit - Concessions	n/a	4.00		
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	5.50	0.10	1.85
Volley Ball < 10 people	1.30	1.30	0.00	0.00
Volley Ball > 10 people	12.30	12.50	0.20	1.63
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	15.00	15.30	0.30	2.00
Single Adult	6.00	6.10	0.10	1.67
Single Child	4.00	4.10	0.10	2.50
Club and ball hire	1.30	1.30	0.00	0.00
Mini Golf (Florence Park and Bury Knowle)				
Family Ticket including hire of clubs and balls	8.00	8.10	0.10	1.25
Single Adult	4.00	4.10	0.10	2.50
Single Child	2.00	2.00	0.00	0.00
Club and ball hire	1.30	1.30	0.00	0.00
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,550.00	2,596.00	46.00	1.80

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Tennis				
Hard Court per season	2,100.00	2,138.00	38.00	1.81
Grass Court per season	2,400.00	2,443.00	43.00	1.79
Hard Court (floodlit) per season	2,550.00	2,596.00	46.00	1.80
Equipment Provided and Prices				
Goal Nets (set)	73.00	74.00	1.00	1.37
Corner Posts (each)	10.10	10.30	0.20	1.98
Corner Flags (each)	5.10	5.20	0.10	1.96
Net Pegs (each)	0.80	0.80	0.00	0.00
Soft Broom	12.30	12.50	0.20	1.63
Dust Pan & Brush	12.30	12.50	0.20	1.63
Dust Bin (each)	21.30	21.70	0.40	1.88
Other Charges				
Use of wrong pitch	35.90	36.50	0.60	1.67
Cost for over running per 10 minutes	7.20	7.30	0.10	1.39
Community Centres Fees and Charges				
Charges per hour session unless stated				
East Oxford Games Hall - hire of games hall	16.00	16.30	0.30	1.88
East Oxford Games Hall - hire of 10 sessions in advance	12.80	13.00	0.20	1.56
East Oxford Games Hall - Badminton court hire (new arrangement)	7.20	7.30	0.10	1.39
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1	100.00	40.00	(60.00)	(60.00)
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	20.00	(20.00)	(50.00)
Rose Hill Community Centre - Norman Brown 1 tier 2	20.00	15.00	(5.00)	(25.00)
Rose Hill Community Centre - Norman Brown 2 tier 1	30.00	15.00	(15.00)	(50.00)
Rose Hill Community Centre - Norman Brown 2 tier 2	15.00	10.00	(5.00)	(33.33)
Rose Hill Community Centre - Norman Brown 1&2 tier 1	70.00	35.00	(35.00)	(50.00)
Rose Hill Community Centre - Norman Brown 1&2 tier 2	30.00	25.00	(5.00)	(16.67)
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	20.00	(20.00)	(50.00)
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	15.00	(10.00)	(40.00)
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	20.00	(10.00)	(33.33)
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	20.00	(25.00)	(55.56)
Rose Hill Community Centre - Youth 1&3 tier 2	20.00	15.00	(5.00)	(25.00)
Rose Hill Community Centre - Youth 1,2&3 tier 1	75.00	40.00	(35.00)	(46.67)
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			
Rose Hill Community Centre - community wedding	15% discount on community rate			
Rose Hill Community Centre - Gym - monthly DD adult	23.00	23.50	0.50	2.17
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	61.00	1.00	1.67
Rose Hill Community Centre - Gym - Family - monthly DD concession	40.00	41.00	1.00	2.50
Rose Hill Community Centre - Gym - Adult casual	5.00	5.10	0.10	2.00
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)	9.00	9.00	0.00	0.00
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 2017/18

	2016/17 Charge	2017/18 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 2017/18

	2016/17 Charge	2017/18 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			0.00	0.00
	75.00	75.00		
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			0.00	0.00
	100.00	100.00		
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 2017/18

	2016/17 Charge	2017/18 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		
St Giles Fair Tolls - reasonable charges to be set by Head of Community Services				
Events & Culture notes:				
For Filming requests with less than 7 days notice, all charges will be doubled				
<i>Small Event: 0-100 people</i>				
<i>Medium Event: 100-499 people</i>				
<i>Large Event: 500-4999 people</i>				
<i>Extra Large Event: 5000+ people</i>				
<i>Extra-Extra Large Event: 20,000+ people</i>				
Filming (small): crew size 1-5 people				
Filming (medium): crew size 6-11 people				
Filming (large): crew size 12 + people				
Town Hall Charges				
Room Charges - Commercial Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	250.00	260.00	10.00	4.00
Assembly Room	150.00	160.00	10.00	6.67
Old Library	150.00	160.00	10.00	6.67
Long Room	90.00	90.00	0.00	0.00
Meeting Rooms	75.00	75.00	0.00	0.00
Room Charges - Community/Charity Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	125.00	130.00	5.00	4.00
Assembly Room	75.00	80.00	5.00	6.67
Old Library	75.00	80.00	5.00	6.67
Long Room	45.00	45.00	0.00	0.00
Meeting Rooms	37.50	37.50	0.00	0.00
Social Events Packages				
Civil Ceremonies				
<i>(Based on 2 hours room hire, with one hour prior to the ceremony start time and one hour after)</i>				
Main Hall	595	655	60.00	10.08
Assembly Room/Old Library	495	545	50.00	10.10
Court Room (new for 16/17)	395	435	40.00	10.13
St Aldate's Room	250	275	25.00	10.00
Wedding Receptions (per hour)				
Main Hall	250	260	10.00	4.00
Assembly Room/Old Library	150	160	10.00	6.67
St Aldate's Room	150	160	10.00	6.67
	75	75	0.00	0.00
Discounts				
Social Event Off - Peak Monday/Tuesday only				
Concessionary Meetings				
Preparation, Clearance or Rehearsal				
6 hours or more consecutive at the standard price				
Agency Commission room hire fees (maximum)	15%	15%	0.00	0.00
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 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)	13%	13%	0.00	0.00
Technical Facilities				
Data Projector	50	50	0.00	0.00
Main Hall Projector & Screen (new for 16/17)	150	150	0.00	0.00
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)	100	100	0.00	0.00
Large Screen	55	55	0.00	0.00
Small pop up screen	27.5	27.5	0.00	0.00
Stage extension - Small	100	100	0.00	0.00
Stage extension - Large	200	200	0.00	0.00
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				
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%	0.00	0.00
Catering Charges				
Kitchen Hire per head (minimum 100)	4	4	0.00	0.00
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)	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	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)	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 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)	345.00	345.00	0.00	0.00
Private Hire (1 yr licence)	101.00	101.00	0.00	0.00
Private Hire (3 yr licence)	303.00	303.00	0.00	0.00
Additional Charges				
Mandatory Safeguarding Awareness Test - provided by Oxfordshire County Council	N/A	15.00		
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	15.00	15.00	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Internal HC Licence Plate	15.00	15.00	0.00	0.00
Replacement external plate	25.00	25.00	0.00	0.00
Exempt badge/replacement badge	25.00	25.00	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
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)	2,450.00	2450.00	0.00	0.00
Vehicle 4 & over (5 YEAR LICENCE)	4,900.00	4900.00	0.00	0.00
Motor Salvage Operators				
Scrap Metal Dealers (replaces Motor Salvage Operators)				
New Site Licence	1,200.00	1200.00	0.00	0.00
Renewal Site Licence	1,200.00	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	8,520.00	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8,520.00	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1,170.00	1175.00	5.00	0.43
Sexual entertainment venues new	5,860.00	5890.00	30.00	0.51
Sexual entertainment venues renewal	5,320.00	5345.00	25.00	0.47
Sexual entertainment variation/ transfer	1,170.00	1175.00	5.00	0.43
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 Licence	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)	1,330.00	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

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (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)	1,000.00	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)	1,030.00	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)	1,250.00	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)	1,160.00	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
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

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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
Fixed Penalty Notice Fines (N.B. 17/18 TBC)				
Full standard charge				
Depositing litter	80.00	80.00	0.00	0.00
Community Protection Notice	100.00	100.00	0.00	0.00
Public Space Protection Order	100.00	100.00	0.00	0.00
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
Failure to comply with a waste receptacles notice (S47- commercial waste)	100.00	100.00	0.00	0.00
Cycling on a footpath	30.00	30.00	0.00	0.00
Parking of vehicles exposed for sale on a road	100.00	100.00	0.00	0.00
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
Community Protection Notice	60.00	60.00	0.00	0.00
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
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
Failure to nominate key holder within alarm notification area	55.00	55.00	0.00	0.00

Environmental Sustainability Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Contaminated Land Enquiries (not Land Charges)				
Location enquires - fixed price	75.00	75.00	0.00	0.00
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. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc)	Value of time spent based on hourly rate decided by Service Manager	Value of time spent based on hourly rate decided by Service Manager		
Planning pre-application advice (Standard rated & exclusive of VAT)- renewable energy compliance, contaminated land, air quality, ecology, flood risk				
Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	75.00	25.00	50.00
Miscellaneous				
Air Quality Reports	26.00	26.00	0.00	0.00
Contaminated Land Strategy document	26.00	26.00	0.00	0.00

Housing Revenue Account Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	5.00	10.00	5.00	100.00
<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
Residential Leasehold Solicitor Questionnaire Fee	126.00	250.00	124.00	98.41
Futher Requests beyond standard Leasehold Property Forms		100.00	100.00	
<u>Residential Leasehold consent for Alterations/Home Improvements</u>				
Simple request		50.00	50.00	
Complex request requiring a surveyor's inspection		100.00	100.00	
Charge for retrospective permission - simple request		75.00	75.00	
Charge for retrospective permission - complex request		125.00	125.00	
<u>Exempt from VAT (before discounts)</u>				
Council tenant	13.85	14.85	1.00	7.22
Council tenant Premium	15.95	16.95	1.00	6.27
Blue badge council	13.85	14.85	1.00	7.22
Blue badge council Premium	15.95	16.95	1.00	6.27
Mobility council	13.85	14.85	1.00	7.22
Mobility council Premium	15.95	16.95	1.00	6.27
Garage with in curtiledge	13.85	14.85	1.00	7.22
Replacement lost/damaged permit		15.00		15.00
<u>VATable (before discounts)</u>				
		-		
		-		
Private tenant	13.85	14.85	1.00	7.22
Private tenant Premium	15.95	16.95	1.00	6.27
Blue badge private	13.85	14.85	1.00	7.22
Blue badge private Premium	15.95	16.95	1.00	6.27
Mobility private	13.85	14.85	1.00	7.22
Mobility private Premium	15.95	16.95	1.00	6.27
Replacement lost/damaged permit		15.00		15.00
<u>Exempt from VAT (before discounts)</u>				
		-		
		-		
Parking spaces	13.49	14.49	1.00	7.41
Parking spaces (Blue Badge)	13.49	14.49	1.00	7.41
Replacement lost/damaged permit		15.00		15.00
<u>VATable (before discounts)</u>				
		-		
		-		
Parking spaces Private	13.49	14.49	1.00	7.41
Replacement lost/damaged permit		15.00		15.00

Law & Governance Fees & Charges 2017/18

	2016/17 Charge	2017/18 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		
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		
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		
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		
Inspection of background papers		Reasonable charges to be set by Head of Law and Governance		
Certification of existence of recipient for continued payment of pension	0.00			
Research of non electronically archived minutes				
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		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 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			
10. Erection of glasshouses on land used for agriculture	See Fee Regs			
11. Operations connected with oil and natural gas of for winning and working of minerals	See Fee Regs			

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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%
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%

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Exempt from VAT				
Documents & Publications				
1st Decision notice	16.60	17.00	0.40	2%
Subsequent notice	16.60	17.00	0.40	2%
TPO's	22.00	22.50	0.50	2%
Legal Agreements	22.00	22.50	0.50	2%
Plans stamped Approved or Refused	6.60	7.00	0.40	6%
Local Development Framework Policies Map	25.50	26.00	0.50	2%
Oxford Core Strategy 2026	30.60	31.25	0.65	2%
Oxford Local Plan 2001-2016	76.50 (Oxford residents 50.00)	78.00 (Oxford residents 51.00)	1.50	2%
West End Area Action Plan 2007-2016	30.60	31.25	0.65	2%
Adopted Supplementary Planning Documents	7.65	8.00	0.35	5%
Sites and Housing Plan	25.50 plus 2.50 p&p	26.00 plus 3.00 p&p	1.00	4%
Barton Area Action Plan	30.60	31.25	0.65	2%
Northern Gateway Area Action Plan	30.60	31.25	0.65	2%
Provision of above documents and publications on the internet	FREE			
Provision of above documents and publications on the internet	FREE			
Subsequent plans according to size:				
AO plan	5.50	5.60	0.10	2%
A1 plan	5.50	5.60	0.10	2%
A2 plan	5.50	5.60	0.10	2%
A3 plan	0.00			
A4 plan	0.00			
Provision of above plans on the internet				
Other				
A4 Miscellaneous copies	0.00			
Subsequent copy	0.00			
Standard rated & exclusive of VAT				
Weekly schedule of applications				
By Post				
Commercial	181.20	185.00	3.80	2%
	151.00	154.00	3.00	2%
Local groups/residents	42.30	43.00	0.70	2%
	35.30	36.00	0.70	2%
Via email				
Commercial	46.00	47.00	1.00	2%
	38.50	39.25	0.75	2%
Local groups/residents	FREE			
Planning - Other charges				
Standard rated & exclusive of VAT				
Planning pre-application advice				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	600.00	625.00	25.00	4%
Charge per written report	300.00	310.00	10.00	3%
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	450.00	475.00	25.00	6%
Charge per written report	225.00	235.00	10.00	4%
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	300.00	325.00	25.00	8%
Charge per written report	150.00	160.00	10.00	7%

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Householder Developments				
NEW Charge per meeting	75.00	80.00	5.00	7%
NEW Charge per written report	37.50	40.00	2.50	7%
Listed Buildings - Non Householder				
NEW Charge per meeting	300.00	315.00	15.00	5%
NEW Charge per written report	150.00	160.00	10.00	7%
Listed Buildings - Householder				
NEW Charge per meeting	75.00	80.00	5.00	7%
NEW Charge per written report	37.50	40.00	2.50	7%
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.	62.50	65.00	2.50	4%
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	62.50	65.00	2.50	4%
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	55.00	5.00	10%
Exempt from VAT				
Written requests for planning history and planning constraints searches	50.00	55.00	5.00	10%
Requests of hard copies of plans stamped approved or refused	6.12	6.50	0.38	6%
Application checking service per application	50.00	55.00	5.00	10%
Local Land Charges				
LLC1 form (Postal)	30.00	30.60	0.60	2%
LLC1 form (Electronic)	28.00	28.60	0.60	2%
LLC1 Additional Parcel	1.00	1.10	0.10	10%
Additional Enquiries	22.00	22.50	0.50	2%
Standard rated & exclusive of VAT				
Local Land Charges				
CON29R form (Postal)	90.00	91.80	1.80	2%
CON29R form (Electronic)	84.00	85.70	1.70	2%
CON29R Additional Parcel	16.00	16.40	0.40	3%
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	11.00	11.30	0.30	3%
CON29O Optional Enquiry 22 only	22.00	22.50	0.50	2%
Personal Searches				
Collection				
Land Charges Register	FREE			
CON29R Qu. 1.1k	FREE			
CON29R Qu. 3.7	FREE			
CON29R Qu. 3.8	FREE			

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Electronic				
Land Charges Register	5.00	5.10	0.10	2%
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	15.00	15.30	0.30	2%
All other CON29R questions other than the above	As per official searches			
Official Answers for Component Data (CON29R)				
Charge by post				
Qu 1.1 a-e	7.00	7.20	0.20	3%
Qu 1.1 f-l	4.00	4.10	0.10	2%
Qu 1.2	5.00	5.10	0.10	2%
2.1-2.5	4.00	4.10	0.10	2%
Qu 3.1	3.00	3.10	0.10	3%
Qu 3.2	3.00	3.10	0.10	3%
Qu 3.3	Refer to Thames Water			
Qu 3.4 a-f	6.00	6.20	0.20	3%
Qu 3.5	3.00	3.10	0.10	3%
Qu 3.6 a-l	10.00	10.20	0.20	2%
Qu 3.7a-g	6.00	6.20	0.20	3%
Qu 3.8	4.00	4.10	0.10	2%
Qu 3.9a-n	20.00	20.40	0.40	2%
Qu 3.10 a-h	4.00	4.10	0.10	2%
Qu 3.11 a-b	4.00	4.10	0.10	2%
Qu 3.12 NEW		3.10	3.10	
Qu 3.13	3.00	3.10	0.00	0%
Q3.14	4.00	4.10	0.10	2%
Qu 3.15 NEW		4.10	4.00	
Charge Electronic				
Qu 1.1 a-e	6.50	6.70	0.20	3%
Qu 1.1 f-l	4.00	4.10	0.10	2%
Qu 1.2	4.50	4.60	0.10	2%
2.1-2.5	3.50	3.60	0.10	3%
Qu 3.1	2.50	2.60	0.10	4%
Qu 3.2	2.50	2.60	0.10	4%
Qu 3.3	Refer to Thames Water			
Qu 3.4 a-f	5.50	5.70	0.20	4%
Qu 3.5	2.50	2.60	0.10	4%
Qu 3.6 a-l	9.50	9.70	0.20	2%
Qu 3.7a-g	6.00	6.20	0.20	3%
Qu 3.8	4.00	4.10	0.10	2%
Qu 3.9a-n	20.00	20.40	0.40	2%
Qu 3.10 a-h	3.50	3.60	0.10	3%
Qu 3.11 a-b	3.50	3.60	0.10	3%
Qu 3.12 NEW		2.60	2.50	
Qu 3.13	2.50	2.60	0.10	4%
Q3.14	3.50	3.60	0.10	3%
Qu 3.15 NEW		3.60	3.50	

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<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		
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>				
Schedule 1				
Charges for the creation of or conversion to new dwellings - inclusive of VAT				
Number of Dwellings				
1	842.60	842.60	0.00	0%
2	1,123.10	1,123.10	0.00	0%
3	Please contact for quotation	Please contact for quotation		
Regularisation applications made in respect of unauthorised Schedule 1 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 2				
Extension including controllable conservatories, not including basements (for more than one extension, use the total sum of internal floor area) - inclusive of VAT				
Extension up to 10m2	500.00	500.00	0.00	0%
10m2 – 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Basement or part basement	Please contact for quotation	Please contact for quotation		
Small domestic garages and carports and stores (Detached garages less than 30m2 may be exempt) - inclusive of VAT				
Up to 40m2	300.00	300.00	0.00	0%
40m2 – 60m2	400.00	400.00	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Erection or non-habitable extension of detached building not used solely as a garage/carport/store - inclusive of VAT				
30m2 – 60m2	775.00	775.00	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Loft conversion - inclusive of VAT				
Up to 100m2	584.10	584.10	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Conversion of garage to habitable space - inclusive of VAT				
Up to 10m2	500.00	500.00	0.00	0%
Up to 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
Over 60m2	Please contact for quotation	Please contact for quotation		
Controllable work (Not Competent Person Schemes) - inclusive of VAT				
Rewire/partial rewire of a single dwelling	Please contact for quotation	Please contact for quotation		
Any other controllable electrical work	Please contact for quotation	Please contact for quotation		
Multiple work (eg extension & basement/loft conversion/works) - inclusive of VAT				
up to £100,000	1,023.00	1,023.00	0.00	0%
Underpinning	Please contact for quotation	Please contact for quotation		
Energy efficiency improvements (Not Competent Person Scheme) - inclusive of VAT				
New and replacement windows and doors (Up to 7 windows and 2 doors to be installed at the same time).	135.30	135.30	0.00	0%
Removal/renovation of a thermal element	169.40	169.40	0.00	0%
Installation of solar panel/s	250.00	250.00	0.00	0%
Regularisation applications made in respect of unauthorised Schedule 2 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 3				
Works not listed in schedules 1 or 2 e.g. Structural alterations, refurbishments, internal alterations - inclusive of VAT				
Estimated cost of works				
£0 - £5000	297.00	297.00	0.00	0%
£5001 - £10,000	371.00	371.00	0.00	0%
£10,001 - £20,000	539.00	539.00	0.00	0%
£20,001 - £50,000	709.00	709.00	0.00	0%
£50,001 - £75,000	1012.00	1012.00	0.00	0%
£75,001 - £100,000	1348.00	1348.00	0.00	0%
>£100,000	Please contact for quotation	Please contact for quotation		
Regularisation applications made in respect of unauthorised Schedule 3 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 4				
All general costs such as chargeable advice, requests for viewing documentation, dealing with previously deposited applications etc will be based on the hourly rate	59.00	59.00	0.00	0%
Inspection and Provision of a Fire Risk Assessment Report	300.00	300.00	0.00	0%
Miscellaneous Fees - VAT needs to be added				
Copy of Approval Notice	20.60	21.00	0.40	2%
Copy of Completion Certificate	20.60	21.00	0.40	2%
Response to Solicitor enquires in relation to house sales	15.90	16.20	0.30	2%
Response to householders written enquiries re house sales	6.00	6.10	0.10	2%

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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%
Exam resit charge- Level 2 award in Food Safety in Catering (Foundation)	POA	POA		
Exam resit charge- Level 3 award in Supervising Food Safety in Catering (Intermediate)	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		
Other Bespoke courses across Planning & Regulatory Services				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
Sustainable Food Advice				
Charging for business advice (e.g noise, pre planning application advice, odour etc) - per hour	55.00	56.00	1.00	2%
Food Business set up and advice consultation- per hour	55.00	56.00	1.00	2%
Primary Authority Initial Set Up Fee	POA	POA		
Primary Authority Hourly Fee	POA	POA		
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	340.00	348.00	8.00	2%
Request for confirmation of registration in support of work permit application	50.00	51.00	1.00	2%
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	85.00	86.50	1.50	2%
Works in default across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services		
Provision of factual statements etc across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Copy of Legal Notice	22.00	22.50	0.50	2%
Copy of Premises/Person Entry in Licensing Register	21.00	21.50	0.50	2%
Confirmation of Food Business Registration	25.00	25.50	0.50	2%
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	22.50	0.50	2%
Recovery Fee - Dishonoured Cheque	30.00	30.50	0.50	2%
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	£230 plus VAT per application	£235 plus VAT per application	5.00	2%
HIA fee rate for the management of HRA funded adaptations schemes	15% flat fee per scheme £19 per hour, including VAT, plus the cost of materials used	15% flat fee per scheme £19 per hour, including VAT, plus the cost of materials used	0.00	0%
Small Repairs Service				
Supply and Fit Keysafe	47.00	48.00	1.00	2%
Supply and Fit Alert Keysafe (Within 1 working day)	59.00	60.00	1.00	2%
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	310.00	315.00	5.00	2%
Annual consent (Pro Rata for period of Consent)	7,800.00	7,950.00	150.00	2%
Weekly Consent (Weekly Rota)	175.00	178.00	3.00	2%
All other traders				
Application Fee	310.00	315.00	5.00	2%
Annual consent (Pro Rata for period of Consent)	2,645.00	2,700.00	55.00	2%
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	102.00	104.00	2.00	2%
Annual consent (Pro Rata for period of Consent)	1,375.00	1,400.00	25.00	2%
General Charges				
Replacement Consent	31.00	31.50	0.50	2%
Identification badge (per badge)	31.00	31.50	0.50	2%
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	26.00	26.50	0.50	2%
Street Trading at event for commercial benefit (6-14 days) - per stall	42.00	43.00	1.00	2%
Street Trading at event for community / charity benefit	No Fee	No Fee		
Street Café Licences - subject to approval by General Purposes Licensing Committee				
Annual Fee	750.00	750.00	0	0%
NEW: Annual Neighbourhood Shopping Centre Fee based on location as per Local Plan	N/A	350.00		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	113.00	115.00	2.00	2%
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	225.00	230.00	5.00	2%
Animal Boarding Establishment	180 + vet fees	183 + vet fees	3.00	2%
Dangerous Wild Animals	410 + vet fees	415 + vet fees	5.00	2%
Dog Breeding Establishment	180 + vet fees	183 + vet fees	3.00	2%
Pet Shop	180 + vet fees	183 + vet fees	3.00	2%
Riding Establishment	415 + vet fees	415 + vet fees	5.00	2%
Zoo	415 + vet fees	415 + vet fees	5.00	2%
HMO Licensing				
For the service of paper Notices by post	30.00	30.00	0.00	0%
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	400.00	408.00	8.00	2%
Initial Application for a 1 year licence where the owner has been found to be operating an unlicensed HMO for more than 12 weeks.	999.00	1,499.00	500.00	50%
Basic Annual Renewal to reflect need to re inspect due to poor management practices and non-compliance	357.00	365.00	8.00	2%
Basic Annual Renewal with no re-inspection necessary	187.00	191.00	4.00	2%
5 year or end of Scheme licence where landlord/agent meets criteria	300.00	307.00	7.00	2%
Renewal of an annual licence to a 2 year licence where landlord/agent meets criteria (no inspection required)	210.00	215.00	5.00	2%
Inspection to advise on requirements before property is licensed.	150.00	153.00	3.00	2%
Housing Act charges				
Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004.	500.00	510.00	10.00	2%
Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004.	595.00	607.00	12.00	2%
Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004.	300.00	306.00	6.00	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 Planning and Regulatory Services + costs incurred Fee of 10% of the rent repaid to the tenant	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services + costs incurred Fee of 10% of the rent repaid to the tenant		
Rent repayment order service for tenants				

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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		
Mobile Homes Act 2013				
New application	327.00	333.50	6.50	2%
Licence alterations application	300.00	306.00	6.00	2%
Depositing of site rules fee	110.00	112.00	2.00	2%
Transfer of licence application	327.00	333.50	6.50	2%
Copy of licence	25.00	25.50	0.50	2%
NEW: Existing operator annual licence				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	382.00	390.00	8.00	2%
Site inspections every 18 months (Cat B risk rating)	255.00	260.00	5.00	2%
Site inspections every 24 months (Cat C risk rating)	191.00	195.00	4.00	2%
Site inspections every 36 months (Cat D risk rating)	127.00	129.50	2.50	2%
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	300.00	306.00	6.00	2%
Site inspections every 18 months (Cat B risk rating)	200.00	204.00	4.00	2%
Site inspections every 24 months (Cat C risk rating)	150.00	153.00	3.00	2%
Site inspections every 36 months (Cat D risk rating)	100.00	102.00	2.00	2%
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	218.00	222.50	4.50	2%
Site inspections every 18 months (Cat B risk rating)	145.00	148.00	3.00	2%
Site inspections every 24 months (Cat C risk rating)	109.00	111.00	2.00	2%
Site inspections every 36 months (Cat D risk rating)	73.00	74.50	1.50	2%
Transferring/Replacing Licences & Certificates				
Other replacement licence	27.00	27.50	0.50	2%

Housing & Property Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Weekly Charges				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	15.20	15.50	0.30	1.97
Temporary Accommodation [Heat,Light,Cook] - 2 bed	16.00	16.00	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 3 bed	18.00	19.00	1.00	5.56
Temporary Accommodation [Heat,Light,Cook] - 4 bed	25.00	25.00	0.00	0.00
Temporary Accommodation Rent - 1 bed	204.34	144.34	(60.00)	(29.36)
Temporary Accommodation Rent - 2 bed	236.54	176.54	(60.00)	(25.37)
Temporary Accommodation Rent - 3 bed	266.66	206.66	(60.00)	(22.50)
Temporary Accommodation Rent - 4 bed	335.19	275.19	(60.00)	(17.90)
Temporary Accommodation [Water & Sewerage] - 1 bed	5.30	5.30	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 2 bed	6.50	6.00	(0.50)	(7.69)
Temporary Accommodation [Water & Sewerage] - 3 bed	9.20	8.50	(0.70)	(7.61)
Temporary Accommodation [Water & Sewerage] - 4 bed	12.50	11.00	(1.50)	(12.00)
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	13.85	14.85	1.00	7.22
Council tenant Premium	15.95	16.95	1.00	6.27
Blue badge council	13.85	14.85	1.00	7.22
Blue badge council Premium	15.95	16.95	1.00	6.27
Mobility council	13.85	14.85	1.00	7.22
Mobility council Premium	15.95	16.95	1.00	6.27
Garage with in curtiledge	13.85	14.85	1.00	7.22
Replacement lost/damaged permit	-	15.00	N/A	N/A
<u>VATable (before discounts)</u>				
Private tenant	13.85	14.85	1.00	7.22
Private tenant Premium	15.95	16.95	1.00	6.27
Blue badge private	13.85	14.85	1.00	7.22
Blue badge private Premium	15.95	16.95	1.00	6.27
Mobility private	13.85	14.85	1.00	7.22
Mobility private Premium	15.95	16.95	1.00	6.27
Replacement lost/damaged permit	-	15.00	N/A	N/A
<u>Exempt from VAT (before discounts)</u>				
Parking spaces	13.49	14.49	1.00	7.41
Parking spaces (Blue Badge)	13.49	14.49	1.00	7.41
Replacement lost/damaged permit	-	15.00	N/A	N/A
<u>VATable (before discounts)</u>				
Parking spaces Private	13.49	14.49	1.00	7.41
Replacement lost/damaged permit	-	15.00	N/A	N/A

Housing & Property Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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
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				

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Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Refuse, Recycle & Motor Transport				
Outside Scope for VAT				
Refuse Collection & Recycling				
Blue/Green Wheelie Bin	50.00	50.25	0.25	0.50
Blue/Green 360lt bin	100.00	100.50	0.50	0.50
Blue/Green 700lt bin	200.00	217.00	17.00	8.50
Blue/Green 1100lt bin	300.00	325.50	25.50	8.50
Delivery cost (per bin order)	15.00	15.00	0.00	0.00
Admin cost (per bin order)	22.50	22.50	0.00	0.00
Flats internal recycling bags	1.60	1.60	0.00	0.00
Garden Waste Bags Pack 10	30.00	31.50	1.50	5.00
Garden Waste Bags Pack 20 (additional £3 if not by direct debit)	43.00	45.00	2.00	4.65
Garden Waste Bins (additional £3 if not by direct debit)	43.00	45.00	2.00	4.65
Trade Refuse collection - Minimum	7.96	7.96	0.00	0.00
Trade Recycling collection - Minimum	5.44	5.44	0.00	0.00
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
PSV's (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	66.20	66.20	0.00	0.00
Private Hire Vehicle Test	61.20	61.20	0.00	0.00
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0.00
Duplicate Certificate of Compliance	15.00	15.00	0.00	0.00
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				
Collection of vehicles from private land	150.00	150.00	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	23.00	1.50	6.98
Jetter Services				
Drain Clearance	92.50	97.50	5.00	5.41
Drain Clearance (Out of Hours Charge)	125.00	131.67	6.67	5.34

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
CCTV Surveys	120.00	125.00	5.00	4.17
Cess Pitt Emptying (no VAT on domestic)	119.00	124.00	5.00	4.20
<u>Car Parks Charges -</u>				
<u>Standard rated & inclusive of VAT</u>				
City Centre Car Parks				
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
Oxpens permit	6.00	6.00	0.00	0.00
Note: use between Monday nad Friday and must be booked online the night before				
Worcester Street Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	3.50	0.00	0.00
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	3.50	3.50	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.80	6.80	0.00	0.00
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.50	11.50	0.00	0.00
4 to 6 Hours	17.50	17.50	0.00	0.00
6 to 8 Hours	26.50	26.50	0.00	0.00
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00
Gloucester Green Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	3.50	0.00	0.00
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	3.50	3.50	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.80	6.80	0.00	0.00
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.50	11.50	0.00	0.00
4 to 6 Hours	17.50	17.50	0.00	0.00
6 to 8 Hours	26.50	26.50	0.00	0.00
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Other Off Street Car Parks				
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	2.30	2.30	0.00	0.00
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	6.80	6.80	0.00	0.00
4 to 6 Hours	9.80	9.80	0.00	0.00
6 to 8 Hours	14.30	14.30	0.00	0.00
8+ Hours	17.80	17.80	0.00	0.00
All other times	1.50	1.50	0.00	0.00
Headington Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.70	1.70	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.70	1.70	0.00	0.00
Local resident/business permit - Day charge	6.00	6.00	0.00	0.00
Note: permits will be sold in blocks of 4 weeks minimum				
Union Street Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	4.40	5.40	1.00	22.73
4 to 6 Hours	4.80	6.50	1.70	35.42
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	1.50	0.00	0.00
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.50	1.50	0.00	0.00
St Leonards Road Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.70	1.70	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.70	1.70	0.00	0.00
Local resident/business permit - Day charge	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	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.50	1.50	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	1.30	1.50	0.20	15.38
3 - 24 hours	2.50	2.50	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	1.00	1.00	0.00	0.00
1 - 3 hours	2.00	2.00	0.00	0.00
3 - 5 hours	4.00	4.00	0.00	0.00
5 - 24 hours	13.40	13.40	0.00	0.00
Cuttesslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 24 hours	2.50	2.50	0.00	0.00
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 5 hours	2.50	2.50	0.00	0.00
5 - 24 hours	10.40	10.40	0.00	0.00
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 5 hours	2.50	2.50	0.00	0.00
5 - 24 hours	10.40	10.40	0.00	0.00
Park & Ride				
Redbridge, Seacourt & Peartree				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
Redbridge Coach & Lorry Park				
Coach for up to 4 hours	5.00	5.00	0.00	0.00
Coach 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	10.00	2.50	33.33
Lorries for up to 4 hours	5.00	5.00	0.00	0.00
Lorries for 24 hours	10.00	10.00	0.00	0.00
Motorhomes for 24 hours	2.00	5.00	3.00	150.00
Redbridge, Seacourt & Peartree				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
Monthly Permit	30.00	30.00	0.00	0.00
Quarterly Permit	85.00	85.00	0.00	0.00
Annual Permit	300.00	300.00	0.00	0.00
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

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Dog Warden Services				
Return of impounded stray dog	130.00	130.00	0.00	0.00
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
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	50.00	70.00	20.00	40.00
Mice - charge per treatment	50.00	70.00	20.00	40.00
Wasps	50.00	70.00	20.00	40.00
Garden Ants (other than Pharaohs Ants)	60.00	100.00	40.00	66.67
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	360.00	360.00	0.00	0.00
Bedbugs - additional rooms	80.00	80.00	0.00	0.00
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	140.00	140.00	0.00	0.00
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
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
Cockroaches - Initial treatment visit and 1 revisit	110.00	145.00	35.00	31.82
Cockroaches - additional revisits	85.00	85.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 1 revisit	120.00	160.00	40.00	33.33
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)	100.00	100.00	0.00	0.00
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)	100.00	100.00	0.00	0.00
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	35.00	35.00	0.00	0.00
NEW - Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
DELETE: Charge for no access for any pest control appointments				
Premium Rate for a premium service				

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
For people in receipt of prescribed benefits:				
Rats - charge per treatment	0.00	0.00		
Mice - charge per treatment	0.00	0.00		
Wasps	30.00	35.00	5.00	16.67
Garden Ants (other than Pharaohs Ants)	35.00	40.00	5.00	14.29
Bedbugs - initial survey and up to 1 treatment visit	205.00	210.00	5.00	2.44
Bedbugs - additional treatment visits	160.00	160.00	0.00	0.00
NEW: Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Moths - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	55.00	80.00	25.00	45.45
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	55.00	60.00	5.00	9.09
Fleas - initial survey and 1 treatment visit	45.00	45.00	0.00	0.00
NEW: Fleas - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
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	45.00	45.00	0.00	0.00
NEW: Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Site survey & advice	0	0	0.00	0.00
NEW - Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
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 & cockroaches - 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)	940.00	950.00	10.00	1.06
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	1,880.00	1,900.00	20.00	1.06
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)	395.00	400.00	5.00	1.27
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	790.00	800.00	10.00	1.27
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	470.00	475.00	5.00	1.06
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	200.00	200.00	0.00	0.00
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	0.00	0.00
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

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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)	650.00	655.00	5.00	0.77
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	1,300.00	1,310.00	10.00	0.77
Interment of person at time of death was beyond 12th birthday in double depth grave (Resident)	550.00	555.00	5.00	0.91
Interment of person at time of death was beyond 12th birthday in double depth grave (Non-Resident)	1,100.00	1,110.00	10.00	0.91
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	220.00	225.00	5.00	2.27
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	440.00	450.00	10.00	2.27
Interment of foetus or body parts in communal grave	20.00	20.00	0.00	0.00
Timber shoring for backfilling	180.00	185.00	5.00	2.78
Timber for use as wooden top covering	80.00	85.00	5.00	6.25
Casket (Resident)	1,120.00	1,130.00	10.00	0.89
Casket (Non-Resident)	2,240.00	2,260.00	20.00	0.89
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	210.00	215.00	5.00	2.38
Headstone up to 2ft 6in	180.00	185.00	5.00	2.78
Headstone up to 12in	125.00	125.00	0.00	0.00
Cover slab on adult grave	180.00	185.00	5.00	2.78
Cover slab on child grave	100.00	100.00	0.00	0.00
Additional inscription	105.00	110.00	5.00	4.76
Memorial plaque	40.00	40.00	0.00	0.00
Miscellaneous:				
Chapel	110.00	110.00	0.00	0.00
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.				

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BUDGET REPORT RISK IMPLICATIONS 2017/18 TO 2020/21

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-16	4	3	4	3	4	2	Monitor monthly
B2	Welfare Reforms	Threat	Welfare Reforms may affect 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-16	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-16	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-16	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 2016-17 budget that could impact	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	1-Dec-16	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

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Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
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-16	3	3	3	3	3	2	Annual review of position and adjust budget accordingly
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	1-Dec-16	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-16	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-16	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-16	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
B11	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	1-Dec-16	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-16	3	3	3	3	3	2	Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy

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	
B13	Cuts by Partner Organisations	Threat	Reductions in budget spend by partner organisations such as the County Council impact adversely on the City Council	A reduction in supporting people spend or grants to external agencies force homeless families towards the City Council and consequent financial	Increased spend by City Council	1-Dec-16	4	3	4	3	4	2	Discussions with partner organisations and others to mitigate impact
B15	Reduced Capital receipts	Threat	Reduced RTB receipts from reduced sales and other capital receipts from land and asset disposals reduce amount of funding available to fund capital	Reduced sales	Reduced capital programme	1-Dec-16	3	3	3	3	3	2	Monitor and adjust capital programme accordingly
B15	HVCH Levy	Threat	Levy on High Value Council Houses more than budgeted	Government policy	Impact on delivery of Council priorities	1-Dec-16	5	3	4	3	4	2	Contingency established

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Oxford City Council Budget Medium Term Financial Strategy 2017-18 to 2020-2021 and 2017-18 Budget for Consultation (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the Council's 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 2016 to January 2017.

The draft budget has been structured so that it is in balance for the next four years, and although post Brexit 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 central government revenue support grant funding by 01/04/2019 it also includes efficiencies, increased income and service charges and outlines proposals to facilitate capital investment for large scale regeneration projects which will bring economic growth, jobs, more decent homes and wider interventions to ensure social inclusive communities and opportunities: underpinning the Council's vision of "Building a World Class City for Everyone".

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 2017/18 followed by subsequent annual increases of 1.99%, 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 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 2017/18 followed by increases of 1.99% 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 £5.66 per annum representing a Band D Council Tax of £290.19 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

	<p>support scheme, which is being maintained in full).</p> <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 2017.						
What mitigating actions will the Council implement to offset any negative impacts?	The City Executive Board agreed in October 2016 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 £970k in 2017/18, with the full cost of the scheme of £1.6 million being borne by the Council when the Revenue Support Grant is reduced to zero with effect from 01/04/2019.						
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. 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. 						
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Budget Proposal	Rent setting: Decrease in council house rents by 1% per annum for the next three years and then by CPI +1%																														
Is this proposal new or subject to an annual review?	<p>The Welfare Reform and Work Bill introduced a policy with effect from April 2016 that social housing rents must be reduced by 1% per year for 4 years from their 8 July 2015 position.</p> <ul style="list-style-type: none"> • Rents in social housing to be reduced by 1% a year for four years. Local authorities and housing associations will need to find efficiencies to fund the rent reductions • Forced Sale of High Value Council Housing (HVCH) • Associated rates of housing benefit capped at the relevant local housing allowance 																														
What are the likely risks?	<p>The Government have given no indication about what rental policy can be adopted thereafter. In the absence of any guidance the assumption is that the Council will adopt a rent strategy that will move rents to target rent over a four year period between 2020/21 and 2023/24. Thereafter rents will be increased by the Governments previous guideline of CPI + 1%. The impact on rents for 2017/18 and summary for the next four years is shown in the table below:</p> <table border="1"> <thead> <tr> <th colspan="4">Table 9 : Effect of Rent Changes on Average Rent 2017/18 to 2020/21</th> </tr> <tr> <th></th> <th>Change</th> <th>Average weekly change</th> <th>Average weekly Rent</th> </tr> <tr> <th></th> <th>%</th> <th>£</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>**(-0.89)</td> <td>(0.95)</td> <td>105.65</td> </tr> <tr> <td>2018/19</td> <td>**(-0.87)</td> <td>(0.92)</td> <td>104.73</td> </tr> <tr> <td>2019/20</td> <td>**(-0.87)</td> <td>(0.92)</td> <td>103.82</td> </tr> <tr> <td>2020/21</td> <td>4.04</td> <td>4.19</td> <td>108.01</td> </tr> </tbody> </table>			Table 9 : Effect of Rent Changes on Average Rent 2017/18 to 2020/21					Change	Average weekly change	Average weekly Rent		%	£	£	2017/18	**(-0.89)	(0.95)	105.65	2018/19	**(-0.87)	(0.92)	104.73	2019/20	**(-0.87)	(0.92)	103.82	2020/21	4.04	4.19	108.01
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Forced Sale of High Value Council Housing (HVCH) levy

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.

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 in addition recent ministerial announcements have confirmed that the levy will not be implemented in 2017-18 as originally planned. 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.

- An amount of £23.1 million has been estimated as the amount of levy payment over the next four years. This is based on the estimated number of high value dwellings that may become void over this period although in the absence of the Government's formula it is difficult to know for certain how accurate this is. Setting aside an amount in this manner should mitigate the need to dispose of dwellings to fund the levy in the short to medium term.

The main risk is therefore that:

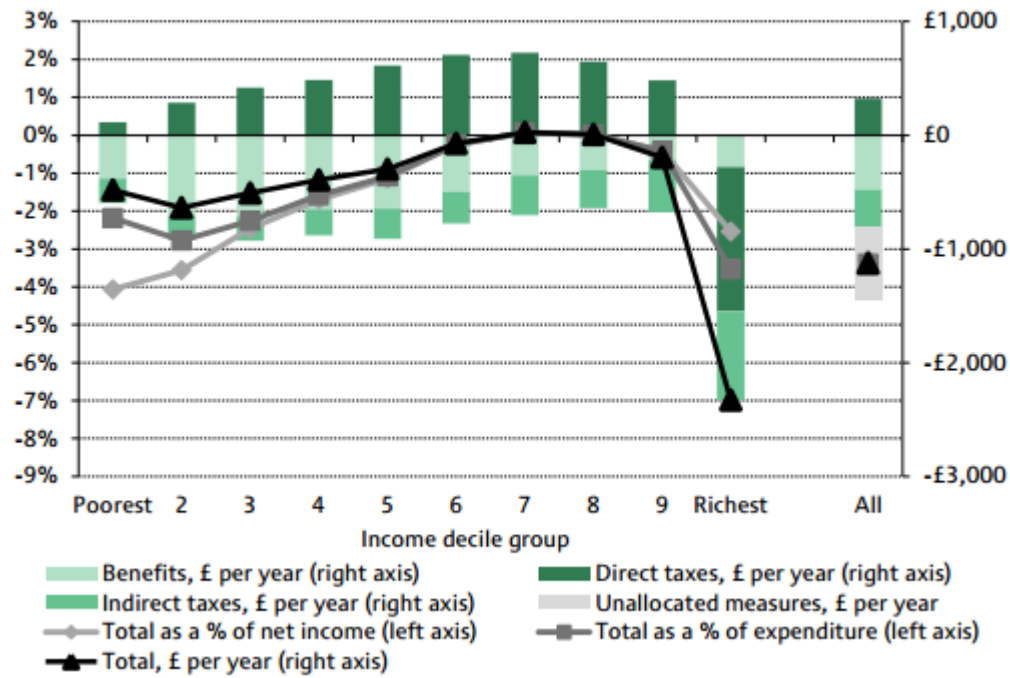
- Liability arising from forced the sale of High Value Council Housing (HVCH) is more than estimated

Right to Buy and other disposals

Disposals of around 40 dwellings per year until 2021/22 are assumed due to the Government's re-invigorating Right to Buy initiative. Additionally the plan allows for 5 properties to be transferred to the Housing Company which the Council is able to do without Secretary of States approval under Section 32 of the Housing Act 1985 (as amended) and set out in the DCLG's General Housing Consents

	<p>The main risk is therefore that:</p> <ul style="list-style-type: none"> • Non-achievement of assumed Right-to-Buy sales now required to fund the increased capital spend commitments <p>Welfare Reform</p> <p>From 7 November 2016 the reduction in the Benefit Cap from £26,000 to £20,000 was introduced. This is estimated to affect 300-350 households in Oxford with over £1m annually being cut from the housing benefit of those affected. The Council's Welfare Reform Team have been engaging with people likely to be affected by this measure prior to it being implemented, and will be making use of the Council's Discretionary Housing Payment grant to provide financial support whilst they are helped to find long term solutions. The Council's DHP grant is likely to increase in 2017/18 as the national budget will increase from £150m to £185m, so there will be scope for the Welfare Reform Team to provide temporary financial support to those who need it.</p> <p>Universal Credit</p> <p>On the 16th November the Department for Work & Pensions provided local authorities with the timetable for the extension of Full Service Universal Credit into job centres. The end date has been given as September 2018 with Oxford being October 2017. There will be further announcements in early December on funding arrangements for Universal Credit delivery and Housing Benefit support. Within the Council budget, provision has been made for changes arising from Universal Credit which will impact on staffing. Whilst the staffing reductions should only be made after the roll out, to allow for dealing with any adverse workloads should the December announcements confirm a different position with regard to subsidy this will be changed accordingly in the February Budget report to Council.</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	1. Given the uncertainties around the Governments HVCH initiative it is prudent to create a

<p>the Council implement to offset any negative impacts?</p>	<p>contingency for the Council to meet the potential cost. This contingency, produced from reductions in the HRA Capital Programme is in the order of £23.1 million. All the financial risk of this initiative will be borne by the Council's HRA</p> <ol style="list-style-type: none"> 2. The 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 has seen the Council's Welfare Reform Team is supporting customers affected by these measures. There is a residual risk that Welfare Reform/ Universal Credit impacts the authority more adversely than assumed 3. 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 4. Debt Management Strategy: The first £20m self- financing loan is due for repayment on 31 March 2021. Last year it was agreed that this payment would be deferred which would generate an initial saving of £20m offset by the additional annual interest cost of approximately £0.658m. The overall strategy is to repay debt when possible allowing for commitments to be financed whilst maintaining a minimum HRA working balance of £3.5 million
<p>Overall assessment of the equality risks</p>	<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 and the range of welfare reforms. The totality of changes to the tax and benefits system, shown in the table below (this is for 2015/16 from the Institute for Fiscal Studies). People in the bottom two deciles are likely to receive a full rebate on their Council Tax bills. Therefore it is people in the next 2 or 3 deciles who are likely to run into additional arrears, as they are far less likely to be getting help with their Council Tax but are still taking a hit from benefit changes. The Centre for Regional Economic and Social Research (based at Sheffield Hallam University) have shown that the government's welfare reforms from 2010 to 2015 reduced benefit payments in Oxford by £29.7 million cumulatively. They have also predicted that measures announced since 2015 will further reduce benefit payments by £19m by 20/21.</p>



Race
Neutral/ Negative

Disability
Negative

Age
Negative

Gender reassignment
Neutral

Religion or Belief
Neutral

Sexual Orientation
Neutral

Sex
Neutral

Pregnancy and Maternity
Neutral

Marriage & Civil Partnership
Neutral

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 will have been removed from all associated accounts. A review of the service charge budgeted income suggests that the base budget can be increased by around £300k per annum and this has been reflected in the revised budget.</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?	The Council will need to determine the greatest areas of disadvantage and whether any specific protected groups are placed more at risk						
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; width: 33%;">Race</td> <td style="text-align: center; width: 33%;">Disability</td> <td style="text-align: center; width: 33%;">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
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Budget Proposal	Increases in Fees and Charges across Council services		
Is this proposal new or subject to an annual review?	<p>The Medium Term Financial Strategy for the next four years allows for fees and charges to increase over the medium term resulting in increased income of around £2.3 million by 2020-21. In 2017-18 there are increases in the areas shown below (details of which will appear in the main CEB Budget report):</p> <ol 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 -3% - 8% iii. Leisure activities <ul style="list-style-type: none"> • Swimming – 5p – 1.1% • Adult gym – 15p – 1.9% • Skating - 15p 1.88% • Tennis – reduction £1 14% 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 1.0% to 2.0% - £10 to £20 vi. Off street Car Parking –Most car parks no increase vii. Garages - £1 per week (7% increase across the aboard). viii. Park and Ride - Rising from £2 to £3 per day 		
What are the likely risks?	The Council has recognised that affordability of services is a significant problem for those in receipt		

	<p>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.</p>
<p>What public consultation has been planned/ taken place?</p>	<p>Budget consultation annually (December 2016/ January 2017).</p>
<p>What mitigating actions will the Council implement to offset any negative impacts?</p>	<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 <p>Each Council service area proposing fee increases will undertake a separate analysis of service</p>

	<p>users (where identifiable) to assess any issues of potential adverse impact.</p> <p>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> <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="616 821 2042 1219"> <tr> <td data-bbox="616 821 1120 917">Race Neutral</td> <td data-bbox="1120 821 1624 917">Disability Neutral</td> <td data-bbox="1624 821 2042 917">Age Neutral</td> </tr> <tr> <td data-bbox="616 1013 1120 1109">Gender reassignment Neutral</td> <td data-bbox="1120 1013 1624 1109">Religion or Belief Neutral</td> <td data-bbox="1624 1013 2042 1109">Sexual Orientation Neutral</td> </tr> <tr> <td data-bbox="616 1125 1120 1219">Sex Neutral</td> <td data-bbox="1120 1125 1624 1219">Pregnancy and Maternity Neutral</td> <td data-bbox="1624 1125 2042 1219">Marriage & Civil Partnership Neutral</td> </tr> </table>	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
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Budget Proposal	New Homes Growth Bonus Payments									
Is this proposal new or subject to an annual review?	A system introduced by central government in 2011/12 to pay grant based on the net growth in housing. This grant is now proposed to be given for a four year period (following government consultation in 2015) 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. The Council forecasts around £1.3 million NHB in 2017/18 (a decrease of around 55%) but small growth in the remaining three years of the MTFP																		
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 2020/21																		
What mitigating actions will the Council implement to offset any negative impacts?	No further New Homes Bonus has been assumed for 2018/19 and beyond. This is no change on the previous year's assumption.																		
Overall assessment of the equality risks	<p>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</p> <ul style="list-style-type: none"> As with Revenue Support Grant should New Homes Bonus be received in 2019/20 and 2020/21 then it is recommended that Members decide on appropriate use on one-off schemes. <table border="1" style="width: 100%; border-collapse: collapse;"> <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> <tr> <td style="text-align: center;">Gender reassignment</td> <td style="text-align: center;">Religion or Belief</td> <td style="text-align: center;">Sexual Orientation</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> <tr> <td style="text-align: center;">Sex</td> <td style="text-align: center;">Pregnancy and Maternity</td> <td style="text-align: center;">Marriage & Civil Partnership</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	Gender reassignment	Religion or Belief	Sexual Orientation	Neutral	Neutral	Neutral	Sex	Pregnancy and Maternity	Marriage & Civil Partnership	Neutral	Neutral	Neutral
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Budget Proposal	Significant pressures on the Council's ability to deliver a balanced MTFP:
Is this proposal new or subject to an annual review?	Investment interest: The Bank of England cut base rate from 0.5% to 0.25% in August 2016. Predictions are that rates will be reduced again to 0.1% in the first quarter of 2017 and remain at this level until they slowly begin to rise from September 2018. For the first half year of 2016-17 our average investment rate was 1.07% bolstered by £10million of investments in property funds. Forecasts of interest rates in the MTFP range from 0.2% to 0.5% for the next four years with income reducing by approximately £200k per annum to that previously forecast.
What are the likely risks?	<ul style="list-style-type: none"> • Variations of actual income and expenditure against budget especially in volatile areas such as income • The Financial Settlement is not as favourable as is assumed in the above figures • Business Rates income is lower than forecast • Welfare Reform impacts the authority more adversely than assumed • Variation in the income from New Homes Bonus as a result of new dwellings constructed and occupied during a given 12 months period is lower than anticipated • Interest rates lower than projected • Slippage or non-delivery of savings and income generation assumptions, or additional pressures arise that have an on-going financial impact on the Council • Service pressures particularly in the area of homelessness, impose unfunded additional costs
What public consultation has been planned/ taken place?	Budget consultation annually (December 2016/ January 2017)
What mitigating actions will the Council implement to offset any negative impacts?	<ul style="list-style-type: none"> • Set against a background of economic/ financial uncertainty Members have exercised constraint in terms of adding ongoing new items of expenditure into the budget from 2017-18. • The budget assumes transfers to and from the working balance which as at 1/4/2016 were £3.620 million; the minimum level recommended by the Councils Chief Financial Officer that the Council should hold. Over the four year period of the MTFP there is an additional

	<p>contribution to the working balance of around £187k</p> <ul style="list-style-type: none"> • In a change to previous years policy contingencies held against efficiencies, fees and charges and service reduction proposals has been reduced to 30% of those identified as high risk as opposed to 40% of medium and high risks. This seems financially prudent given that the Council has had good track record of delivering such savings • Last year Oxford City Council opted to enter the Business Rates distribution Pool. The current forecast is an additional £350k of business rates income as a result of this decision. This position is reviewed annually and since the decision needs to be made relatively quickly as in previous years it is recommended that this decision is delegated to the Head of Financial Services, in consultation with the Board Member for Finance and Assets • In March 2016 the City Council approved the establishment of a Local Authority housing company and the company was incorporated in June 2016. The Company Business Plan set out plans to undertake the purchase and management of affordable rented homes at Barton, the development of new affordable and market housing, the purchase of 5 void properties from the HRA and estate re-generation in The Leys and Barton. The Council gave approval to make loans to the Housing Company for the acquisition of houses at Barton Park in 2016-17 for £12.270 million • The Council has a 50/50 partnership with Nuffield University to undertake the development of the land at Oxwed. The Council has already approved loans totalling £4.1 million as the Councils 50% share of the cost of purchasing land in December 2017 for which the Council will receive a capital receipt from the Company. 		
Overall assessment of the equality risks	<p>Race Neutral</p>	<p>Disability Neutral</p>	<p>Age Neutral</p>
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Budget Proposal	Value for Money & Efficiency		
Is this proposal new or subject to an annual review?	The Council continues to make progress in improving value for money and generating efficiency savings. Many of the previous years' efficiencies including review of administration and management restructuring are bedding in but more efficiencies are required if the Medium Term Financial Plan is to remain in balance over the next four years as reduced government grant and increased inflation takes effect. Over the next four years the Council will generate a further £3.5million of efficiencies, with on-going efficiencies of £1.2 million being achieved from 2020/21 onwards.		
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?	<p>The programme of cumulative efficiency savings include:</p> <ul style="list-style-type: none"> • Multi skilling in call centre - £110k • Reductions in ICT Business Partners - £115k per annum • Closure of Templars Square Office - £141k per annum • Reduction in Planning ICT scanning contract £70k per annum • Staffing savings in Financial Services - £168k per annum • Renegotiation of leisure centre contract - £10.1 million since 2009 <p>Limited efficiencies have been included in the HRA business plan of £57k in 2019-20 followed by a further £60k in 2020/21 and it is intended that this will be achieved by :</p> <ul style="list-style-type: none"> • Improved voids turnaround resulting in reduced rent loss. Estimated to be one extra week's rent charged on the total number of voids per annum because of a faster 		

	<p>turnaround = £32k increased rent.</p> <ul style="list-style-type: none"> • Moving some responsive repairs to a planned programme e.g. fencing. This is estimated to deliver £49k savings. • The benefits derived from the failure demand project in Customer Services and Direct Services. Whilst the quantum of savings is not certain, the remaining £36k should be achievable via these changes 									
Overall assessment of the equality risks	<table border="1"> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> <tr> <td>Sex Neutral</td> <td>Pregnancy and Maternity Neutral</td> <td>Marriage & Civil Partnership Neutral</td> </tr> </table>	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
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<p>Budget Proposal</p> <p>New Investment and Service Enhancement proposals:</p> <ul style="list-style-type: none"> • Economic Development - £82k - inclusion of posts in budget to undertake work economic regeneration and City Centre management largely arising from the withdrawal of County Council funding • Planning Services - £71k – posts for transformation in planning and environmental services • Conservation Appraisal - £50k - this is a contribution towards the funding of an appraisal of our central conservation area – this is a study that will support delivery of growth, support better decisions (by having up to date information that will help us with planning applications and at appeal if those circumstances apply) and feed into the local plan. • Repairs -£400k per annum – a recent stock condition survey of council buildings 										

	<p>has revealed backlog repairs of around £7.5 million. An increase of £400k per annum in addition to £600k existing budget and a one off £500k from capital still leaves a backlog of around £2.7 million at the end of the four year period.</p> <ul style="list-style-type: none"> • Apprenticeship Levy - £175k – the Government have introduced a levy for all businesses with a payroll bill in excess of £3million. Based on 0.5% of the payroll bill it is payable from 1/4/2017 and levy funds can be used to offset training costs for apprentices. • Digital Inclusion - £15k for 2 years – consultancy to design digital services that enable our customers to more easily engage with council services on line • Individual Electronic Registration - £97kn - the additional budget covers the cost of 2 additional staff brought in to undertake the work together with supplies to run the process after the Government grant is removed. • Committee administration - £23k- represents the balance of staffing costs net income from the Housing Company and OxWed to run the Growth Board. • Go Ultra Low project manager £15k per annum for one year- relates to part time officer to assist in the running of the GULO project • Oxford Living Wage -£35k per annum – this budget ensures that the Oxford Living wage is maintained for staff working within the Leisure services partnership, above the contractual requirement 						
What mitigating actions will the Council implement to offset any negative impacts?							
Overall assessment of the equality risks	<table border="1"> <tr> <td data-bbox="613 1102 1120 1193"> <p>Race Neutral</p> </td> <td data-bbox="1120 1102 1626 1193"> <p>Disability Neutral</p> </td> <td data-bbox="1626 1102 2047 1193"> <p>Age Neutral</p> </td> </tr> <tr> <td data-bbox="613 1294 1120 1385"> <p>Gender reassignment Neutral</p> </td> <td data-bbox="1120 1294 1626 1385"> <p>Religion or Belief Neutral</p> </td> <td data-bbox="1626 1294 2047 1385"> <p>Sexual Orientation 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>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>					

	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral
Budget Proposal	General Fund Capital Programme		
Is this proposal new or subject to an annual review?	<p>The draft General Fund Capital Programme is funded over the next four years by revenue (13%), Capital receipts (23%) Community Infrastructure Levy (3%), borrowing (54%) and Government Grants and third party contributions (7%). All revenue costs have been included in the General Fund revenue budget.</p> <p>The proposed General Fund Programme shown amounts to around £147.1 million over the next four year period The full programme of investment includes £2.4 million on flood relief schemes, community centre improvements £3.6 million, Disabled Facility Grants £4.0 million, parks, open spaces and athletics facilities £5 million, car parks resurfacing and improvements £1.2 million, ongoing renewal of council vehicles £8.9 million, £2.2 million museum improvements, £4 million loans to companies, investment in ICT £2.4 million and improvements to investment properties £10million. Loans to the housing company £60 million</p> <p>Other key elements include:</p> <p>Purchase of properties for homeless families – The purchase of approximately 39 properties financed by prudential borrowing and Retained right To Buy receipts both within and in close proximity to Oxford will house homeless families, providing additional net income and savings on the temporary accommodation homelessness budget.</p> <p>Purchase of leasehold property – The budget provides for the purchase of the leasehold on land currently owned by the Council in order to undertake housing development either by the Housing Company or the Council</p>		

	<p>Developing additional car parking capacity at Seacourt Park & Ride</p> <p>Development of a new Recycling transfer station</p>		
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
Budget Proposal	Housing Revenue Account Capital Programme		
Is this proposal new or subject to an annual review?	<p>The draft HRA Capital Programme is intrinsically linked to the HRA Business Plan since the resources to fund the programme are largely generated through housing rents</p> <p>The revised programme of £74.9 million over the next 4 years includes:</p> <ul style="list-style-type: none"> • Tower block refurbishment £7 million • Great Estates enhancement of car parking and other infrastructure £4.2 million • Barton Regeneration £3.3 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 - £5.4 million – to undertake regeneration at the heart of the 		

	<p>estate</p> <ul style="list-style-type: none"> • A contingency of £23.1 million will be created to mitigate the potential financial effect of the Government's initiatives around High Value Council Housing in lieu of selling high value council housing 			
What are the likely risks?	<ul style="list-style-type: none"> • 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 			
Overall assessment of the equality risks	<table> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> </table>	Race Neutral	Disability Neutral	Age Neutral
	Race Neutral	Disability Neutral	Age Neutral	
	<table> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> </table>	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral
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Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral		

Summary of Responses

Summary Graphs

List Responses

Cross Tabulate

Export

1

APPROACH TO BUDGET SETTING

Our approach is to focus council spending on protecting frontline services, avoiding compulsory redundancies and reducing the gap between rich and poor in our city. To what extent do you agree or disagree with this general approach?









Strongly agree		37% (17)
Agree		48% (22)
Neutral		11% (5)
Disagree		4% (2)
Strongly disagree		0% (0)

2

CAPITAL INVESTMENT

The Council's capital investment programme over the next four years totals £172 million (GF £122 million and HRA £50 million). Some of the more significant schemes are detailed below. Please let us know to what extent you agree or disagree with these schemes.

--	--

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Contribution to major flood alleviation measures (Budget £4.0 million)					
Pedestrianisation of Queen Street contribution (Budget 0.5 million)					
Refurbishment of Community Centres (Budget 3.6 million)					
Purchase of properties to house the homeless (Budget 10.0 million)					
New recycling transfer station facilities, generating a significant financial saving (Budget 2.4 million)					
A new sports facility at Horspath Road, freeing up space to give BMW expansion options (Budget 4.9 million)					
Investing in a council housing company, to build new homes for local people (Budget 60.0 million)					
Additional spaces at Seacourt Park and Ride, to raise income and provide more parking options (Budget £3.9 million)					

Council dwelling tower block refurbishment, funded out of tenants' rents (Budget £6.9 million)	
Council dwelling - kitchen/bathrooms and electrical replacement, funded out of tenants' rents (Budget 5.0 million)	
Regeneration of central Blackbird Leys, including a new community centre (Budget 3.6 million)	

3

REVENUE BUDGET FINANCED FROM COUNCIL TAX

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="667 1251 826 1381">Strongly Agree</td> <td data-bbox="826 1251 953 1381">Agree</td> <td data-bbox="953 1251 1096 1381">Neutral</td> <td data-bbox="1096 1251 1258 1381">Disagree</td> <td data-bbox="1258 1251 1425 1381">Strongly Disagree</td> </tr> </table>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Maintain our spend on supporting homeless families						
Maintain resources in City Economic regeneration						

<p>Increase resources in Planning Services, to ensure planning applications are processed quickly</p>	<input type="range" value="75"/>
<p>Invest in repairs and maintenance of Council buildings to generate income or support our communities</p>	<input type="range" value="45"/>
<p>Continue with apprenticeship programme</p>	<input type="range" value="40"/>
<p>Continue to expand our works trading activities, to generate income for investment in the frontline</p>	<input type="range" value="50"/>
<p>Continue to give concessions for council services to those on low incomes</p>	<input type="range" value="50"/>
<p>Continue to pay staff the Oxford Living wage of at least £8.93 per hour and require contractors to do the same</p>	<input type="range" value="35"/>

4

FEES AND CHARGES

While the Council proposes that most charges such as those for building control and planning 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:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leisure activities, membership and use of sports facilities - a proposed increase ranging from 5p to £2.00 or 1% to 6%					
Pest Control: increases range from £5 to £20, to reflect actual costs					
Cemeteries: increases range from 1% to 2%					
Car Parking: increases of up to 10p per hour for the Council's off-street suburban car parks (e.g. St Clemets, Summertown)					
Garages - £1 per week increase across the board					
Garden Waste collection: an increase of £2 per year					

5

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.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p>Increase Council Tax by 1.99% (City Council's recommendation). This is equivalent to an extra £5.67 per year for each band D tax payer, and helps us to protect frontline services.</p>					
<p>Freeze council tax and cut services by an equivalent amount to a 1.99% increase in Council Tax (£250k per annum)</p>					

6

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 £1m 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.

I agree		70% (32)
---------	--	----------

I disagree		13% (6)
I don't know		17% (8)

7

COUNCIL HOUSING

Over the coming years of the Medium Term Financial Plan we will build and acquire an additional 500 new homes, ensure that our existing homes are properly maintained (including meeting the new "Oxford Standard"), improve the environment on our estates (through the "Great Estates" programme), improve the energy efficiency of existing homes and provide particular support to the regeneration of central Blackbird Leys and Barton.

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)



	1	2	3	4	5
Building and acquiring new council homes					
Maintaining the quality of existing council homes					
Investing to improve the environment on council estates					
Improved energy efficiency of existing council homes					

Targeted estate regeneration e.g. Blackbird
Leys and Barton



8

Are you a Council tenant?

Yes		2% (1)
No		98% (44)

9

OTHER COMMENTS

Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2018-21 and Consultation Budget 2017-18?

This question has been answered 21 times.

Report of: Head of Financial Services

To: Council

Date: 20 February 2017

Title of Report: Council Tax 2017/18

Summary and Recommendations

Purpose of report: To set out the necessary calculations to enable Council to set the 2017/18 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 2017/18:

1. The City Council's precept and Council Tax requirement of £13,163,986 including Parish precepts and £12,949,098 excluding Parish precepts.
2. The average Band D Council Tax figure (excluding Parish Precepts) of £290.19 a **1.99%** increase on the 2016/17 figure of £284.52. Including Parish Precepts the figure is £295.00, a 2.06% increase (see paragraphs 3 & 4).
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 £561,275 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	£326.64
Old Marston	£320.16

Risinghurst and Sandhills	£310.16
Blackbird Leys	£288.43
Unparished Area	£292.58

These figures include the Parish Precepts and special expensing amounts as appropriate; in addition to the City-wide Council Tax of £277.61.

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 £1,810.87 including Parish Precepts (subject to confirmation of the Band D figures for the County Council and Police and Crime Commissioner – see paragraphs 18 and 19 below).

Appendix 1 Statutory Calculations Required for Setting of the Council Tax

Appendix 2 Council Tax Amounts per Band 2017/18

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 £13,163,986. The Council Tax Requirement for the Council's own purposes is £12,949,098. 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 14th December 2016 and totalled 44,623.4. This allows 2% for non-collection and represents a 2.2% increase on the 2016/17 figure of 43,665.1.
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 2017/18

Requirement from Council Tax <i>(including Parishes)</i>	£12,949,098 £13,163,986
Tax Base	44,623.4
Basic Amount of Council Tax Band D <i>(including Parishes)</i>	£290.19 £295.00

4. The Basic Amount of Council Tax (exclusive of Parish precepts) represents a 1.99% increase on the 2016/17 figure of £284.52 and an annual increase of £5.67 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 2017/18

Council Tax Requirement	£13,163,986
Less Parish Precepts	£214,888
Less Unparished Area Special Expenses (see para 15)	£561,275
City Wide Requirement	£12,387,823
Divided by Tax Base	44,623.4
City Wide Council Tax at Band D	£277.61

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 2017/18

	Parish Precept (net of funding) £	Unparished Area Special Expenses (net of Cemeteries)	Special Expense for Cemeteries £	Total £	Tax Base Numbers	Average Band D £
Littlemore	85,130.95		874.12	86,005.07	1,754.0	49.03
Old Marston	53,998.85			53,998.85	1,269.1	42.55
Risinghurst and Sandhills	46,284.49		719.68	47,004.17	1,444.1	32.55
Blackbird Leys	29,473.84		1,423.26	30,897.10	2,855.9	10.82
Unparished Area		539,669.00	18,588.94	558,257.94	37,300.3	14.97
TOTAL	214,888.13	539,669.00	21,606.00	776,163.13	44,623.4	

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 November 21st 2016.
10. Table 4 below shows the proposed distribution of Council Tax Support Grant between Parishes for 2017-18. 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 – 2017/18

	Precept £	Funding £	Total payable to Parish £
Littlemore	85,130.95	1,869.05	87,000.00
Old Marston *	63,998.85	758.28	64,757.13
Risinghurst and Sandhills	46,284.49	741.51	47,026.00
Blackbird Leys	<u>29,473.84</u>	<u>1,726.16</u>	<u>31,200.00</u>
	224,888.13	5,095.00	229,983.13

(* 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 2017/18 the Old Marston Parish Precept has been calculated as £63,998.85 and a recommendation is made to Council to reduce this by £10,000 to £53,998.35.

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 2017-18		
	Total Special Expenses 2017-18	Total Special Expenses 2016-17
Community Recreation	281,069	264,314
Parks Management	11,150	11,150
Grounds	52,250	52,250
Allotments	24,950	24,950
Ditches and Streams	70,250	70,250
Cemeteries	21,606	21,606
Street Furniture	<u>100,000</u>	<u>94,000</u>
	561,275	538,250

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 2017/18 is £60,044,800.81 giving a Band D Council Tax of £1,345.59 a 4.99% increase on the 2016/17 figure of £1,281.64. The figures are due to be finalised on February 14th 2017. In December 2016 the Communities and Local Government department announced that local authorities with adult social care responsibilities (i.e. the

County Council) would have the freedom to increase by up to 3% in 2017/18 or 2018/19 but cannot exceed 6% in total over the next three-year period. That 3% is included within the overall County Council increase figure of 4.99%.

19. **Police and Crime Commissioner for Thames Valley**: The precept figure for 2017/18 is likely to be £7,598,472.55 giving a Band D Council Tax of £170.28 a 1.99% increase on the 2016/17 figure of £166.96.
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 14th 2016 the Audit and Governance Committee approved:
 - a. the Council Tax Base 2017/18 for the whole Council area as **44,623.4** (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:

Littlemore	1,754.0
Old Marston	1,269.1
Risinghurst and Sandhills	1,444.1
Blackbird Leys	2,855.9
Unparished Area	37,300.3
2. The Council Tax requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £12,949,098
3. The following amounts have been calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Act:
 - (a) £189,059,811 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) £175,895,825 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £13,163,986 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) £295.00 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) £776,163 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) £277.61 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.

<u>Littlemore</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	32.69	38.13	43.58	49.03	59.93	70.82	81.72	98.06
City Wide Tax	185.07	215.92	246.76	277.61	339.30	400.99	462.68	555.22
City Total	217.76	254.05	290.34	326.64	399.23	471.81	544.40	653.28
PCC for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Oxfordshire County	897.06	1,046.57	1,196.08	1,345.59	1,644.61	1,943.63	2,242.65	2,691.18
Total	1,228.34	1,433.06	1,637.78	1,842.51	2,251.96	2,661.40	3,070.85	3,685.02
<u>Old Marston</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	28.37	33.09	37.82	42.55	52.01	61.46	70.92	85.10
City Wide Tax	185.07	215.92	246.76	277.61	339.30	400.99	462.68	555.22
City Total	213.44	249.01	284.58	320.16	391.31	462.45	533.60	640.32
PCC for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Oxfordshire County	897.06	1,046.57	1,196.08	1,345.59	1,644.61	1,943.63	2,242.65	2,691.18
Total	1,224.02	1,428.02	1,632.02	1,836.03	2,244.04	2,652.04	3,060.05	3,672.06
<u>Risinghurst and Sandhills</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	21.70	25.32	28.93	32.55	39.78	47.02	54.25	65.10
City Wide Tax	185.07	215.92	246.76	277.61	339.30	400.99	462.68	555.22
City Total	206.77	241.24	275.69	310.16	379.08	448.01	516.93	620.32
PCC for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Oxfordshire County	897.06	1,046.57	1,196.08	1,345.59	1,644.61	1,943.63	2,242.65	2,691.18
Total	1,217.35	1,420.25	1,623.13	1,826.03	2,231.81	2,637.60	3,043.38	3,652.06

Council Tax Amounts Per Band 2017/18

<i>Blackbird Leys</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Special Expenses	7.21	8.42	9.62	10.82	13.22	15.63	18.03	21.64
City Wide Tax	185.07	215.92	246.76	277.61	339.30	400.99	462.68	555.22
City Total	192.28	224.34	256.38	288.43	352.52	416.62	480.71	576.86
PCC for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Oxfordshire County	897.06	1,046.57	1,196.08	1,345.59	1,644.61	1,943.63	2,242.65	2,691.18
Total	1,202.86	1,403.35	1,603.82	1,804.30	2,205.25	2,606.21	3,007.16	3,608.60
<i>Unparished Area</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Special Expenses	9.98	11.64	13.31	14.97	18.30	21.62	24.95	29.94
City Wide Tax	185.07	215.92	246.76	277.61	339.30	400.99	462.68	555.22
City Total	195.05	227.56	260.07	292.58	357.60	422.61	487.63	585.16
PCC for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Oxfordshire County	897.06	1,046.57	1,196.08	1,345.59	1,644.61	1,943.63	2,242.65	2,691.18
Total	1,205.63	1,406.57	1,607.51	1,808.45	2,210.33	2,612.20	3,014.08	3,616.90

Appendix 3

Risk Register

Council Report – Council Tax 2017-18

Date – February 20th 2017

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 =									
209		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 2017/18. 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 2016/17. 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 Financial 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.					2

	<p>COUNCIL TAX PERCENTAGE INCREASE The Council has assumed a 1.99% increase on 2016/17 in the General Fund budget calculations for 2017/18.</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 2017/18 Band D charge, the loss of income is approximately £64k.</p>	3	2	<p>Monthly position on the cost of service provision during 2017/18 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>							3	2
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To: City Executive Board
Date: 9 February 2017
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2017/18

Summary and recommendations	
Purpose of report:	To present the Council's Treasury Management Strategy for 2017/18 together with the Prudential Indicators for 2017/18 to 2019/20.
Key decision:	Yes
Executive Board Member:	Cllr Ed Turner, Finance, Asset Management and Public Health
Corporate Priority:	None
Policy Framework:	Treasury Management Strategy
Recommendation: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Recommend that Council approve the Treasury Management Strategy 2017/18, and adopt the Prudential Indicators for 2017/18 – 2019/20 as set out in paragraphs 7 to 37, and Appendix 2; 2. Recommend that Council approve the Borrowing Strategy at paragraphs 7 to 18; 3. Recommend that Council approve the Minimum Revenue Provision (MRP) Statement at paragraphs 19 to 22 which sets out the Council's policy on charging borrowing to the revenue account; and 4. Recommend that Council approve the Investment Strategy for 2017/18 and investment criteria as set out in paragraphs 23 to 37 and Appendix 1. 	

Appendices	
Appendix 1	Credit and Counterparty Risk Management
Appendix 2	Prudential Indicators
Appendix 3	Risk Register

Executive Summary

1. This is the start of the body of your report. You must include at least one paragraph introducing the subject and setting out the background.
2. 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 proposed to the Strategy are:
 - a. The introduction of a monetary limit to non-specified investments in addition to the percentage limit to enable the continuation of investments in Property Funds
 - b. An updated Borrowing Strategy and policy on borrowing in advance of need
3. The report presents the Council's prudential indicators for 2017/18 – 2019/20. Notable indicators include capital expenditure and borrowing limits as these are areas of significant activity.
4. The average value of investments during the financial year to 30th November 2016 is £82.1m. The actual daily value has fluctuated between £69.1m to £94.0m. This is an increase on the previous year, when average balances were £71.4m and daily values ranged from £55.7m to £86.2m.
5. All external debt as at 31 March 2017 (£198.5m) relates to the Housing Revenue Account self-financing debt taken out in 2012 which is held at fixed rates with varying fixed periods to maturity.
6. The Council's General Fund Capital Programme over the next four years is funded from a combination of government grants, capital receipts, revenue resources, Community Infrastructure Levy and prudential borrowing. However, due to the scale of investment over the period, particularly the loans to the Council's Housing Company (£60 million), the level of prudential borrowing has increased to £80.9 million. Borrowing from internal resources will be maximised, however much of the borrowing will need to be from external resources.
7. The Housing Capital Programme is funded directly from council house rents.

Treasury Management Strategy Borrowing and Debt Strategy 2017/18

8. Under the Prudential Code, individual authorities are responsible for deciding their level of borrowing. The system is designed to allow authorities with an affordable borrowing requirement, to borrow in order to pay for capital investment.
9. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
10. 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.
11. The draft Capital Programme, which appears elsewhere on the Agenda; includes the following expenditure which is currently planned to be financed by borrowing:
- £4.2 million loan to Oxford West End Development Limited for investment in the regeneration of Oxpens;
 - £60 million loan to the Housing Company, primarily to finance the purchase of New Build homes for Affordable Housing at Barton and other housing;
 - £9.7 million for the acquisition of Investment Properties that will generate additional revenue income; and
 - £10 million for the purchase of properties to be used for homeless accommodation
12. The S151 officer has delegated authority to determine the need for external 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.
13. 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;
 - 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.
14. 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.
15. The Council currently has £198.5m of external debt held at fixed rates with varying maturity terms up to 2057. This debt relates to the Council's housing stock within its HRA. The first repayment is due in 2020/21.
16. 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 by borrowing from a

financial institution or the Public Works Loans Board (PWLB) – see also paragraph 16.

Borrowing Strategy 2017/18

17. The Council currently has £22 million of internal borrowing. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary funding source. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.
18. The Head of Financial Services will continue to monitor interest rates and adopt a pragmatic approach to changing circumstances:
 - if it is felt that there is a likelihood of a significant fall in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowing will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - Alternately if it is felt that there is a significant risk of a sharp increase in long and short term rates than currently forecast, then external borrowing is likely to be taken earlier.

Borrowing in Advance of Need

19. Any decision to borrow in advance will be within approved Capital Financing Requirement estimates, and demonstrate value for money. Prior to borrowing in advance the risks and benefits of undertaking the borrowing will be considered. Actual borrowing will be subsequently reported through either the mid-year performance report or annual report as appropriate.

Minimum Revenue Provision (MRP) Statement 2017/18

20. 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 undertaken will depend on the borrowing requirement compared to the projected level of cash balances. The Council is required to make a prudent charge to its revenue account for borrowing. This charge is known as the 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 24 and item (d) below.
21. Regulations require the Council to approve an MRP policy on an annual basis. The following statement is recommended for 2017/18:

- 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.
22. The HRA is not required to make a MRP but is required to make a depreciation charge. Regulations allowed the Major Repairs Allowance (MRA) to be used as a proxy for depreciation for the first five years of the HRA self-financing scheme, from the 1st April 2017 this is no longer possible and depreciation will be a real cost to the HRA. Depreciation on HRA properties is estimated at @ £6 million per annum over the period.

Investment Strategy 2017/18

Interest rates

- 23. Average cash balances for the year to 30th November 2016 were £82.1m, having fluctuated between £69.1m to £94.0m.
- 24. Interest rates are at an all-time low, with the Bank of England's Monetary Policy Committee having cut the base rate in August 2016 to 0.25%. The Council's treasury advisors expect rates to remain at this level throughout 2017 and 2018 before rising back to 0.5% in second quarter of 2019.
- 25. Most existing investment deal terms are for 6 months, a reduction from last year's 12 month's duration. This is in line with the Council's Treasury advisors counterparty guidelines and reflects market/economic uncertainty arising following the vote to leave the European Union. The Strategy allows for investments beyond 6 months with high quality counterparties; e.g. property funds, Local, Fire and

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.

Police Authorities, other local authorities and the National Homelessness Property Fund.

26. 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.
27. The Council works to achieve the optimum rate of return on its investments commensurate with proper levels of security and liquidity.
28. 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).
29. 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.
30. 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 was extended for two years in September 2016.

31. 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.
32. 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:

³ A financial swap agreement that the seller of the CDS will compensate the buyer in the event of default

- No more than 20% of the previous year's average investment balance with any one counterparty or group (currently £14.13m) or £15m, whichever is the greater
 - Maximum of 10% of total investments to be with institutions in other countries that meet the required criteria.
33. 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.
34. 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

35. 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 shown in more detail in Appendix 1.
36. 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. Additionally, once the duration of a non-specified investment falls below 365 days, it also falls into the specified category.
37. 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 or £15 million, whichever is the greater is placed in such investments.
38. 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 are 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.

Loans to companies in which the Council has an interest

39. A loan for capital purposes to a company in which the Council has an interest will be categorised as capital expenditure by the Council. This ensures that the Council can take out external borrowing to fund these loans as necessary. The Council could fund this capital expenditure from any capital resource however the majority will be funded from external borrowing. The MRP provisions in respect of

any loans to a Company are covered in paragraph 23 d). The Council will undertake these loans under powers other than its investment powers.

Ethical Investment Policy

40. Council adopted an ethical investment policy in 2015/16, which is set out below. No changes are proposed to this policy for 2017/18.

41. 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:

- c. Human rights abuse (e.g. child labour, political oppression)
- d. Environmentally harmful activities (e.g. pollutants, destruction of habitat, fossil fuels)
- e. Socially harmful activities (e.g. tobacco, gambling)

42. In November 2016 Lloyds Bank launched a Community Lending Report Deposit which specifically invests in local businesses at a rate equivalent to an ordinary deposit. An account has been opened and is ready to accept new investments when an opportunity arises. The Council has also opened an account with Royal London Asset Management which operates its investments using ethical principles; the Council currently has £8 million invested in this account.

Prudential Indicators

43. 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 2017/18 – 2019/20, and will be monitored and reported on an annual basis.

Other implications

44. Environmental Impact – 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.

Financial implications

45. All financial issues have been addressed in the body of the report.

Legal issues

46. 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.

47. 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.

48. 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.

Level of risk

49. The risk register is attached at Appendix 3.

Equalities impact

50. There are no equalities impacts relating to this report.

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Background Papers: None

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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 one year, or where the maturity period is longer, 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 that have been awarded a high credit rating by a credit rating agency, e.g. 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	£25m	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 recommend investments of upto 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 or £15 million, whichever is the greater	Medium to long term
National Homelessness Property Fund		25% of total investments or £5 million, whichever is the greater	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. investments with yellow coloured institutions are recommended for upto 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:

<u>Duration Limits (based on Fitch ratings)</u>		
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 2019/20 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

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
Expenditure					
General Fund	17,129.0	19,922.0	40,859.0	42,980.0	22,153.0
HRA	15,579.0	22,168.0	19,900.0	17,858.0	17,946.0
Total expenditure	32,708.0	42,090.0	60,759.0	60,838.0	40,099.0
Financed by:					
Developer Contributions	706.0	582.0	2,528.0	580.0	750.0
Capital Grants	6,336.0	2,501.0	9,838.0	1,493.0	581.0
Capital Receipts	9,765.0	7,684.0	9,918.0	3,346.0	3,727.0
Revenue	7,724.0	5,630.0	5,951.0	14,219.0	12,090.0
Major Repairs Reserve	8,177.0	20,105.0	15,104.0	6,161.0	6,243.0
Sub Total	32,708.0	36,502.0	43,339.0	25,799.0	23,391.0
Prudential Borrowing	0	5,588	17,420.0	35,039.0	16,708.0
Total funding	32,708.0	42,090.0	60,759.0	60,838.0	40,099.0

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

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
General Fund	22,341	26,825	44,207	78,876	95,088
HRA	198,528	198,528	198,528	198,528	198,528
	220,869	225,353	242,735	277,404	293,616

Movement in CFR	318	4,484	17,382	34,669	16,212
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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 both the HRA and General Fund.

Table 3:- Ratio of financing costs to net revenue stream

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
General Fund	-9.1%	-3.8%	-4.6%	-3.2%	-2.0%
HRA	16.8%	17.3%	18.7%	19.1%	19.2%

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

	2015/16 Actuals £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
Overall net impact on Council Tax Band D per week	0.26	0.30	0.60	0.63	0.32

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

	2015/16 Actuals £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
Overall net impact on Weekly Housing Rents	1.31	1.88	1.70	1.53	1.55

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

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
General Fund	14,232	95,000	95,000	95,000	95,000
HRA	241,188	242,199	242,199	242,199	242,199
Other Long Term Liabilities	0	0	0	0	0
Total	255,420	337,199	337,199	337,199	337,199

15. Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. It is considered prudent to withhold £10m of the borrowing headroom as a contingency for potential changes in capital costs and interest charges although the authorised limit allows for borrowing up to the limit. These limits are:

Table 7: HRA Capital Financing Requirement Limit

HRA Debt Limit	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 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

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
General Fund	12,232	27,000	45,000	79,000	96,000
HRA	234,000	198,528	198,528	198,528	198,528
Other Long Term Liabilities	0	0	0	0	0
Total	246,232	225,528	243,528	277,528	294,528

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 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

	2015/16 Actuals £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
Gross Borrowing	198,528	198,528	210,528	245,528	260,528
Other Long Term Liabilities	0	0	0	0	0
Total Gross Debt 31 March	198,528	198,528	210,528	245,528	260,528
CFR	220,869	225,353	242,735	277,404	293,616
Net Borrowing v CFR	22,341	26,825	32,207	31,876	33,088

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 2016/17 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

	2015/16 Actuals %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 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

	2016/17 Estimate Upper %	2016/17 Estimate Lower %	2017/18 Estimate Upper %	2017/18 Estimate Lower %	2018/19 Estimate Upper %	2018/19 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

	2015/16 Actuals %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
Upper limit for investments for periods longer than 364 days	25	25	Higher of £15m and 25%	Higher of £15m and 25%	Higher of £15m and 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 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		
233	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-16	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.	Uncertainty in the commercial property market following Brexit and slowdown in general economic activity.	Capital depreciation will decrease the overall value of the investment.	5-Aug-16	4	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 fall with very little prospect of upward movement in the next 12 months.	Economic growth forecasts remain subdued leading to low interest rates. Consequently lower risk counterparties tend to offer low investment rates.	The Council may not achieve its target level of interest.	5-Aug-16	2	5	1	4	1	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-16	3	3	3	1	2	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.

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	
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-16	4	2	4	1	4	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-16	2	3	1	2	1	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-16	3	3	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-16	3	4	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 utilises money market and enhanced cash 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.

To: City Executive Board
Date: 9 February 2017
Report of: Head of Housing and Property Services and Head of Financial services
Title of Report: Sale of properties to Oxford City Housing Limited.

Summary and recommendations

Purpose of report: To update members on progress with the housing company, to agree the transfer of 5 properties to the company and note the initial development programme.

Key decision: Yes

Executive Board Member: Cllrs Mike Rowley, Housing and Ed Turner, Finance, Asset Management and Public Health.

Corporate Priority: Meeting Housing Needs.

Policy Framework: Housing Strategy 2015 – 2018.

Recommendations: That the City Executive Board resolves to:

- 1 **Note** progress with the establishment of the Oxford City Housing Company.
- 2 **Agree** to the sale of the 5 properties detailed at section 3 for the sum of £730,000 subject to the conditions set out in this report and subject to the verification of the valuation prices.
- 3 **Recommend that Council** make available in 2016-17, a state aid compliant loan facility for Oxford City Housing Limited to enable the company to purchase the 5 properties identified in this report; the loan being for £742,606 which includes the purchase price and the associated costs of acquisition.
- 4 **Recommend that Council** include the provision of the loan facility mentioned above as an additional expenditure item in the 2016/17 capital programme, funded by the associated capital receipt received from the disposal.
- 5 **Delegate authority** to the Chief Executive in consultation with the Council's Chief Finance Officer and Monitoring Officer to agree the final decision on sale and amount of loan that needs to be made available to the company, should the final valuations vary from those contained in the report.

- 6 **Note** the draft development programme detailed in appendix 1 and that City Executive Board will receive further reports with regard to land sales to facilitate the delivery of that programme

Appendices	
Appendix 1	Draft development programme
Appendix 2	Risk Register
Appendix 3	Equalities impact assessment

Background

1. Oxford's housing crisis is acute with the city identified as the most unaffordable housing market in the UK. The lack of housing supply, quality and choice are a constraint on economic growth and a significant barrier to our ambition to be a world class city for everyone.
2. Changes in Government policy and the establishment of associated legislation in relation to HRA rent reductions and for local authority landlords to consider high value void sales to pay for the cost of extending the Right to Buy to Housing Association tenants, impacted very negatively on our HRA business plan investment aspirations and curtailed our ambition to build more Council housing from HRA generated resources.
3. City Executive Board (CEB) on 17 March 2016 agreed to the establishment of a Council owned housing company with the following objectives;
 - The purchase and management of the social rented units at Barton Park.
 - The development of new affordable housing with a range of tenures.
 - The purchase and management of the permitted number of high value voids that could be transferred from the Council.
 - To undertake estate regeneration schemes.

Current position

4. The housing company has now been established, with Oxford City Housing Limited (OCHL) being incorporated in June 2016, and Company Directors have been appointed. For efficiency and tax planning purposes the company is arranged as a group structure with a holding company and initially two subsidiaries, one for investment and the other for development. The opportunity to explore the introduction of additional subsidiaries e.g. maintenance of stock, has been left open for the company Board to consider as and when it is appropriate. The company is wholly owned by the Council and governance is provided by the Directors subject to the shareholder' agreement, the shareholder being represented by the members of the City Executive Board.
5. Good progress is being made with regard to;
 - The preparation for the first phase of properties at Barton Park to be purchased by the company upon completion.
 - The identification of voids for purchase

- The preparation of an initial development programme.
6. Two potential estate regeneration schemes have been identified on Blackbird Leys and Barton and are being worked on, but these are subject to detailed viability assessments and funding capacity and so as yet are not included in the company's business plan. This will be subject to further Council consideration as to the most appropriate delivery vehicle for these schemes
 7. Appendix 1 provides the detail of the initial development programme which will provide 162 new homes across a range of tenures over the next 3 years. The majority of the sites are already in Council ownership.
 8. The company is in the final stage of development of its business plan with Company Board approval expected in February 2017.

Sale of 5 properties

9. CEB has previously agreed for the sale of 5 void properties to the Council's housing company each year starting in 2016/17 as part of the Council's wider response to fund the Government's high value levy that does require local authority landlords to consider the sale of HRA assets to fund future payments. The timing and detail of the levy remains unclear and whilst some provision has been made within our business plan, this sale would provide an additional receipt. This approach also prevents them being lost from the affordable rented market. In addition last year's HRA business plan included investment in properties that had been identified suitable for either extension to provide a larger unit or had a plot suitable for additional unit(s). Following the Government policy changes this HRA programme is not now fully funded and so it is proposed that 5 properties from that intended programme are now transferred to OCHL so the works can proceed to provide much needed larger additional units.
10. The five properties that will make up the first batch of transfers are:

32 Union Street	2 bed house	£150,000
9 Pauling Road	3 bed house	£135,000
66 Sandy Lane	3 bed house	£120,000
26 Valentia Road	3 bed house	£165,000
2 Dynham Place	4 bed house	£160,000

11. The properties will be transferred on the condition that they are let at a rent not exceeding Local Housing Allowance levels in perpetuity to households nominated by the Council. Oxford City Council is under a duty to obtain the best consideration reasonably obtainable and the values of these properties has been certified as representing a fair market value by its internal valuer considering the on-going restrictions placed on their use. Verification of these valuations is being sought from an external independent valuer.

Financial implications

12. The Housing Company will be given a loan at state aid compliant rates for the purchase of the five properties detailed in paragraph 10 for the sum of £742,606 inclusive of costs which will be included in the Council's Capital Programme. In a back to back transaction the Housing Company will pay the Council a capital receipt to the same value and service the resulting debt from net income arising from the properties.

Legal issues

13. The sale of Council-owned properties to OCHL must be at market value, taking into consideration any restrictions or covenants imposed on the property. Where the purchase of the properties are to be funded by loans from the Council, the detail of such loans should be documented, and care will need to be taken that the loans to OCHL are State Aid compliant - in effect, that the loans are made at a market interest rates.

Risk

14. The risk register is attached at Appendix 2.

Equalities impact

15. The EA assessment is attached at Appendix 3.

Report author	Stephen Clarke
Job title	Head of Housing and Property Services
Service area or department	Housing and Property Services
Telephone	01865 252447
e-mail	sclarke@oxford.gov.uk

Background Papers: None

Appendix 1 – OCHL development programme

Scheme	Social Rent	Affordable Rent	Shared Ownership	Sale	Total
Year 1					
Cumberledge	6	5	0	0	11
Elsfield Hall	11	0	2	4	17
Hart's Close	0	2	0	0	2
Rose Hill	10	14	0	0	24
Year 2					
Between Towns Rd	16	10	14	0	40
Rose Hill Scout Hut	6	12	0	0	18
Underhill Circus	16	4	4	16	40
Warren Crescent	0	10	0	0	10
Total	65	57	20	20	162

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Appendix 2 Risk register

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					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Properties overvalued	Housing company over estimates value of homes	Threat	Inaccurate financial appraisal of business case for transfer	Housing company viability is damaged	26/1/17	Stephen Clarke	2	2	2	2	2	1		Obtain independent valuation. Use Council data on housing management and maintenance costs for appraisal.	1/2/17	Completed	100	Alan Wylde
Properties undervalued	Council undervalues the properties in the transfer.	Threat	Insufficient market knowledge	Council receives less for the homes than it should	26/1/17	Stephen Clarke	2	2	2	2	2	1		Obtain independent valuation.	1/2/17	Completed	100	Alan Wylde
Loss of affordable housing to meet local need	Homes may be lost to affordable rent in the future	Threat	Change in ownership	Homes may not be available for local people in housing need	18/11/15	Stephen Clarke	2	1	2	1	1	1		The Council will require the homes to be used as affordable rented homes in perpetuity secured as a condition of sale or a covenant.	On sale date.	Ongoing	100	Alan Wylde

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Appendix 3

Housing Company - Initial Equalities Impact assessment

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?

No groups have been identified as being potentially disadvantaged by these proposals. The equality impacts will all be positive as the creation of a housing company will lead to the provision of further affordable housing for those who cannot access market housing and the homes will be built to the latest design standards incorporating Lifetime Homes Standard features to maximize accessibility.

The Council has considered the fact that if, subject to negotiation, the phase 1 Barton Park homes will be transferred to the company not the council, the tenants will therefore not be council tenants (and will have different rights) but it is not considered that this will give rise to any Equalities Act issues.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

No changes are being considered.

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

Not applicable.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No adverse impacts identified

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

No changes identified

Lead officer responsible for signing off the EqIA: Alan Wylde

Role: Housing Development and Enabling Manager

Date: 22/2/16

To: City Executive Board
Date: 9 February 2017
Report of: Assistant Chief Executive
Title of Report: Annual Update Report on the Corporate Plan
 2016 -20

Summary and recommendations	
Purpose of report:	To seek approval of the 2016 Annual Update Report on the corporate Plan 2016-20
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Corporate Strategy and Economic Development
Corporate Priority:	All Corporate Plan priorities
Policy Framework:	Corporate Plan
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the Annual Update report on the Corporate Plan 2016-20, as set out in Appendix 1. 2. Delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication 	

Appendix
Appendix 1 Annual Update on the Corporate Plan 2016-20

Introduction and background

1. The Corporate Plan is the Council's overarching strategy for delivering high quality services to the people of Oxford. The Corporate Plan 2016-20 was agreed by Council in February 2016. It sets out a clear vision, corporate priorities and objectives, and how the Council aims to achieve them. The Annual Update Report 2016 sets out what we have achieved against these themes in 2016 and our major areas of focus for 2017.

2. While its main function is to guide the Council's priorities, the Plan also provides a guide for its work with partners and will be an effective means of communicating the Council's vision and priorities to the wider community.
3. The Draft Annual Update Report attached in Annex 1 has been drawn up with input from Service Heads and Directors and has been discussed with a range of members.
4. The content of the Draft Annual Update Report should be viewed alongside the draft Medium Term Financial Strategy, which will also be presented at 9 February 2017 meeting of the City Executive Board. The two are developed in tandem to ensure that the Council's resources are aligned with its objectives.

The Annual Update Report on the Corporate Plan 2016-20

5. The Council is committed to its core ambition of building a world class city for all of its citizens; to do this successfully there is a corporate recognition that it will have to continue to transform the way in which services are structured and delivered. The Council aims to create a successful economy and an integrated community which respects and celebrates diversity, protects and enhances the environment, and offers extensive opportunities for residents' leisure time.
6. The Council's priorities for the next three years remain those that were identified in the Corporate Plan 2016-20:
 - A Vibrant and Sustainable Economy
 - Meeting Housing Needs
 - Strong and Active Communities
 - A Clean and Green Oxford
 - An Efficient and Effective Council.
7. The Plan acknowledges that many of the issues that are important to the well-being of our city and its people are not exclusively or directly controlled by the City Council. Achieving our objectives necessarily involves working in partnership with other local authorities, public agencies, community groups, local businesses and third sector organisations. This will become more important as the reductions in public resources deriving from the government's austerity agenda continue, and new ways of delivering services are developed. The Council will work with its partners to influence their resource allocation and plans. The Corporate Plan 2016-20 therefore includes the two cross-cutting priorities of Partnership and Devolution which have underpinned the Council's approach to most areas of its work.

Key challenges

8. The key challenges facing the city and the Council include:
 - The potential economic and social consequences of the decision to leave the European Union
 - Working with our neighbouring district councils, the Oxfordshire County Council, the Local Enterprise Partnership (LEP) and other partners to take forward a devolution proposal to central government. We are aiming to gain greater local

control over finances and decision making in key strategic areas, and to secure additional long term investment in transport, housing and jobs, that will enable the city region to reach its economic potential.

- Responding to the increasing pressures on those with low incomes, as the government's austerity measures and changes in social security systems are introduced.
- Increasing levels of family and single person homelessness, and overcrowded housing.
- Reduced Oxfordshire County Council budgets, in particular in homelessness support, children's services and services for the elderly.
- Increasing internal financial pressures from the reduction in the level of grant that we receive from the Government from over £9m in 2013/14 to just £1.5m next year and zero by 2019/20.

Key achievements

9. The Council's key achievements in 2016-17 include:

- The Council has delivered £1m of efficiency savings in year in addition to the £2 million delivered over the previous two years.
- Securing significant infrastructure funding for the Northern Gateway, unlocking 900 new homes and office space.
- Investing £8.4m to deliver a mixed use development of over 400 new homes, a hotel and office space at Oxpens.
- Establishing a Housing Company to deliver new affordable homes to address the city's acute housing needs.
- Construction of a £2.2m Flood Alleviation Scheme in Northway and Marston
- Developing the Oxford Flood Alleviation Scheme for the western and southern parts of the city in partnership with the County Council and the Environment Agency.
- Investing £5m in a £10m fund for our Real Letting Scheme, to acquire properties to house local families.
- Investing £800K to refurbish Cutteslowe Park Lower Pavilion.
- Securing £142K of Heritage Lottery Funding for the first phase of the Museum of Oxford's development.

Key focus for 2017-18

10. The key focus for the Council in 2017-18 will be to deliver the Council's Capital Programme, which includes:

- Using the Housing Company to increase the housing supply and the numbers of affordable homes.
- Investment in our council homes.
- The regeneration schemes in Blackbird Leys and Barton, planned major repairs and adaptations for disabled people
- Oxford's flood alleviation scheme.
- Community centre developments, Horspath Sports Village.
- The Museum of Oxford development – submission of phase 2 Bid.
- A recycling transfer centre.

- Improvements to the public realm and car parks.
- Continue to expand our trading activities to fund core services.

11. The key programmes and projects also to be delivered in 2017-18 include those to:

- Provide a £1.4m grants programme for the voluntary and community sector
- Agree a new City Centre Strategy with local businesses and residents
- Support disadvantaged people into employment and training through Community Employment Plans
- Support tenants and those in private sector housing who are affected by the Benefits Cap
- Support projects which promote community development and community cohesion and safe and healthy lifestyles
- Work with businesses and communities to further reduce carbon emissions from transport, increase domestic energy efficiency and local energy production
- Invest in digital inclusion and improve access to online services for residents
- Improve services and value for money through reviewing and retendering contracts and audit arrangements.

Corporate Performance Targets

12. The Corporate Plan 2016-20 sets out the corporate performance measures for each of the Council's priority areas. An update on progress on the targets is included within the Annual Update Report. All targets are on track to be achieved or overachieved.

Publication of Annual Report Update of the Corporate Plan 2016-20

13. Once approved for adoption, the Annual Report Update on the Corporate Plan 2016-20 will be made available in hard copy, accessible format and placed on the Council web site.

Legal Issues

14. There are no direct legal implications relating to the Draft Annual Update Report on the Corporate Plan 2016-2020.

Financial Issues

15. The Draft Annual update on the 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 2017-2021 is presented elsewhere on this CEB agenda.

Environmental Impact

16. 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

17. The Corporate Plan 2016-20 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

18. An equalities impact assessment was undertaken on the Corporate Plan 2016-20. 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.

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Background Papers:

The current Oxford City Council Corporate Plan 2016-2020 can be found at :
<http://mycouncil.oxford.gov.uk/documents/s28130/Appendix%201%20Draft%20Corporate%20Plan%202016%20-%202020.pdf>

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2016 Oxford City Council Corporate Plan Annual Statement **Building a world-class city for everyone**

Our Corporate Plan for 2016-2020 sets out the City Council's vision for our city and for the quality of life of its residents, and our plans for how we will achieve our objectives in the five key priority areas:

- A successful and sustainable local economy
- Meeting the city's housing needs
- Building strong and active communities
- A clean and green city
- Delivering the Council's services efficiently and effectively

This annual statement describes the achievements of the past year in each of these areas of activity, and identifies where we will be focusing our priorities in 2017/18.

Introduction – Leader of the Council, Councillor Bob Price

The result of the EU referendum was a seismic event for the UK. The prospect of being outside the European single market and customs union brings new challenges as we seek to secure a prosperous future for all our residents. The success of the city's economy stems from our position as a global centre for higher education, research, health, biosciences, publishing and car manufacturing; from the ethnic and cultural diversity and strength of our communities, and from our architectural and environmental heritage and cultural assets that attract millions of visitors each year. In the context of the uncertainty about the future development of the national economy that has been created by decision to leave the European Union, the City Council will continue to work with our partners to protect and build on these features to ensure that Oxford remains a welcoming and outward looking international city.

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 through a devolution proposal to central government. This aims to secure the investment in transport, housing and jobs that is needed to reach the city and county's economic potential, and would involve a new combined authority, bringing all six councils together to deal with strategic issues, and an elected mayor to lead that authority.

Despite the challenging national context, the City Council achieved much in 2016 to deliver our ambition, as set out in this report. We delivered £1 million of efficiency savings in year on top of the £1.9 million delivered over the previous two years. We secured investment for major development and regeneration schemes across the city, entered into a new joint venture company with Nuffield College to deliver a mixed use development that will transform a major part of the west end of the city and established a Local Housing Company to deliver new affordable homes. We have continued to invest in our community facilities including sports pavilions at Cutteslowe and Quarry, and a new sports complex at Horspath. We have hosted or supported over 300 cultural events across the city. We have worked with the voluntary sector and public sector partners to accommodate refugee families from Syria, and improve to support for refugees in the City. We have once again achieved national recognition for excellence in many of our services including the Customer Service Excellence Award for all council services.

The financial pressures affecting people on low incomes are increasing as the government's austerity programme and reductions in social security payments take effect. Homelessness has increased in Oxford as it has elsewhere in the country, and at the same time, the County Council has reduced funding for homelessness services. The City Council has responded by working with the other district councils in Oxfordshire and the health services to pool funding that will maintain a smaller number of hostel places. We are investing £10m in acquiring homes for homeless families. We have also been successful in bidding for nearly £800,000 for homelessness prevention.

Looking to the future, we will continue to pursue the aspirations that we have for the city despite the increasing financial pressures. The revenue support grant that we receive from government has reduced from over £9m in 2013/14 to just £1.5m next year and will disappear altogether by 2019/20. The impact of the government's declared policy of devolving more business rate income to local authorities is unknown, making forward financial planning very difficult to do with confidence. People in Oxford will inevitably feel the effects of reductions in the County Council's support for the homelessness hostels, the open access children's centres, and culture and the arts. At the same time, we know that demand for our services is increasing, particularly for those low incomes affected by Government's welfare reforms and the reduction in the household benefit cap.

The City Council's approach of prudent long-term financial management continues to stand us in good stead to manage these challenges without reductions in services. We will need to continue to build on our achievements in delivering efficient customer-focused frontline services, especially for the most vulnerable; investing in our assets, and in our workforce.

Over the next four years, we will deliver £12.3m of efficiencies and increased income to support vital services in the city without reductions to services. We will invest over £123 m in regeneration projects in the city including regenerating council estates, upgrading and improving council homes, £4 million funding for improvements to our community centres, improving our car parks, including a proposed extension of the Seacourt Park and Ride site in preparation for the opening of the new Westgate Shopping Centre in 2017.

The Council's will continue to tackle the major challenges facing the city: providing an environment in which businesses can grow and invest; building more homes for people at all income levels, protecting and enhancing our environment, supporting vulnerable people and safeguarding people at risk, and investing in our communities, tackling inequalities. We are committed to making Oxford a good place to live for everyone – fair, harmonious, and supportive of those most in need through well managed and accessible services.

1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

Oxford City Council Corporate Plan Priorities 2016-2020;

Secure a devolution agreement with central government which gives greater local control of decisions and investment in transport, housing, skills and business support to meet the needs of our economy.

Promote new jobs and increased investment in local enterprises and the knowledge economy.

Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion, and support economic and housing growth.

Deliver effective support to attract new businesses and allow local businesses to prosper and grow.

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.

Promote and shape development and unlock land for housing and employment sites to help meet the needs of the city.

Key Achievements for 2016

Secured funding for infrastructure at Northern Gateway and Oxpens, which will result in 900 new homes, office space and over 4200 jobs.

Invested £8.4m to deliver a mixed used development of over 400 new homes, a hotel, office space and public realm in Oxpens, which will transform the west end of the city.

500 businesses can now access faster broadband speeds, via the Super-Connected Cities Project.

Taken forward the redevelopment of Oxford Station with planning guidance for the redevelopment of the station ready for consultation in early 2017.

Work has begun on a new Local Plan, which will shape the city's development up to 2036.

Established Community Employment Plans with partner companies, that will support 20 apprenticeships and 180 people into work experience or training. These will cover Westgate,

Barton Park and the Tower Block recladding projects.

Supported people into locally based work through community job fairs in Blackbird Leys, Rose Hill and Barton.

Engaged with over 1,200 local businesses to support economic growth and attract inward investment. Launched a new Business Forum 'The Talk of the Town'.

Set up a new Start-Up and Grow-On Group to increase office space in the city centre and established a new co-working space at Oxford Centre for Innovation.

Reached the shortlist for the European Capital of Innovation alongside Paris, Milan, Amsterdam, Glasgow, Turin, Eindhoven and Berlin.

Areas of focus 2017-20

With the LEP and Oxfordshire Councils negotiate an ambitious Devolution Deal with Government to secure investment in infrastructure to support housing and economic growth.

Work with partners to develop a low carbon and energy efficient economy

and to increase access to lower cost and sustainable local energy.

Extensive consultation with residents and businesses on the Oxford Local Plan, which will shape the future development of the city to 2036.

Work with partners to ensure the successful opening of the Westgate Shopping Centre in 2017.

Invest £4.5m to make improvements to the Seacourt Park and Ride car park, to ensure that there are adequate car parking facilities to serve the city centre..

Take forward investment and redevelopment of key sites in the West End including Oxpens and the Oxford Station redevelopment.

Invest in the development of commercial sites and creation of space for small business, including Standingford House in Cave Street.

Agree a City Centre Strategy with local businesses, residents and other partners to enhance the physical environment of the city centre.

Create a 2,000sq ft. co-working space in Oxford Town Hall to support small businesses, increase jobs and generate revenue for the Council.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcome
Amount of employment space permitted for development	15,000sqm	Achieved
Number of jobs created or safeguarded in the city as a result of the council's investment and leadership	900	Achieved
Net annual increase in number of businesses operating in the city	200	Exceeded

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2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

Oxford City Council Corporate Plan Priorities 2016-2020

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

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

Improve conditions for private tenants by actively enforcing standards for private rented housing and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).

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

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

Key Achievements for 2016

Established a Housing Company, to deliver new affordable homes with a range of tenures to help address the city's acute housing need.

Invested £20m in refurbishment of the city's tower blocks to improve their appearance and structure, upgrade insulation, windows, heating, and electrics and refurbish lifts. Work to be complete by December 2017.

Construction of 900 new homes in Barton is underway through our joint venture company with Grosvenor Developments Ltd.

Agreed plans for the construction of new homes in Cowley and Oxpens, and the redevelopment of Blackbird Leys District Centre, and Knight's Road.

Invested £5m in a £10m fund for our Real Lettings Scheme to acquire properties to house local families in temporary accommodation.

Launched a new Rent Guarantee Scheme to provide access to the private rented sector, for 40 households a year.

Improved energy efficiency in private homes so they are warmer and cheaper to heat. Provided grants and encouraged positive action by landlords.

Helped people access work and provided financial advice to people facing reductions in their benefits. Helped over 200 households through Discretionary Housing Payments.

Protected services for homeless people to mitigate reductions in county funding through joint commissioning of services with the County Council, NHS and district councils.

Secured £790K of government funding to help prevent homelessness and improve services for homeless people.

Key focus for 2017- 2020

Invest £21m in improvements to Council owned homes, £8.7m in regeneration schemes for Blackbird

Leys and Barton, and £4.2m on our Great Estates programme.

Provide a £60m loan to the Council's new Housing Company to supply 500 new social rented homes. The first acquisition will be the purchase of 95 homes in Barton in spring 2018, and 170 homes to be built elsewhere in the city by 2019.

Deliver a £21m programme of major repairs to council homes including upgrading properties, adaptations and energy efficiency.

Further increase accommodation available for those in temporary housing by acquiring further properties through the Real Lettings Scheme.

Provide support for residents facing benefit changes, for example giving extra help to private sector tenants affected by the freeze in Local Housing Allowance and the cut in the level of the benefit cap.

Deliver our Homelessness Prevention Programme, bringing agencies together to provide targeted prevention and outreach work and advice services for those at risk of becoming homeless.

Further joint working with District and County Councils and Health to provide housing support services and further improve value for money.

Success Measures	2016/2017 Targets	2016/2017 Projected outcomes
Number of new homes granted permission	400	Achieved
The percentage of HMOs licensed	70	Exceeded
Limit the use of temporary accommodation to 2015 levels	120	Achieved

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3. Strong and Active Communities Socially cohesive and safe communities

Oxford City Council Corporate Plan Priorities 2016-2020

Tackle inequality through improved prosperity and by targeting resources to those who need most support.

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.

Improve opportunities for young people to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.

Celebrate diversity and support our different communities by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.

Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.

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.

Key Achievements for 2016

Invested £800K to refurbish Cutteslowe Park Lower Pavillion to support women's and young people's participation in football.

Horspath Athletics and Sports Ground reopened after a £180K track refurbishment.

Secured £142K from the Heritage Lottery Fund for the first phase of the Museum of Oxford's redevelopment.

Increased the number of participants in the Youth Ambition Programme
2015/16 – 6060
2016/17 – 6640

And increased girl's participation significantly.
2015/16 - 25%
2016/17 – 47%

Attracted over 170,000 people to our cultural events, including the Christmas Light Festival, Common People, Dancin' Oxford, May Morning, St Giles' Fair and the Lord Mayor's Carol Concert.

Barton Park selected as a NHS Healthy New Town, securing £120K of which £30K was for small community projects to address social isolation and food poverty.

Investigated over 2,500 cases of anti-social behaviour and undertook 1,600 enforcement actions to tackle anti-social behaviour and environmental offences

Supported 10 Syrian families through the Syrian Vulnerable Persons Resettlement Scheme and worked with voluntary and faith groups to improve our services to refugees, including increasing access to English Language courses.

Established Health Partnerships, with the Primary Care Trust and health organisations, to address poor health and improve access to health services in key areas.

Assisted council tenants to reduce their energy bills through tariff changes, access to government programmes, and improved energy efficiency.

Improved our safeguarding practice for children and vulnerable adults through implementing a robust and mandatory training programme for staff and councillors, improved our taxi-licensing and launched 'Hotel Watch'.

There are large numbers of people who volunteer in the city to enable community projects to flourish and to help the council achieve its policies

of community cohesion and involvement. We campaigned with partners to encourage volunteering and as a result an additional 150 people have signing up as volunteers.

Areas of focus 2017 - 2020

Implement the Museum of Oxford Development Plan and submit a second round funding bid to develop the museum.

Invest £3.6m improving community centres and £5m improving parks, open spaces and athletics facilities over the next four years.

Invest £4.9m in the development of Horspath Sports Village.

Work in partnership with Fusion to further increase participation rates and improve customer satisfaction with our leisure facilities.

Improve services for refugees and asylum seekers and work to foster community cohesion in the city.

Continue our £1.4m grants programme to support the voluntary and community sector deliver services.

Ensure that the Barton Healthy New Town meets the agreed targets for the local community's health and well-being priorities.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcomes
Resident satisfaction with their area as a place to live	81%	Achieved
The number of people taking part in our Youth Ambition Programme	5,500	Achieved
Number of people using leisure centres	1.40 million visits	Achieved

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4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Oxford City Council Corporate Plan Priorities 2016-2020

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.

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.

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.

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.

Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences.

Key Achievements for 2016

Started construction of a £2.2m Flood Alleviation Scheme to reduce the risk of surface water flooding to 110 homes in Northway and Marston wards in North East Oxford.

Supported the Outline Business Case for the Oxford Flood Alleviation Scheme to protect businesses, households and important transport links in the western and southern parts of the city.

Reduced council carbon emission by 5 per cent for example, by investing in solar panels at St Aldate's Chambers and Horspath.

Won the prize for Local Authority Air Quality Initiative of the Year at the National Air Quality Awards 2015.

Successfully leveraged £14m into local energy projects in the city and county through the OxFutures Programme.

Attracted £50,000 government funding to explore a heat network in Oxford that could reduce carbon emissions and improve energy efficiency.

Launched Schools Tackling Oxfords Air Pollution STOP' project, with six schools, to install air quality monitoring stations and provide

educational material about air quality.

Around 40,000 people attended Low Carbon Oxford Week and 60 organisations contributed to the events.

Achieved 90 per cent reduction in dog fouling in The Leys through an awareness raising campaign.

Improved waste and cleaning services by investing in new technology, including bin weigh and high pressure hot wash street cleansing vehicle.

Increased recycling through the roll out of weekly food waste collection to 19,000 flats across Oxford due to complete by March 2017.

Recruited 20 participants for the 'Go Ultra Low' trial project to install on-street electric vehicle charging in residential areas.

Relaunched the Low Carbon Oxford website to include case studies and easier access to resources for residents and local groups

Key Focus for 2017 - 2020

Complete the £2.2m on Northway and Marston Flood Alleviation Scheme, reducing the flood risk to

110 homes in Northway and Marston.

Invest further £760,000 and implement the Oxford Flood Alleviation Scheme with the Environment Agency and other partners.

Build a £2.4m Recycling Transfer Station to increase recycling rates and deliver £320,000 savings each year from 2018/19.

A further reduction in carbon emissions from transport and increase domestic energy efficiency and local energy production. For example trial on-street electric vehicle charging; increase business engagement; reduce air pollution through 'STOP' project with schools.

Consult on how best can implement our vision for a more sustainable future for the city.

Success Measures	2016/2017 Targets	2016/2017 Projected Outcomes
Amount of non-recycable waste produced in the city per households decrease each year	423Kg	Achieved
Satisfaction with our street cleaning services	76%	Achieved
Implementation of measures to reduce City Council's carbon footprint by 5% each year	5%	Achieved

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5. An Efficient and Effective Council

A customer focused organisation, delivering efficient, high quality services that meet people's needs.

Oxford City Council Corporate Plan Priorities 2016-2020

Continue to deliver high quality services to residents and businesses in the City ensuring the flexibility to deal with uncertainty about future funding.

Continue to invest in technology to provide customers with more flexible and lower cost ways of accessing services.

Manage our property and assets effectively to generate savings and maximise returns.

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.

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.

Key Achievements for 2016

Saved £150K by replacing the ICT infrastructure contract

Roll out of hand held devices within Direct Services facilitating a more flexible way of working.

Increased e-billing, and achieved increases in e-claims for housing benefits and payments by direct debits.

Procurement savings of around £336k per annum from re-provisioning of ICT service contracts and changes in telephony.

Achieved Corporate Customer Services Excellence Accreditation for the whole Council

Launched a new City Council website in January 2016. Over 30% of all customer transactions now performed on online, compared to 25% in April 2016.

The City Council website now has 'Browsealoud' which helps people with low literacy and reading skills, dyslexia, English as a second language and people with a mild visual impairment.

Increased our income from the Town Hall by 13.9% compared with last year.

Provided free wireless access on all buses operating in Oxford, as well as our museums, galleries and public buildings.

Completed a stock condition survey, determined maintenance requirements and identified potential future development sites.

Further increased the income earned from external trading in engineering commercial waste and motor transport by £2.5m.

The Housing and Property Service achieved Silver standard in the National Practitioner Support Service.

An assurance of high standards and inclusive approaches was achieved by the Council's Landlord Services through TPAS accreditation.

Excellence in Corporate Fraud was awarded to the Fraud Investigation Service. Confirming the Council's reputation as having the best counter-fraud team in the UK.

All managers and team leaders undertook the Leadership and Management Development programme to improve management skills and performance across the council.

The Oxfordshire Open Data website was launched for public, researchers and developers to access, analyse and share information about the area.

Areas of focus 2017

Reduce supplier costs in ICT to deliver a saving of £70K.

Invest £15K in digital inclusion over two years to improve access to online services for residents.

Improve services and value for money through reviewing and retendering contracts and audit arrangements.

Achieve National Practitioner Support Service 'Gold Standard for Housing and Homelessness Prevention Services' in Housing Services.

Establish an arms-length trading company to deliver many of our blue collar service such as building works, street cleansing, waste and recycling. To increase income from external trading

Retain our IiP Gold Champion status.

	2016/2017 Targets	2016/2017 Projected Outcome
Level of staff engagement based on best company staff result.	Positive	Achieved
The percentage of customer satisfied at first point of contact	82%	Achieved
Delivery of the Council's cost savings and income targets (over a four year period)	£1,861,000	Achieved

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