

Supplement to City Executive Board - Thursday 11 February 2016

6. Scrutiny Committee Reports (Pages 3 - 22)

7. Corporate Plan 2016/20 (Pages 23 - 34)

8. Medium Term Financial Strategy 2016-17 to 2019-20 and 2016-17 Budget
(Pages 35 - 36)

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City Executive Board – 11 February 2016

Private Sector Housing Policy 2016-2019

Suggested City Executive Board response to Housing Panel recommendation provided by the Council Leader and Board Member for Regulation and Licensing of Private Rented Sector:

Recommendation	Agreed? (Y / N / In part)	Comment
1. That direct invitations to comment should be sent to Parish Councils and any lease-holders forums, in addition to the stakeholders listed in the report.	yes	
2. That the consultation should be promoted through channels such as the Your Oxford newsletter and that further consideration should be given to how the Council can best engage with private rented sector tenants, perhaps through an ‘appreciative enquiry’.	yes	
3. That the Council should make fuller use of the powers available to it to enforce the removal of waste and bulky items left outside HMO properties.	yes	I would want to clarify with Direct Services whether they are finding difficulties in using their full powers and whether we have the resources to do this.
4. That Council Officers are asked to provide an update on the feasibility of increasing the number of free bulky items collections available to tenants living in HMOs. This should include the feasibility of offering free bulky items collections on a ‘per household’ rather than ‘per property’ basis.	yes	
5. That the facility to report suspected unlicensed HMOs should be promoted more widely, including through Tenants in Touch.	yes	

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City Executive Board – 11 February 2016

Capital Strategy

Suggested City Executive Board response to Finance Panel recommendation provided by the Board Member for Finance:

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<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
<p>That an evaluation should be undertaken of how the Council can make best use of its grant funding for infrastructure at Oxpens. This should include evaluating the risks and benefits of using all or part of the grant in the interim in order to fund other things or generate a return, potentially substituting this grant funding with prudential borrowing at a later date in the event that it was needed to fund infrastructure at Oxpens.</p>	<p>N</p>	<p>The Council and its partner Nuffield college have only just exchanged contracts on the land purchase from LCR. The grant from the Local Enterprise Partnership is conditional on the Council providing the infrastructure for the development and consequently the Council will either have to fund this itself or ensure it is carried out by the developer to meet the requirement of the grant. There is a long stop date when the infrastructure needs to be in place of 31/12/2027 or the grant repaid to the Local Enterprise Partnership. It is too early to say at this point whether the Council can secure external funding to pay for the infrastructure and therefore at this stage it is safer to put the grant into an earmarked reserve backed by a long term investment to attract a higher rate of return. This would at least improve the Council's revenue position as opposed to spending the money, only to find that it was required for the infrastructure at a later date. The position will be reviewed as the project develops and as the risk of the council having to fund the infrastructure is lowered then it can be released into the capital programme to fund other projects which meet the council's objectives.</p>

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City Executive Board – 11 February 2016

Treasury Management Strategy, Annual Report and Performance 2016/17

Suggested City Executive Board response to Finance Panel recommendation provided by the Board Member for Finance:

<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
<p>1. That clarity should be provided as to whether the Council's 'real asset lettings' homelessness property investments should be included on its asset register and how a provision would be made in the event that the value of these 'assets' was to fall.</p>	<p>Yes</p>	<p>The Council will make an investment of £5million and in exchange will receive a number of units in the Fund. The investment will constitute capital expenditure in accounting terms to be financed by Prudential Borrowing. Although the Council's investment is guaranteed against the houses purchased the houses themselves are not owned by the council and therefore do not appear on the local authority balance sheet. The Section 151 Officer considers that it is prudent not to make a Minimum Revenue Provision (MRP) charge for repayment of the debt against its revenue account as the debt would be due for repayment with the closure of the Fund after the initial period and the proceeds used to repay the investment. The Assets will be valued on an annual basis and the value reflected in the price of the units in the fund. Any fall or increase in the value of the assets and hence the value of the units would be held in an unusable reserve on the balance sheet until the investment matures at which point the loss or surplus is realised. Should the value of the asset reduce over time then the Council will need to consider making a Minimum Revenue Provision since the amount received on maturity of the investment may be insufficient to repay the amount.</p>
<p>2. That the Council should continue to maintain a watching brief on the progress of the Municipal Bonds Agency (Local Capital Financing Company), as well as other relevant financial borrowing instruments.</p>	<p>Yes</p>	<p>Agreed. The council will maintain a watching and will consider the Municipal Bond Agency alongside other financial institutions when it has a need to borrow to finance capital expenditure</p>

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City Executive Board – 11 February 2016

Energy and Water Supply Procurement 2016 - 2020

Suggested City Executive Board response to Finance Panel recommendation provided by the Board Member for Climate Change and Cleaner Greener Oxford:

<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
1. That annual decisions on the proportion of renewable energy purchased through the LASER Public Buying Organisation should be informed by evaluations of the costs and benefits of this spend compared to other potential carbon reduction projects.	Y	
2. That notes or action points of meetings of the Council's Carbon and Natural Resources Board should be made available to all elected Members.	Y	

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To: City Executive Board

Date: 11 February 2016

Report of: Scrutiny Committee

Title of Report: Corporate Plan 2016-20

Summary and Recommendations

Purpose of report: To present recommendations of the Scrutiny Committee on the Corporate Plan 2016-20

Scrutiny Lead Member: Councillor Craig Simmons

Executive lead members: Councillor Bob Price, Council Leader and Board Member for Corporate Strategy and Economic Development

Recommendation of the Scrutiny Committee to the City Executive Board:

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

Introduction

1. The Scrutiny Committee pre-scrutinised the Corporate Plan 2016-20 at its public meeting on 2 February 2016. The Committee would like to thank Caroline Green for presenting this item and answering questions. The Committee focused its questioning on the consultation feedback and corporate success measures.

Summary of the discussion

2. The Committee questioned some of the statements and numbers contained in the Corporate Plan, e.g. for spend on tower blocks and regeneration. The Committee heard that the figures would be reviewed by Finance and suggest that the Corporate Plan be fact-checked in light of recent changes to local government finance and national policy. The Committee also noted that Area Forums were referenced in the Plan but that some Area Forums in the city were not functioning as well as others.

Recommendation 1 – That the Corporate Plan is fact-checked in light of recent changes to local government finance and national policy before it is presented to Council.

3. The Committee noted that thirty-two consultation responses had been received (compared to over 50 last year), of which the majority related to the budget and only six to the Corporate Plan. The Committee heard that the Council had been in dialogue with key partners during the development of the Corporate Plan and was planning to review its Community Engagement Strategy. The Committee expressed disappointment at the number of consultation responses received and questioned what scope there was to improve this number in future, including perhaps through more active engagement with target groups and by consulting on the Council's Budget and Corporate Plan separately.

Recommendation 2 – That consideration is given to whether and how the number of responses received to the public consultation on the Budget and Corporate Plan could be maximised in future years.

4. The Committee noted that the number of corporate success measures had been reduced and considered the merits of some of the selected measures compared to other measures not included. The Committee suggest that as the Council has a special responsibility as a social landlord, one of the corporate measures should be focused on tenant satisfaction, and that this measure could perhaps replace the measure on limiting the use of temporary accommodation.
5. The Committee also questioned whether there was a better measure available for new homes in the city because the number of new homes granted planning permission did not necessarily reflect the delivery of new homes on the ground due to other barriers to development. It was suggested that the numbers of Council Tax completion Notices could be a more useful measure in this respect.

Recommendation 3 – That consideration is given to the following suggestions on the corporate success measures:

- a) ***That there should be a corporate success measure on tenant satisfaction given that the Council has special responsibilities as a landlord;***
- b) ***That the corporate success measure for new homes granted permission in the city should better reflect the actual delivery of new homes.***

Further consideration

6. The Committee will have the opportunity to consider any review or refresh of the Council's Community Engagement Policy or Consultation Strategy.

Name and contact details of author:-

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List of background papers: None;
Version number: 0.2

City Executive Board – 11 February 2016

Corporate Plan 2016-20

Suggested City Executive Board response to Scrutiny Committee recommendation provided by the Council Leader and Board Member for Corporate Strategy and Economic Development:

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Recommendation	Agreed? (Y / N / In part)	Comment
1. That the Corporate Plan is fact-checked in light of recent changes to local government finance and national policy before it is presented to Council.	Y	The draft Corporate Plan will be updated to reflect latest draft budget and any policy announcements before it is presented to Council.
2. That consideration is given to whether and how the number of responses received to the public consultation on the Budget and Corporate Plan could be maximised in future years.	Y	<p>It is agreed that this should be considered.</p> <p>The consultation on the draft Budget and Corporate Plan 2016-20 opened on 18th December 2015 and closed on 24th January 2016. An invitation to take part in the consultation was sent to over 3,300 email addresses via the consultation portal and an invitation from the Assistant Chief Executive was sent to key stakeholders. An advert was placed in the Oxford Mail on 22nd December, 29th December and 5th January. Paper copies were available on request from the Consultation Officer in the Town Hall. Responses were tracked on a weekly basis and a reminder email was sent on 15th January 2016.</p> <p>The number of responses to public consultation on the Corporate Plan and Budget was lower than average in recent years (average 68). There are a number of factors to consider:</p> <ol style="list-style-type: none"> 1. The plan is developed with engagement of key partner organisations referenced in the plan so they

		<p>may not feel the need to respond</p> <ol style="list-style-type: none"> 2. Due to circumstances beyond our control, the consultation period is squeezed into a four week period that includes the Christmas and New Year holidays. 3. The Corporate Plan is the sum of many plans, strategies and policies that are developed on an on-going basis, and which the general public and key partners are consulted and invited to comment. 4. Respondents may focus their response on the draft Budget
<p>3. That consideration is given to the following suggestions on the corporate success measures:</p> <ol style="list-style-type: none"> a) That there should be a corporate success measure on tenant satisfaction given that the Council has special responsibilities as a landlord; b) That the corporate success measure for new homes granted permission in the city should better reflect the actual delivery of new homes. 	<p>N</p>	<p>3a) There are three success measures for each priority theme in the Corporate Plan which are designed to focus on the biggest challenges under each theme going forward. On this basis, the three proposed for the Housing Needs theme relate to housing delivery, limiting the use of temporary accommodation as a measure of preventing homelessness; and increasing the number of HMOs licensed in the city. In addition to the measures in the Corporate Plan we will continue to monitor progress on key indicators and report regularly to the Housing Panel. This will include satisfaction tenant satisfaction in recognition of the Councils' responsibilities as a landlord.</p> <p>3b). The corporate success measure using planning permissions reflects performance that is under the Council's control and that we can directly influence and measure. This is the measure by which we are judged by Government. Housing completions are also important to monitor, and the City Council does this annually in the Annual Monitoring Report. It is recognised that it is important that officers work proactively with developers to resolve blocks or delays on schemes. However there are many factors, including</p>

		<p>market forces which influence the timeline of when housing developments are built out, that are beyond the Council's control, including market circumstances. These wider factors make it more difficult to assess the effectiveness of the Council's performance through assessment of the annual number of housing completions. There is also a significant timelag in the collection of data on completions which makes monitoring of progress in a timely manner problematic.</p>
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City Executive Board – 11 February 2016

Scrutiny Budget Review 2016-17

Suggested City Executive Board response provided by the Board Member for Finance, Asset Management and Public Health:

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<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
<p>1. That to improve the transparency and accessibility of the Council's budget proposals and in line with the increased reliance on external revenues and more uncertain Government support, the following should be provided in future years:</p> <p>a) Details of gross revenue income and other grants received by service and how these relate to the gross expenditures on these services (Budget Report);</p> <p>b) Staffing establishment (FTE) figures by service or team so that staffing changes can be seen in proportion to the size of the services or teams that are impacted (Appendix 3).</p> <p>c) Net budget allocations in the Detailed General Fund Budget Proposals, so that adjustments can be seen in proportion to the size of the budgets impacted (Appendix 3);</p> <p>d) Clearer explanation where adjustments in new investments / bids budget lines are reversals of one-off investments that have already been made (Appendix 3);</p> <p>e) Details of how the Capital Programme as a whole and major individual capital schemes are expected to be funded (Appendix 6);</p> <p>f) The gross cost of capital schemes, indicating external funding, in addition to the City Council's contributions</p>	<p>Y</p>	<p>The Council's Budget Book, which is available on the website, provides the information requested at b) and c). It is therefore suggested that the budget papers, which are already extensive are read in conjunction with the Budget Book going forward.</p> <p>a) Grant information will be provided for those services which it is significant as part of the budget process for 17/18.</p> <p>d) The narrative in Appendix three has been amended for the final budget to ensure that all lines that are reversing previous one off bids has been identified, and this will also be incorporated into future years papers.</p> <p>e) Capital funding is now included within the covering report</p> <p>f) Schemes within the Capital Programme have been grossed up and any capital receipts or other funding are listed separately within the funding statement</p> <p>g) In consultation with Heads of Service this will be considered for future year fees and charges documentation</p> <p>h)description of the fees and charges are reviewed on an</p>

<p>(Appendix 6); g) Indicative fees and charges rates where Service Managers have the discretion to set these (for example the typical hourly rate charged for a senior lawyer) (Appendix 8); h) More specific descriptions of what new fees and charges relate to in practice (Appendix 8).</p>		annual basis as part of the budget process
<p>2. That the Council should look to opt in to receiving a four-year Revenue Support Grant settlement from Government in order to obtain additional (but not absolute) funding certainty and stability in the coming years as this grant funding reduces to zero by 2019-20.</p>	Y	<p>Agreed Within the Final Budget Report to City Executive Board .there is a recommendation for the Council to opt into the four year settlement, to give the Council more certainty over its income. Further details are awaited on information required for the efficiency plan required by the Government and when the Council will need to submit.</p>
<p>3. That Council Tax increases should be modelled at 1.75%, rather than 1.5%, in years two, three and four of the Medium Term Financial Plan and that if the Government's referendum threshold is set above 1.75% in those years, the Council should plan to increase Council Tax by the maximum amount permitted.</p>	Y	<p>Agreed. In the updated Consultation Budget the Council have updated its forecast council tax rises from 1.5% to 1.75% in line with the Governments assumptions on average council tax rises. Should the referendum level in future years be maintained at 2% then the Council will review its position.</p>
<p>4. That annual assessments should continue to be made of the potential benefits and risks to the Council of entering into a Business Rates Distribution Agreement with other Oxfordshire Councils.</p>	Y	<p>Agreed</p>
<p>5. That progress against new income targets expected to be achieved by trading 'white collar' services (e.g. legal, HR) should be particularly closely monitored given that this is a relatively new area of trading for the Council.</p>	Y	<p>Agreed All trading income targets are reported and monitored monthly</p>
<p>6. That the Council should continue to maximise income from its commercial assets, including by actively exploring the feasibility of generating income by leasing spaces (so called 'air leases') above Council-owned car parks, for example for buildings or solar power generation.</p>	Part	<p>On the general point about maximising its income from commercial assets – this is a firm aim of the administration, provided other corporate aims of the council are not threatened. On the issue of “air leases”, this has of course already been agreed in the case of St. Clements' car park, and is being explored in other cases. However, the potential should not be over-stated, particularly for residential</p>

		accommodation, where there may well be severe concerns about the quality of such accommodation and living environment that could be provided, and the administration has no desire to build floating slums. Officers will explore this concept and where there is a proven business case plans will be brought forward for Members to consider.
7. That Council Officers should explore whether there are opportunities to generate regular revenue income in Environmental Sustainability in order to reduce the net budget requirement of that service, which has a good record of achieving one-off funding.	Y	Agreed Officers will continue to identify funding which assists in meeting the Councils objectives and is financially beneficial
8. That the Council should continue to engage constructively with Oxfordshire County Council in order to achieve common charging across all Oxford Park and Ride sites and protect planned additional income of £580k per annum from 2018/19.	Part	Agreed We will engage with the County Council to try to ensure a joined-up approach to park and ride charging. The additional income is based upon an estimate of likely policy changes.
9. That Council Officers should explore whether there are opportunities to increase income by charging 'premium' and/or seasonal fees and charges, including specifically for the following: a) Commercial filming (including higher premiums for late notice requests); b) Householder services – such as bulky items collection; c) Pre-Christmas premiums for Town Hall bookings and commercial events in prime locations (e.g. Broad Street markets).	Part	Agreed. Fees and Charges are reviewed annually to ensure amongst other things they are in line with market rates. a) The Council only receive around £1200 per annum from filming and therefore charging a premium price may have negligible impact on the overall financial position of the Council b) Each household is currently entitled to 2 free collections per year of up to 3 items per visit, thereafter there is a charge. The Council believes it counterproductive to charge for all bulky waste collections since this will encourage fly tipping together with a costly clear up operation. c) The prices charged for events and town hall bookings are considered to be competitive in the market and it may be counterproductive to vary these significantly
10. That the anonymised results of the new biennial Best Companies employee engagement survey should be	Y	Agreed

made available to elected members.		
11. That in light of a possible underspend this year, consideration should be given to removing part of the residual £43k of educational attainment funding sooner than planned.	N	Not Agreed. It is anticipated that the funding for educational attainment will be fully spent. Officers are working with the Portfolio Holder for Young People Schools and Skills to review commitments and alternative proposals to ensure this occurs.
12. That the delivery of efficiency savings in Business Improvement and Financial Services that are expected to be achieved as a result Universal Credit roll-out, including the closure of Templar's Square Customer Service Centre (which has been put back two years to 2019/20), should be kept under review with the aim of realising these savings earlier if possible.	Y	Agreed. The timescale for the roll out of universal credit is still uncertain. The digital service is expected to roll out to job centres between May 2016 and May 2018 with the conversion of benefit claims to be rolled out on an individual authority basis between 2018 and 2021. The Council will adjust its service delivery and budget when the timetable is known.
13. That the Council should continue to look for further opportunities to use IT to reduce the transactional costs of service delivery, whilst continuing to ensure that services are accessible to all customer groups.	Y	Agreed. There is a detailed and comprehensive ICT workplan over the next few years which include replacement and upgrading of many key systems. Additionally there are a number of work streams such as the roll out of the tenants' portal, filing of electronic planning applications and e-benefit claims which are all aimed at increasing efficiency and reducing transactional costs.
14. That Council Officers should be encouraged to look again at what potential there is to develop new invest to save initiatives.	Y	Agreed. There are a number of good examples of invest to save initiatives which have been implemented such as ICT rationalisation, heavy goods vehicle testing, bin washing service, employment of court officer, Seacourt park and ride extension and a number of other ICT related projects in the benefit service, council tax and business rates. Officers will continue to look for these initiatives.
15. That the Council should look to maximise revenues from the planned new waste transfer station, both by opening up the facility to others and by the local reuse of materials, if such outlets exist.	Y	Agreed. The Council will look to examine all opportunities which generate additional income in the business case that will be presented to City Executive Board.
16. That given the pressures on homelessness and the risks around County Council cuts, it would be prudent to redirect £200k of revenue contributions to capital and	N	Not Agreed. Redirecting £200k of capital contributions to top up the homelessness reserve in the manner suggested would only leave a shortfall in the funding of the capital

<p>instead use this to top up the homelessness reserve, which is expected to be reduced from £1m to £800k.</p>		<p>programme and is not recommended. The Council has increased the revenue budget by £200k per annum and recently used £5 million of its capital funds which is match funded to provide an additional 50 homes for homeless families. The Council will continue to review the level of reserves that are required for homelessness support.</p>
<p>17. That the Council's reserves and balances should continue to be reviewed at appropriate intervals with a view to investing any suitable funds, such as those held against a risk or item of expenditure occurring in a future year.</p>	Y	<p>Agreed. As part of the budget setting process reserves and balances are reviewed annually and the Councils Section 151 has a statutory duty to report to Council for Members to consider them alongside the Budget. Pending their use reserves and balances are either invested in banks, building societies or longer term higher interest instruments such as property funds or used to mitigate the need to externally borrow to fund capital schemes, hence lowering the cost to the council.</p>
<p>18. That the Capital Programme and capital scheme reserve list should be revised in light of recent capital movements, grant income and the need to re-profile some schemes.</p>	Y	<p>Agreed. This has been done and all of the schemes previously on the reserve list have now been funded by the estimated additional resources.</p>
<p>19. That the Council should seek to contract large capital schemes as soon as possible to minimise price inflation and uncertainty, and consider the case for taking a more programme-based approach to contracting capital works.</p>	N	<p>Not Agreed. The Council has a significant capital programme over the next four years in excess of £130 million. A large proportion of the Programme is funded by in year revenue and therefore the ability to bring forward schemes whilst mitigating inflationary pressures would create cash flow difficulties. Schemes do have a contingency built into the budgeted cost and officers review the Capital Programme annually to confirm that the budgeted cost is still sufficient. Where required the Council does make use of external suppliers such as project managers and cost consultants to ensure that projects are delivered on time in accordance with the Programme.</p>
<p>20. That the Council should keep the local impacts of the forced sale of high value council housing (HVCH) policy under review and consider any opportunities or</p>	Y	<p>Agreed. The £20million is a contingency to mitigate the need to sell Council Housing to fund the HVCH levy. The Council will adapt its budget plans as appropriate when the</p>

mechanisms to free up funds from the new £20.1m contingency without affecting the Council's ability to retain HVCH.		potential cost to the Council is clarified.
21. That in the light of recent housing policy and budgetary changes, it would be prudent to keep the decision taken last year to defer a £20m debt repayment due in 2021 under review to ensure that it is still in the best long-term interests of the Council and Council tenants.	Y	Agreed. There are still a number of uncertainties around the Housing Agenda which the Government have yet to clarify. As Government policy becomes clearer the Council will look to adapt its Budget Plans and Debt Strategy as appropriate to ensure financial stability of the Housing Revenue Account.
22. That clarity should be provided on whether the renewable element of the HRA Energy Efficiency programme could be delivered in partnership with the Low Carbon Hub.	Y	Agreed. Further reduction of FIT by the Government makes this increasingly unlikely although we await confirmation from LCH that this is indeed the case.
23. That HRA capital spending on adaptations for the disabled should be reviewed to ensure that best value is being achieved. An audit should be undertaken and updated regularly of the number of tenants living in adapted properties to ensure that they are used to house people who need them.	Y	Agreed. This service area was the subject of a review in 2014. The recent older persons housing review due to report to CEB in March confirms the need to maintain budgets to support independent living. The policy relating to the adaptation of properties will be re-examined in 2016/17.
24. That 'sinking funds' should be instituted into new build leasehold arrangements where appropriate (e.g. blocks of flats) to prevent potentially high bills for leaseholders when these properties require capital works.	Y	Agreed. The Council already operates a sinking fund for major repairs for its development at Singletree Rosehill and is exploring this for the new Council homes at Barton

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

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

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

The percentage of customers satisfied at their first point of contact	82%	84%	85%	85%	Govmetric supply information as now.	Current score is 81%
Delivery of the Council's cost savings and income targets (cumulative over 4 year period)	£1861k	£3,230	£4,684	£5,221k	Success measured against achievement of directorate savings and income targets set out in MTFS and progress assessed through budget monitoring.	As set out in MTFS

**Draft Corporate Plan 2016 - 20
Consultation Report**

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

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

A total of 34 people have responded to the consultation online, of which six people have provided comments on the draft Corporate Plan; additional comments have been received by email from four people.

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

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

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

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

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

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

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

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05 February 2016

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

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

Finance Settlement Adjustment –

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

Original Recommendation

- a) approve the General Fund Budget Requirement of £19.784 million for 2016/17 and an increase in the Band D Council Tax of 1.99% or £5.55 per annum as set out in Table 8 and Appendices 1-4, representing Band D Council Tax of £284.52 per annum;

Revised Recommendation

- a) approve the General Fund Budget Requirement of £19.853 million for 2016/17 and an increase in the Band D Council Tax of 1.99% or £5.55 per annum as set out in Table 8 and Appendices 1-4, representing Band D Council Tax of £284.52 per annum. The additional amount of £146k over the four year period to go towards the funding of the Council's General Fund Capital Programme

Welfare Reform and Work Bill

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

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

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

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

Original

- c) approve the Housing Revenue Account budget for 2016/17 of £43.460 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4. (subject to the Welfare Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to: 1) a further report to CEB and Council detailing the effect on the Housing Revenue Account budget and; 2) notice being given to tenants of the proposed rent increase ;

Revised

- c) approve the Housing Revenue Account budget for 2016/17 of £43.487 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4 for all Council dwellings other than sheltered accommodation. In respect of sheltered accommodation that a rent increase of 0.9% is applied (average £0.88 per week increase) generating an additional income originally proposed of £27,000 for one year to be used in full or in part for improvements in the provision of sheltered accommodation. Such changes will be subject to the Welfare Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to notice being given to tenants of the proposed rent increase. In that event a further report will be made to CEB and Council detailing the consequential effect on the Housing Revenue Account budget