

Agenda

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City Executive Board

Date: **Wednesday 4 July 2012**

Time: **5.00 pm**

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

For any further information please contact:

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If you would like help to understand this document please call William Reed, Democratic Services Manager or in advance of the meeting.

City Executive Board

Membership

Chair

Councillor Bob Price	Corporate Governance and Strategic Partnerships
Councillor Ed Turner	Finance and Efficiency
Councillor Colin Cook	City Development
Councillor Van Coulter	Leisure Services
Councillor Steve Curran	Young People, Education and Community Development
Councillor Mark Lygo	Parks and Sports
Councillor Scott Seamons	Housing
Councillor Dee Sinclair	Crime and Community Safety
Councillor Val Smith	Customer Services and Regeneration
Councillor John Tanner	Cleaner, Greener Oxford

The quorum for this meeting is three members. Substitutes are not permitted.

HOW TO OBTAIN AGENDA

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Board Members are asked to declare any disclosable prejudicial interests they may have in any of the following agenda items. Guidance on this under the new standards regime will be sent to members.

3 PUBLIC QUESTIONS

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

4 SCRUTINY COMMITTEE REPORTS

Scrutiny committee reports on these subjects may be submitted to this meeting:-

- ❖ Treasury Management Performance
- ❖ Provisional Budget Outturn
- ❖ Corporate Performance
- ❖ Fusion Leisure Contract

5 COMMUNITY INFRASTRUCTURE LEVY

1 - 70

Lead Member: Councillor Cook

Report of the Head of City Development

This report seeks approval for the Community Infrastructure Levy Preliminary Draft Charging Schedule. This is a first stage towards introducing a new system to secure funding from new development towards local infrastructure provision.

The report asks the Board to approve the Preliminary Draft Schedule for consultation and to authorise the Head of City Development to make necessary editorial corrections to the document before publication.

6	PERIODIC REPORTING - FINANCE - YEAR END 2011/12	71 - 94
	Lead Member: Councillor Turner Report of the Executive Director Organisational Development and Corporate Services	
	This report presents the financial outturn for the year ending 31 st March 2012. It recommends the Board to:-	
	<ul style="list-style-type: none">❖ Note the financial outturn for 2011-12 of £25.3 million which is £0.5 million favourable to the approved budget for 2011/12;❖ Approve the transfer of the £0.5m surplus to Earmarked Reserve for funding Capital;❖ Approve transfers to the General Fund and HRA Working Balances of £0.8 million and £0.6 million respectively;❖ Approve the carry forward requests as detailed in Appendix B to the report.	
7	PERIODIC REPORTING - PERFORMANCE 2011/12	95 - 108
	Lead Member: Councillor Price Report of the Head of Business Improvement	
	This report provides the Board with outturn details for Corporate Plan performance targets for 2011/12 along with a wider perspective on performance achievements within the context of the Council's Performance Improvement Framework.	
	The report recommends the Board to note progress and improvement made against targets.	
8	PERIODIC REPORTING - RISK 2011/12	109 - 116
	Lead Member: Councillor Price, Turner Report of the Head of Finance	
	This report asks the Board to note details on both corporate and service risks as at the end of quarter 4, 31 st March 2012.	
9	TREASURY MANAGEMENT ANNUAL REPORT 2011/12	117 - 134
	Lead Member: Councillor Turner Report of the Head of Finance	

This report sets out the Council's treasury management activity and performance for 2011/2012. It also sets out a proposed revision to the Treasury Investment Strategy for 2012/2013 -2015/2016 which will be recommended to Council in July.

The Board is being recommended to:-

- ❖ Note the Treasury Management Annual Report for 2011/2012, as set out in sections 1 – 48 of the report;
- ❖ Recommend to Council changes to the Treasury Investment Strategy as referred to in sections 49 – 54 of the report.

10 ELECTRICAL MATERIALS - AWARD OF CONTRACT 135 - 140

Lead Member: Councillor Turner

Report of the Head of Business Improvement

This report recommends the Board to appoint a supplier for the provision of electrical materials and to award a contract to a particular company.

11 INTRODUCTION OF ALTERNATIVELY FUELLED VEHICLES TO THE COUNCIL FLEET 141 - 148

Lead Member: Councillor Turner

Report of the Head of Direct Services

This report, in essence, seeks approval to add more electric vehicles to the Council's existing fleet. The Board is being recommended to:-

- ❖ Approve the use of more electrically driven vehicles in the council's vehicle fleet, where viable and cost effective;
- ❖ Recommend to Council for inclusion of the additional budget in the Council's capital programme highlighted in paragraph 9, funded from the savings in running expenses over the life of the asset (as shown in Table 3, Paragraph 22) as part of the spend to save initiative.

12 OXFORD CYCLE CITY PLAN 149 - 186

Lead Member: Councillor Cook

Report of the Head of City Development

This report asks the Board to endorse the Oxford City Cycle Plan. It also recommends the Board to:-

- ❖ Authorise the Head of City Development, in consultation with the Board Member, to allocate capital and revenue funding for Oxford Cycle City to schemes and initiatives that align with the Oxford Cycle City Plan;

- ❖ Authorise the Head of City Development, in consultation with the Board Member, to make changes to the Oxford Cycle City Plan as and when appropriate, in response to ongoing dialogue with stakeholders.

13 HARCOURT HOUSE, MARSTON ROAD - DISPOSAL

187 - 194

Lead Member – Councillor Turner

Report of the Head of Corporate Property

This report seeks authority to enter into a sale of the Council's freehold interest, subject to the existing leases in Harcourt House, Marston Road. The report also proposes that the Council takes a lease of a site owned by the purchaser and located on Marston Road, to provide car parking on a temporary basis to support the development of St Clement's car park.

There is a not for publication annex to this report.

14 FUTURE ITEMS

This item is included on the agenda to give members the opportunity to raise issues on the Forward Plan or update the Board about future agenda items.

15 MINUTES

195 - 208

Minutes of the meetings held on 4th and 23rd April 2012

16 MATTERS EXEMPT FROM PUBLICATION

If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule I2A of the Local Government Act 1972.

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

PART TWO

MATTERS EXEMPT FROM PUBLICATION

17 HARCOURT HOUSE, MARSTON ROAD - DISPOSAL

209 - 210

Not for publication annex to the report at agenda item13.

(Not for publication – Paragraph 3, Schedule 12A Local Government Act 1972 – information about someone’s finances or business. The public interest in maintaining the exemption is in order not to compromise land/property disposal.)

DECLARING INTERESTS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

To: City Executive Board

Date: 4th July 2012

Report of: Michael Crofton-Briggs (Head of City Development)

Title of Report: COMMUNITY INFRASTRUCTURE LEVY (CIL) PRELIMINARY
DRAFT CHARGING SCHEDULE

Summary and Recommendations

Purpose of report: To approve the Community Infrastructure Levy Preliminary Draft Charging Schedule for consultation.

Key decision? Yes

Executive lead member: Councillor Colin Cook

Policy Framework: The CIL Charging Schedule document will produce a 'tariff-based' approach or levy for new development that is intended to make a significant contribution towards the provision of infrastructure to support new development. It will play a key role in supporting development consistent with the policies and themes in the Core Strategy, and Corporate Plan objectives.

Recommendation(s): City Executive Board is asked to:

1. approve the CIL Preliminary Draft Charging Schedule for consultation; and
2. authorise the Head of City Development to make any necessary editorial corrections to the document before publication.

Appendix 1 – CIL Preliminary Draft Charging Schedule

Appendix 2 – CIL infrastructure evidence list

Appendix 3 – Summary of maximum CIL rates by other local authorities

Appendix 4 – CIL Risk register

Summary

1. The purpose of this report is to seek approval for the Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule. This is a first stage towards introducing a new system to secure funding from new development towards local infrastructure provision.
2. The Preliminary Draft Charging Schedule recommended for consultation approval in this report will enable Oxford City Council to make a charge on most new developments to help meet a proportion of costs of identified City wide infrastructure.

Background to the Community Infrastructure Levy (CIL)

3. In 2010 the Government introduced the Community Infrastructure Levy as the preferred mechanism for securing developers contributions towards infrastructure to support growth in an area. The regulations which introduced CIL also require planning obligations to be scaled back to cover site-specific obligations and affordable housing.
4. In providing additional infrastructure to support development within Oxford, CIL is expected to have a positive economic effect on development in the medium to long term.
5. Local authorities can choose to prepare a CIL charging schedule and submit it for independent examination prior to April 2014 when changes to restrict the extent of planning obligations will come into force. From that date, tariff based approaches to S106 planning obligations will not be allowed, nor the pooling of 5 or more planning obligations for each infrastructure project apart from affordable housing which currently (May 2012) falls outside the remit of CIL.
6. Oxford City Council is one of the Government's second wave of CIL Frontrunners and likely to be one of the early implementers of CIL. Although the Frontrunners program did not involve extra funding, it has given the City Council access to the authors of the national guidance on CIL at CLG, as well as opportunities to benchmark and network with other local authorities participating in the programme.

The Preliminary Draft Charging Schedule

7. The City Council is the Charging Authority for CIL in Oxford. It is responsible for setting the charge and collecting CIL in the City. In setting the charge the City Council needs to demonstrate that there is an infrastructure funding gap to justify the adoption of a CIL charge and that the CIL charge will not make too many potential developments unviable.
8. The key challenge in setting a CIL rate is therefore to strike an appropriate balance between collecting sufficient funds and from CIL to help deliver much-needed infrastructure, without threatening the viability of development across the city.
9. The proposed infrastructure table in Appendix 2 indicates that there is an aggregate infrastructure funding gap in Oxford and has been prepared in cooperation with the County Council and other infrastructure providers.
10. The proposed CIL charges for consultation are prepared through rigorous viability testing so that the City Council can be confident on the information provided to start the consultation process. The proposed CIL charges in Appendix 1 take into account the initial findings of the viability work currently being undertaken.
11. As required by CIL legislation and guidance, the preliminary draft rates recommended in this report have been set based on economic viability only

and they do not promote policy. Viability work undertaken by the City Council provides evidence which officers suggest justifies a set of differential rates for a number of development types.

12. CIL will be payable on most buildings people normally use, and will be levied as a charge per square metre of net additional floor space created by new development. Existing floor space on the development site would be discounted.
13. Most development in Oxford takes place on previously developed land, a proportion of which comprises conversions and redevelopment of existing buildings which are unlikely to generate much CIL. This is likely to be compensated by the fact that currently, only a proportion of new development makes any form of developer contribution while under CIL most developments will be liable.
14. CIL will not generate sufficient funding to pay for all the major infrastructure needs identified in Appendix 1. There will be a process of governance, prioritisation and working with other infrastructure providers to identify how CIL is spent (including an apportionment of CIL to Parishes and Neighbourhoods).
15. The City Council will be collecting CIL and will have a role as distributor for the collected funds and there will be a significant role in project management to ensure that CIL funded projects are developed and implemented in a timely manner.
16. Although the governance and operational processes needed to underpin the above roles are extremely important, and are currently being considered, they are outside the scope of setting a CIL charging schedule.

CIL rates by other authorities

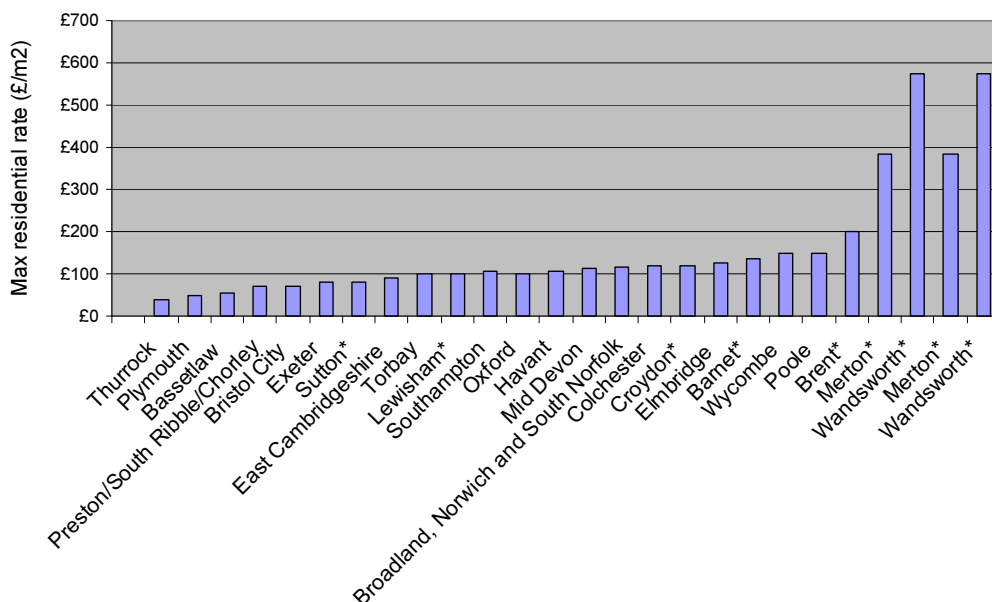
17. At the time of writing, there were only 5 adopted CIL Charging Schedules in the Country. All of them apply different CIL rates depending on development types with the exception of the London Borough of Redbridge.
18. The table below brings together in a simplified form the maximum rates adopted in these local authority areas and the rates recommended for Oxford in this report. Appendix 3 contains a simplified list of adopted and emerging CIL rates across the country to use as a reference.

Local Authority	Max Residential Rate (£/m2)	Max Retail Rate (£/m2)	Max Commercial Rate (£/m2)	Max Leisure Rate (£/m2)	Other Rates (£/m2)
Redbridge	£105 (£70 Redbridge CIL + £ London Mayor's CIL) for all development types				
Newark and Sherwood	£75	£125	£20	£0	All other development: £0
Shropshire	£80	All other development: 0			
Huntingdonshire	£85	£100	£0	£85	Health: £140 Hotels: £60 All other development: £85

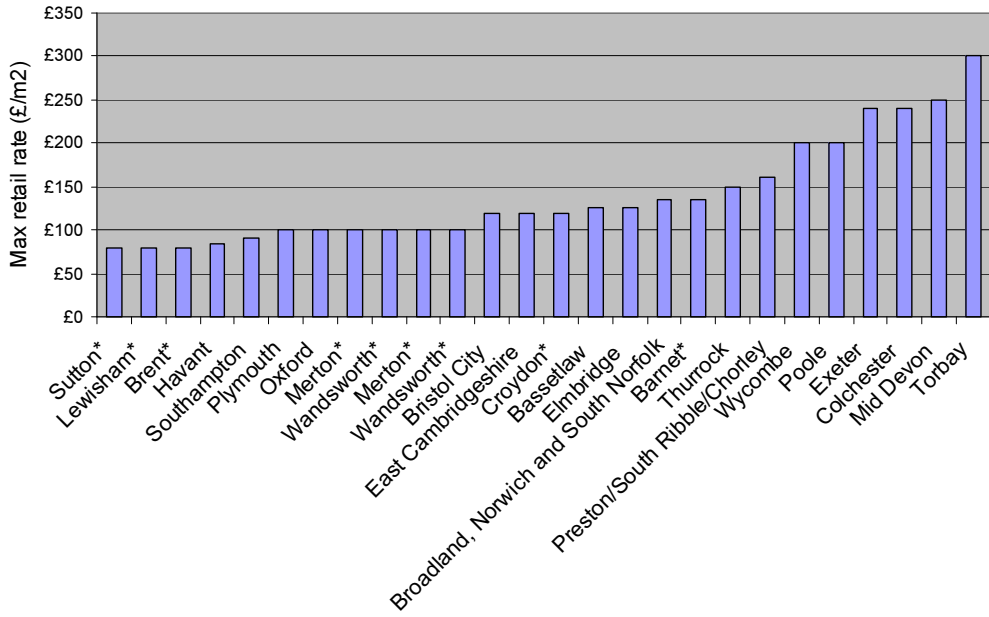
Portsmouth	£105	£53	£0	£53	Hotels: £53 Residential institutions: £53 All other development: £105
Oxford	£100	£100	£20	£20	All other development: £20

19. The recommended CIL rates in this report follow the simple format favoured by the majority of those who have already adopted CIL, and fall within the range of rates per square metre already adopted.
20. This is also supported by a comparison of CIL rates for the main development types included in emerging charging schedules as illustrated by the graphs below.

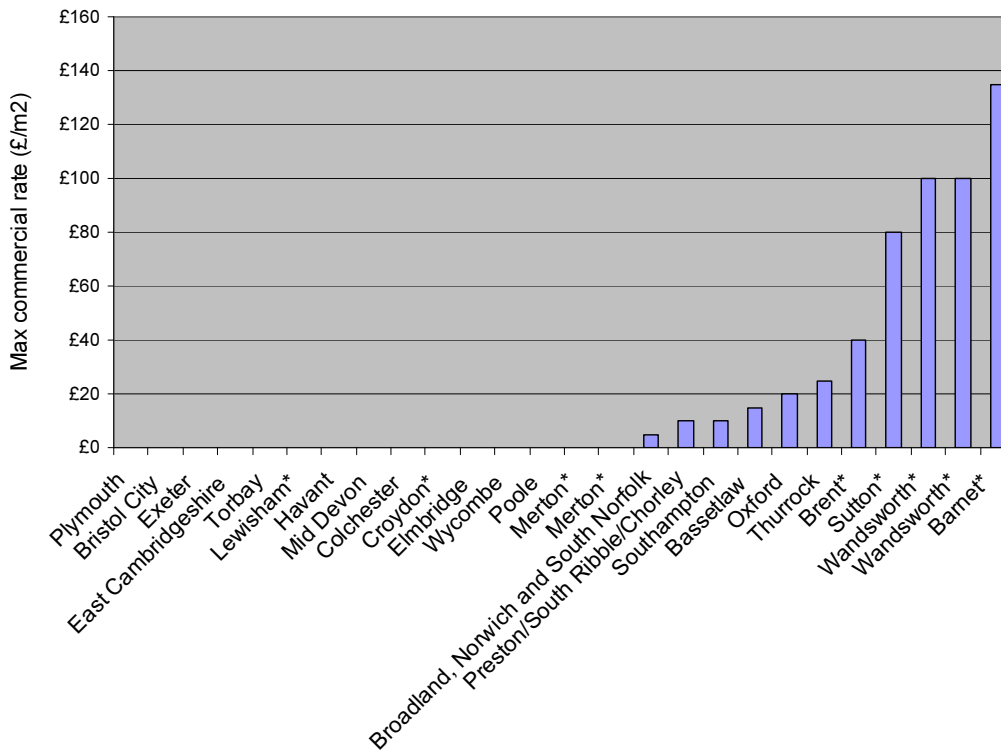
Residential rates



Retail rates



Commercial rates



Timeframe to adoption

- 21. The Community Infrastructure Levy will be produced in line with the following broad timetable:

Consultation on Preliminary Draft Charging Schedule	July- August 2012
Preparation of Draft Charging Schedule	August - October 2012
Consultation on Draft Charging Schedule	October- November 2012
Submission to Secretary of State	November – December 2012
Examination Hearing sessions	February- March 2013
Inspector's report	April - May 2013
Adoption	May 2013

The Consultation approach

22. Statutory guidance advises that the *'examiner should approve the charging authority's draft charging schedule if a charging authority has complied with the requirements of the Act and the regulations, used appropriate available evidence, and it's proposed CIL rate (or rates) are informed by and consistent with the evidence and the proposed CIL rate (or rates) would not put at serious risk the overall development of the area'*.
23. The above context defines the scope and nature of consultation for setting a CIL Charge.
24. The Preliminary Draft Charging Schedule will be consulted through a number of means:
 - Notifying all adjoining Parish Councils, the County Council, and adjoining Districts (Consultation bodies);
 - Notifying all those local agents, developers, landowners, solicitors, relevant voluntary organisations, and infrastructure providers in the Council LDF consultation list;
 - Notifying the Local Enterprise Partnership;
 - Publishing a notice in the Oxford Times and on the Council's Website;
 - Making consultation material available at the Central Library (Westgate) and the contact centre at St Aldates Chambers; and
 - Holding a Stakeholders workshop early in the consultation process.

Level of risk

21. Not delivering CIL on time or failing to implement it would have a detrimental effect on the amount of funding the Council would be able to raise to deliver infrastructure priorities.

Climate change/ environmental impact

22. CIL is a levy not a policy, and its charging schedule is a brief financial document which does not require a Sustainability Appraisal. Nevertheless, funding raised through CIL could fund or top fund environmental infrastructure to address climate change or promote environmental improvements.

Equalities impact

23. CIL is aimed at increasing funding for Infrastructure City wide, and in doing so, improving access to services and facilities for all. Although initially CIL may be seen only as an economic obligation on landowners or developers, in providing additional infrastructure to support development within the City, CIL is expected to have a positive economic effect on development in the medium to long term.
24. The Preliminary Draft Charging Schedule recommended in this report does not propose variable charges for same land uses in different areas; neither has it recommended to set artificially low or high charges for different land uses, and it is unlikely to have a differential impact on any particular social group.
25. By making communities more sustainable, the Community Infrastructure Levy aims to facilitate economic growth and liveability and so create opportunity for all.
26. Nevertheless, it is recommended that officers assess the equalities impact of the emerging CIL during the Preliminary Draft consultation proposed in this report. This is to scope the need for an Equalities Impact Assessment prior to the preparation of the Draft Charging Schedule.

Financial implications

27. The internal mechanisms and process for both the collection and distribution of CIL are still being developed in line with the timeframe for adoption, as at paragraph 17 and the responses from the impending consultation process. It is intended that these will be finalised and tested by the autumn, especially for the smaller developments that will be captured by CIL to make contributions for the first time.
28. The preliminary draft charging schedule has been set so as to ensure the balance required for sustainable development is achieved. The charges nonetheless can be reviewed and it will be necessary to ensure that the City Council uses its ability to revise CIL charges going forward so as to respond to economic and market conditions as and when they arise for the benefit of the City and all its associated stakeholders.
29. Given the authority will in the future assume responsibility for prioritising the CIL infrastructure funding for identified developments within the City it is essential that positive and constant dialogue with our commissioning partners is undertaken so that the overall planning, funding and ultimate delivery of capital infrastructure developments within the City, part funded by CIL occur on time, on budget and to the highest quality.

Legal implications

30. The consequences of not proceeding with CIL have been set out in preceding parts of the report, as have the core requirements of producing a CIL charging

schedule. Proceed with CIL consultation upon a preliminary draft charging schedule is a mandatory requirement of the CIL regulations.

Name and contact details of author:-

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City Development

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List of background papers:

Community Infrastructure Levy Guidance – Charge setting and charging schedule procedures

Version number 3

APPENDIX 1 – CIL CHARGING SCHEDULE

Community

Infrastructure Levy (CIL)

Improving access to services and facilities for all

Preliminary Draft Charging Schedule

Consultation

July 2012



- i) This is an early stage in our consultation on the CIL charging schedule, comments received on this document will be used to prepare the Draft Charging Schedule to be published in autumn 2012.

Scope of this consultation

- ii) The City Council will need to comply with requirements under Part 11 of the Planning Act 2008, and CIL Regulations 2010 (as amended) when setting the CIL rate. The proposed rate should 'appear to be reasonable' given the available evidence, and this evidence is limited to the identification of an infrastructure funding gap and the economic viability of development across Oxford.
- iii) The principles behind CIL as well as the governance and operational processes needed to underpin the collection and spending of funds are extremely important, and are currently being considered by Oxford City Council, but they are outside the scope of setting a CIL charging Schedule. They are not a matter for the examination into the CIL Charging Schedule.
- iv) At the time of writing, further CIL Regulations were under review to allow for a proportion of CIL to be passed to local bodies under what is known as the 'meaningful proportion' and considering whether making affordable housing a matter that can be funded through CIL. The City Council will amend the emerging CIL charging schedule in line with any such changes that may occur through new CIL Regulations once announced by the Government.

How to comment on this document

We are seeking comments on this document for 6 weeks between Fri 13th July 2012 and Fri 24th August 2012.

You may comment on this document using one of the following methods:

- Answer the online questionnaire at www.oxford.gov.uk/consultation; or
- Post a completed questionnaire to us at the address below, copies of the questionnaire are available from the Customer Centre at St Aldate's Chambers or phone us and we will be happy to post one to you.

Please ensure your comments reach us by the end of Friday 24th August 2012

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Introduction

- 1 In 2010 the Government introduced the Community Infrastructure Levy (CIL) as the preferred mechanism for securing developers contributions towards infrastructure to support growth in an area. The regulations¹ which introduced CIL also require planning obligations to be scaled back to cover only site-specific obligations and affordable housing (currently under review).
- 2 This document is a consultation paper issued as the first step in setting the Oxford Community Infrastructure Levy (CIL).

What is CIL?

- 3 The Community Infrastructure Levy is a tariff in the form of a standard charge on new development, which in Oxford will be set by the City Council to help the funding of infrastructure. It is intended to supplement, or top up, other sources of funding to widen infrastructure delivery.
- 4 Most development has some impact on infrastructure and should contribute to the cost of providing or improving infrastructure. The principle behind CIL is for those who benefit financially from a planning permission to pay towards the cost of funding the infrastructure needed to support development.
- 5 Unlike S106, the levy is to provide infrastructure to support the development of an area, not to make individual planning applications acceptable in planning terms.
- 6 CIL will improve Oxford City Council's ability to mitigate the cumulative impacts on infrastructure from most developments; unlike the current system of planning obligations which tends to affect mainly larger developments. Being charged on a per square metre basis, CIL charges will be proportional to the scale of the development.
- 7 In investing on the Infrastructure of the area, CIL is expected to have a positive economic effect on development in the medium to long term.
- 8 Oxford City Council has complied with the requirements under Part 11 of the Planning Act 2008, and CIL Regulations 2010, when deciding on a CIL rate. We have done this by demonstrating the use of '*appropriate available evidence to inform the draft charging schedule* (Section 211 (7A)). It also '*must aim to strike what it appears to be an appropriate balance between*':
 - the desirability of funding infrastructure from CIL, and

¹ Regulations 2010 on [legislation.gov.uk](http://www.legislation.gov.uk) website
<http://www.legislation.gov.uk/uksi/2010/948/contents/made>
Amended Regulations 2011 on [legislation.gov.uk](http://www.legislation.gov.uk) website
<http://www.legislation.gov.uk/uksi/2011/987/contents/made>

- 'the potential effect (taken as a whole) of the imposition of CIL on the economic viability of development across its area' (Regulation 14)

9 The term 'Taken as a whole' indicates that economic viability evidence is used to show that CIL rates can be borne by most development across Oxford.

The charging authority

10 Once CIL is adopted, Oxford City Council will be the charging authority for the purpose of Part 11 of the Planning Act 2008 and CIL Regulations 2010 (as amended by Regulations 2011).

Preliminary Draft Charging Schedule

11 CIL will be charged in pounds sterling (£) at differential rates according to the type of development set out in the schedule below:

The CIL rates

Development type	CIL Rate/m ²
A1 Shops	£100
A1 out of centre shops	£100
A2 Financial and professional services	£100
A3 Restaurants and cafés	£100
A4 Drinking establishments	£100
A5 Hot food takeaways	£100
B1 Business	£20
B2 General industrial	£20
B8 Storage or distribution	£20
C1 Hotels	£20
C2 and C2A Residential institutions and Secure Residential Institution	£20
C3 Dwellinghouses*	£100
C4 Houses in multiple occupation	£100
Student accommodation	£100
D1 Non-residential institutions	£20
D2 Assembly and leisure	£20
All development types unless stated otherwise in this table	£20 standard charge

C3 includes self contained sheltered accommodation
See Annex1 for reference to Use Classes guide

CIL liability

12 Development liable for CIL payment comprises:

- Development that creates 100m² or more of new build floor space measured as Gross Internal Floor Area (GIA).
- Development of less than 100m² new build GIA that results in the creation of one or more dwellings.
- The conversion of a building that is no longer in lawful use.

13 Liability to pay CIL on qualifying developments applies whether development requires planning permission or is enabled through permitted development orders (General Permitted Development Order, Local Development Orders, Enterprise Zones)²

CIL exemptions

14 CIL charges will not be levied on:

- Development that creates less than 100m² of new build floor space measured as GIA and does not result in the creation of one or more dwellings.
- Buildings into which people do not normally go, or only go to perform maintenance³.
- Buildings for which planning permission was granted for a limited period.
- Affordable housing, subject to an application by a landowner for CIL relief (CIL regulation 49).
- Development by charities for charitable purposes subject to an application by a charity landowner for CIL relief (CIL regulation 43).

15 A charging authority can choose to offer discretionary relief to a charity landowner where the greater part of the chargeable development will be held as an investment, from which the profits are applied for charitable purposes (CIL regulation 44).

16 It can also choose to offer exceptional circumstances relief (CIL regulation 55) on the basis of an unacceptable impact on the economic viability of a development, and where the exemption of a charitable institution from liability to pay CIL would constitute State aid (CIL regulation 45) and would otherwise be exempt from liability under regulation 43.

17 In Oxford City discretionary relief is not available under any of Regulations 44, 45 or 55.

Calculating the chargeable amount

18 The City Council will calculate the amount of CIL chargeable in accordance with regulation 40 of the Community Infrastructure Levy Regulations 2010 (as amended by Regulations 2011). Refer to Annex 2 for an extract of this regulation.

19 The relevant rate (R) for each development type is shown in the Charging Schedule above and the Gross Internal Area (GIA) is measured and calculated in accordance with the Royal Institute of Chartered Surveyors (RICS) Code of Measuring Practice.

² Regulations 5 and 9 of the Community Infrastructure Levy Regulations 2010

³ Regulation 6 (2) of the Community Infrastructure Levy Regulations 2010

- 20 The chargeable amount will reflect inflation by being index linked to RICS' Building Cost Information Service 'All-in Tender Price Index'.

Netting off existing floor space

- 21 In certain circumstances, where a development includes the demolition of an existing building, the existing Gross Internal Area (GIA) can be deducted from the proposed floorspace. These deductions in respect of demolition or change of use will only apply where the existing building has been in continuous lawful use⁴ for at least six months in the 12 months prior to the development being permitted.
- 22 Oxford City Council may deem the Gross Internal Area (GIA) of a building to be zero where there is not sufficient information, or no information of sufficient quality, regarding the GIA of a building, or whether it is in lawful use.

Who assumes the CIL liability?

- 23 Once planning permission is granted, CIL regulations encourage any party, (such as a developer submitting a planning application, or a landowner), to take liability to pay the CIL charge. CIL liability runs with the land. If no party assumes liability to pay before development commences, land owners will be liable to pay the levy.

When is CIL payment due?

- 24 The trigger for a CIL payment is the commencement of development.
- 25 Oxford City Council is not proposing to offer payments in instalments, and the full CIL payment will be due within 60 days from the date development commences. This has been taken into account when testing the economic viability of development across Oxford to inform the Preliminary Draft CIL charge.

Payments in kind

- 26 In circumstances where the liable party and Oxford City Council agree, payment of the levy may be made by transferring land to Oxford City Council. The agreement cannot form part of a planning obligation and must be entered into before the chargeable development is commenced⁵.

How will CIL be collected?

- 27 Oxford City Council is the collecting authority for the purpose of Part 11 of the Planning Act 2008 and CIL Regulations 2010 (as amended by Regulations 2011).

⁴ 'For the purposes of this regulation a building is in use if a part of that building has been in use for a continuous period of at least six months within the period of 12 months ending on the day planning permission first permits the chargeable development' (Regulation 40(10) of the Community Infrastructure Levy Regulations 2010)

⁵ Regulation 73 of the Community Infrastructure Levy Regulations 2010

- 28 When planning permission is granted, Oxford City Council will issue a liability notice setting out the amount payable, and the payment procedure.
- 29 In the case of development enabled through permitted development orders, the person(s) liable to pay will need to consider whether their proposed development is chargeable, and to issue Oxford City Council a notice of chargeable development.

How will CIL be spent?

- 30 CIL revenue will be spent on the infrastructure needed to support development in Oxford. Once CIL is adopted, Oxford City Council will publish on its website a list of infrastructure projects or types of infrastructure to be wholly or partially funded by CIL. This list will be known as the Regulation 123 list.
- 31 Oxford City Council will publish annual reports showing, for each financial year:
- How much has been collected in CIL;
 - How much has been spent;
 - The infrastructure on which it has been spent;
 - Any amount used to repay borrowed money;
 - Amount of CIL retained at the end of the reported year.
- 32 CIL Regulations currently under review will allow for a proportion of CIL to be passed to Parish Councils and Neighbourhoods and considering whether making affordable housing a matter that can be funded through CIL. The City Council will amend the emerging CIL charging schedule in line with any such changes that may occur through new CIL Regulations once announced by the Government.

Administration fee

- 33 Oxford City Council will use 5% of the CIL revenue to fund the administration costs of the Levy.

Next steps

- 34 The Community Infrastructure Levy Charging Schedule will be prepared in line with the following broad timetable:

Consultation on Preliminary Draft Charging Schedule	29 th June 2012 - 10 th August 2012
Preparation of Draft Charging Schedule	July-October 2012
Consultation on Draft Charging Schedule	October 2012
Submission to Secretary of State	November – December 2012
Examination Hearing sessions	February – March 2013
Inspector's report	April-May 2013
Adoption	May 2013

Annex 1- Guide to Use class Order definitions

The following list is based on the Government's guide to Use Classes as shown in their planning and building regulations online resource 'The Planning Portal'. It is not a definitive source of legal information.

- **A1 Shops** - Shops, retail warehouses, hairdressers, undertakers, travel and ticket agencies, post offices (but not sorting offices), pet shops, sandwich bars, showrooms, domestic hire shops, dry cleaners, funeral directors and internet cafes.
- **A2 Financial and professional services** - Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices.
- **A3 Restaurants and cafés** - For the sale of food and drink for consumption on the premises - restaurants, snack bars and cafes.
- **A4 Drinking establishments** - Public houses, wine bars or other drinking establishments (but not night clubs).
- **A5 Hot food takeaways** - For the sale of hot food for consumption off the premises.
- **B1 Business** - Offices (other than those that fall within A2), research and development of products and processes, light industry appropriate in a residential area.
- **B2 General industrial** - Use for industrial process other than one falling within class B1 (excluding incineration purposes, chemical treatment or landfill or hazardous waste).
- **B8 Storage or distribution** - This class includes open air storage.
- **C1 Hotels** - Hotels, boarding and guest houses where no significant element of care is provided (excludes hostels).
- **C2 Residential institutions** - Residential care homes, hospitals, nursing homes, boarding schools, residential colleges and training centres.
- **C2A Secure Residential Institution** - Use for a provision of secure residential accommodation, including use as a prison, young offenders institution, detention centre, secure training centre, custody centre, short term holding centre, secure hospital, secure local authority accommodation or use as a military barracks.
- **C3 Dwellinghouses** - this class is formed of 3 parts:
 - C3(a) covers use by a single person or a family (a couple whether married or not, a person related to one another with members of the family of one of the couple to be treated as members of the family of the other), an employer and certain domestic employees (such as an au pair, nanny, nurse, governess, servant, chauffeur, gardener, secretary and personal assistant), a carer and the person receiving the care and a foster parent and foster child.
 - C3(b): up to six people living together as a single household and

receiving care e.g. supported housing schemes such as those for people with learning disabilities or mental health problems.

- C3(c) allows for groups of people, (up to six), living together as a single household. This allows for those groupings that do not fall within the C4 HMO definition, but which fell within the previous C3 use class, to be provided for i.e. a small religious community may fall into this section as could a homeowner who is living with a lodger.

- **C4 Houses in multiple occupation** - small shared dwelling houses occupied by between three and six unrelated individuals, as their only or main residence, who share basic amenities such as a kitchen or bathroom.
-
- **D1 Non-residential institutions** - Clinics, health centres, crèches, day nurseries, day centres, schools, art galleries (other than for sale or hire), museums, libraries, halls, places of worship, church halls, law court. Non residential education and training centres.
- **D2 Assembly and leisure** - Cinemas, music and concert halls, bingo and dance halls (but not night clubs), swimming baths, skating rinks, gymnasiums or area for indoor or outdoor sports and recreations (except for motor sports, or where firearms are used).
- **Sui Generis** - Certain uses do not fall within any use class and are considered 'sui generis'. Such uses include: theatres, houses in multiple occupation, hostels providing no significant element of care, scrap yards. Petrol filling stations and shops selling and/or displaying motor vehicles. Retail warehouse clubs, nightclubs, launderettes, taxi businesses, amusement centres and casinos.

Source: Planning Portal <http://www.planningportal.gov.uk>

Annex 2- Regulation 40 of the Community Infrastructure Levy Regulations 2010 (as amended by Regulations 2011)

**PART 5
CHARGEABLE AMOUNT**

Calculation of chargeable amount

40.—(1) The collecting authority must calculate the amount of CIL payable (“chargeable amount”) in respect of a chargeable development in accordance with this regulation.

(2) The chargeable amount is an amount equal to the aggregate of the amounts of CIL chargeable at each of the relevant rates.

(3) But where that amount is less than £50 the chargeable amount is deemed to be zero.

(4) The relevant rates are the rates at which CIL is chargeable in respect of the chargeable development taken from the charging schedules which are in effect—

(a) at the time planning permission first permits the chargeable development; and

(b) in the area in which the chargeable development will be situated.

(5) The amount of CIL chargeable at a given relevant rate (R) must be calculated by applying the following formula—

$$\frac{R \times A \times I_P}{I_C}$$

where—

A = the deemed net area chargeable at rate R;

I_P = the index figure for the year in which planning permission was granted; and

I_C = the index figure for the year in which the charging schedule containing rate R took effect.

(6) The value of A in paragraph (5) must be calculated by applying the following formula—

$$\frac{C_R \times (C - E)}{C}$$

where—

C_R = the gross internal area of the part of the chargeable development chargeable at rate R;

C = the gross internal area of the chargeable development; and

E = an amount equal to the aggregate of the gross internal areas of all buildings which—

(a) on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use; and

(b) are to be demolished before completion of the chargeable development.

(7) The index referred to in paragraph (5) is the national All-in Tender Price Index published from time to time by the Building Cost Information Service of the Royal Institution of Chartered Surveyors(a); and the figure for a given year is the figure for 1st November of the preceding year.

(8) But in the event that the All-in Tender Price Index ceases to be published, the index referred to in paragraph (5) is the retail prices index; and the figure for a given year is the figure for November of the preceding year.

(9) Where the collecting authority does not have sufficient information, or information of

sufficient quality, to enable it to establish—

(a) the gross internal area of a building situated on the relevant land; or

(b) whether a building situated on the relevant land is in lawful use, the collecting authority may deem the gross internal area of the building to be zero.

(10) For the purposes of this regulation a building is in use if a part of that building has been in use for a continuous period of at least six months within the period of 12 months ending on the day planning permission first permits the chargeable development.

(11) In this regulation “building” does not include—

(a) a building into which people do not normally go;

(b) a building into which people go only intermittently for the purpose of maintaining or inspecting machinery; or

(c) a building for which planning permission was granted for a limited period.

Annex 3- How to measure Gross Internal Area

Oxford City Council will use the Royal Institution of Chartered Surveyors (RICS)'s Code of Measuring Practice to measure or check the Gross Internal Area (GIA) of a development and calculate or confirm its relevant CIL rate. The guide below is based on RICS' Code of Measuring Practice (6th edition, with amendments), the full Code of Measuring Practice is available in RICS website at <http://www.rics.org>

GIA is the area of a building measured to the internal face of the perimeter walls at each floor level.

Including:

- Areas occupied by internal walls and partitions
- Columns, piers, chimney breasts, stairwells, lift-wells, other internal projections, vertical ducts, and the like
- Atria and entrance halls, with clear height above, measured at base level only
- Internal open-sided balconies, walkways, and the like
- Structural, raked or stepped floors are property to be treated as a level floor measured horizontally
- Horizontal floors, with permanent access, below structural, raked or stepped floors
- Corridors of a permanent essential nature (e.g. fire corridors, smoke lobbies)
- Mezzanine floor areas with permanent access
- Lift rooms, plant rooms, fuel stores, tank rooms which are housed in a covered structure of a permanent nature, whether or not above the main roof level
- Service accommodation such as toilets, toilet lobbies, bathrooms, showers, changing rooms, cleaners' rooms, and the like
- Projection rooms
- Voids over stairwells and lift shafts on upper floors
- Loading bays
- Areas with a headroom of less than 1.5m*
- Pavement vaults
- Garages
- Conservatories

Excluding:

- Perimeter wall thicknesses and external projections
- External open-sided balconies, covered ways and fire escapes
- Canopies
- Voids over or under structural, raked or stepped floors
- Greenhouses, garden stores, fuel stores, and the like in residential

* GIA is the basis of measurement in England and Wales for the rating of industrial buildings, warehouses, retail warehouses, department stores, variety stores, food superstores and many specialist classes valued by reference to building cost (areas with a headroom of less than 1.5m being excluded except under stairs) areas with a headroom of less than 1.5m being excluded except under stairs

APPENDIX 2 – INFRASTRUCTURE EVIDENCE TABLE

Infrastructure evidence table supporting Oxford's Preliminary Draft Charging Schedule June 2012

The table below illustrates the existing infrastructure funding gap to deliver the anticipated growth in the City indicated in the Core Strategy. Where possible, the table provides information on funding sources at the time of writing. At this stage, the table should not be taken as establishing which projects will be prioritised for CIL funding.

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
1	Frideswide Square and approaches improvements	<p>Replacing current layout (traffic signals and short length of bus only road) with enhanced pedestrian environment and roads linking an arrangement of mini roundabouts</p> <p>Includes A420 Botley junction improvement</p> <p>Achieves: Better conditions for cyclists and pedestrians, reduced congestion on a major bus corridor and enhanced public realm between the station, West End and city centre</p>	<p>Core Strategy (CS) Local Transport Plan (LTP)</p> <p>Supports Oxpens and West End developments</p> <p>Core Strategy Policy CS5, CS13 LTP objectives: 2, 3, 4, 5, 6, 7, 8, 9</p> <p>Supporting A vibrant and Sustainable Economy</p>	£3.7m	Nil	<p>All funding secured for current project.</p> <p>Lead authority: Oxfordshire County Council</p>	2011-16
2	Oxford Retail Park junction improvements	<p>Improvements to junction to be agreed.</p> <p>Achieves: Reduced ring road congestion and improved ease and quality of access to and between Cowley/Blackbird Leys and other district centres.</p>	<p>Supports growth in Cowley/Blackbird Leys district area.</p> <p>CS Policy CS3, CS14, CS28</p> <p>Supporting A vibrant and</p>	Unknown	Unknown	<p>Funding sources to be identified</p> <p>Lead authority: Oxfordshire County Council/Oxford City Council</p>	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
3	Oxford Train Station improvement	<p>This would include two additional through platforms bringing the total up to four.</p> <p>Comprehensive station infrastructure enhancement to reduce rail congestion and facilitate East West Rail + Evergreen 3 services.</p> <p>Achieves: Enhanced public transport interchange and access to West End with facilities for cyclists and pedestrians.</p>	<p>Sustainable Economy</p> <p>Provides national access to Oxford to enable both employment and tourist growth</p> <p>Facilitates connectivity and access between other business centres within Oxfordshire (at Science Vale UK and Bicester)</p> <p>Core Strategy Policy: CS5, CS22, CS28, CS13, Cs14 LTP objectives: 2, 4, 5, 6, 7, 8</p> <p>Supporting A vibrant and Sustainable Economy</p>	Unknown	Unknown	<p>Network Rail</p> <p>Lead authority: Network rail Oxfordshire County Council</p>	2016-21
4.	Northern Approaches improvements - A40-A44 link road	<p>Link between A40 and A44 east of A34 through Northern Gateway site with extended A44 bus lane to Wolvercote Roundabout.</p> <p>Achieves: Avoids more congestion at Peartree and Wolvercote junctions and on A40 and A44, including enhanced bus priority.</p>	<p>Supports Northern Gateway and housing growth in North Oxford.</p> <p>Core Strategy Policy: CS6, CS13</p> <p>LTP objectives: 2, 5, 6, 7</p> <p>Supporting A vibrant and</p>	<p>£4.7m for link road</p> <p>£1.8m for bus lane</p>	<p>£4.7m for link road</p> <p>£1.8m for bus lane</p>	<p>S106 Developer contributions</p> <p>Lead authority: Oxfordshire County Council and Highways Agency</p>	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Sustainable Economy				
5.	Northern Approaches improvements - Cutteslowe Roundabout	<p>Conversion of 4 way roundabout into signalised cross roads with possible restriction of some right turns, plus associated traffic calming in the area on routes where traffic might divert.</p> <p>Achieves: Improved journey time reliability on both the N-S and E-W movements, which include key bus services which operate along this route.</p>	<p>Supports Northern Gateway, facilitates Eastern Arc employment and housing growth in Barton, Witney, Carterton and Bicester</p> <p>Core Strategy Policy: CS6, CS7, CS13</p> <p>LTP objectives: 2, 5, 6, 7</p> <p>Supporting A vibrant and Sustainable Economy</p>	£1.43m	£1.43m	<p>City developments</p> <p>Lead authority: Oxfordshire County Council</p>	2011-16
6.	Northern Approaches improvements – Wolvercote Roundabout	<p>Possible restricted access or closure of minor roads (Godstow Road and Five Mile Drive) where they meet roundabout, with associated traffic calming in the area on routes where traffic might divert.</p> <p>Achieves: Improved journey time reliability on both the N-S and E-W movements, which include key bus services which operate along this route.</p>	<p>Supports Northern Gateway, facilitates Eastern Arc employment and housing growth in Barton Wolvercote, Witney, Carterton and Bicester</p> <p>Core Strategy Policy: CS6, CS7, CS13</p> <p>LTP objectives: 2, 5, 6, 7</p>	£1.45	£1.45	<p>City developments</p> <p>Lead authority: Oxfordshire County Council</p>	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP) Supporting A vibrant and Sustainable Economy				
7.	West End and City Centre - Access and Improved Environment - City Centre bus and coach re-routeing, new city centre bus interchange and upgraded Gloucester Green bus station	Services from the north would terminate at Gloucester Green with access via Worcester Street and services from London and the south would terminate at a new central bus terminal integrated with the built environment. Achieves: Improved access to retail and other facilities in the city centre for bus passengers and improved pedestrian (and bus waiting) environment by removing buses from Queen Street, George Street and Magdalen Street. Reduced bus movements on other key streets e.g. Castle Street (where there would be bus stop and pedestrian improvements to cater for through services)	Supports Westgate and West End development and supports a thriving city centre for business – particularly retail and tourist trades Core Strategy Policy: CS5, CS14 LTP objectives: 2, 5, 7, 8 Supporting A vibrant and Sustainable Economy	£13.4m	£13.4m	Lead authority: Oxfordshire County Council (in liaison with bus companies)	2016-21
8.	West End and City Centre - Access and Improved Environment - Beckett Street extension/New Oxpens Road	Road link into Oxpens site Achieves: Provides essential access to the Oxpens site including links with the rest of the West End, without which this crucial development could not proceed.	Supports Westgate and West End development and supports a thriving city centre for business – particularly retail and tourist trades Core Strategy Policy: CS5, CS13 LTP objectives: 2, 5, 7, 8	£2.5m	£2.5m	Lead authority: Oxfordshire County Council/Oxford City Council/BRRB	2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Supporting A vibrant and Sustainable Economy				
9.	West End and City Centre - Access and Improved Environment - Off-bus ticketing	Provision of ticket sale terminals across the city Achieves: Speed up buses and reduce operating costs by cutting long dwell times at busy bus stops (benefits across Oxford particularly in the centre where most people board)	Improves non-car access and supports growth throughout the city Core Strategy Policy: CS5, CS14 LTP objectives: 2,4, 5, 8 Supporting A vibrant and Sustainable Economy	£1.5m	£1.48m	£20k secured from LSTF Bus companies Lead authority: Oxfordshire County Council (in liaison with bus companies)	2016-21
10.	West End and City Centre - Access and Improved Environment - Improved environment for pedestrians and cyclists in city centre streets	Improvements as for Transform Oxford work in streets including: Queen Street, St Giles, Magdalen Street, George Street and Broad Street Achieves: Enhanced environment for the growing number of pedestrians, providing more space to reduce footway congestion, thus enhancing access to, and the environment of, the West End	Improves the attractiveness of the city and district centres for residents, employees, visitors and investors Core Strategy Policy: CS5, CS13, CS14 LTP objectives: 2, 3, 4, 5, 6, 7, 9 Supporting A vibrant and Sustainable Economy	£12.7m	£12.7m	Lead authority: Oxfordshire County Council/Oxford City Council	2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
11.	Creation of new links for pedestrians and cyclists in the West End	Achieves: Improved access and movement for pedestrians and cyclists.	Eases congestion and improves safety and flexible non-car access in and around central Oxford and supports West End development. This will help to enhance the environment including air quality, making the area more attractive to inward investment and business growth. Core Strategy Policy: CS5, CS13, CS14 Supporting A vibrant and Sustainable Economy	£0.3m	£0.3m	Developers contributions Lead authority: Oxfordshire County Council/Oxford City Council	2011-21
12.	West End and City Centre - Access and Improved Environment - Improved city centre cycling environment with City Centre Cycle Hubs and Parking	Including two-way cycling on one-way roads throughout the city centre plus better safety at The Plain. Central facility - cycle parking, hire including baby buggy loans, repair facilities Achieves: Improves access for cyclists and releases suppressed demand for cycling by addressing parking shortage	Eases congestion and improves safety and flexible non-car access in and around central Oxford and supports West End development, reducing suppressed demand for cycle trips. This will help to enhance the environment including air quality, making the area more attractive to inward investment and	£570k £350k plus ongoing revenue costs	£550k £340k	developer contribution (£18k already secured) developer contribution (£10k already secured)	2011-16 2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP) business growth. Core Strategy Policy: CS5, CS13, CS14 LTP objectives: 2, 4, 5, 6, 7, 9 Supporting A vibrant and Sustainable Economy			Lead authority: Oxfordshire County Council/Oxford City Council	
13.	West End and City Centre - Access and Improved Environment - Improvement of junctions around central Oxford	Junction improvements around central Oxford at: Speedwell St/St Aldates Longwall St/High St Parks Rd/South Parks Rd Walton St/Worcester St/Beaumont St Achieves: Addresses congestion problems and improves safety for pedestrians and cyclists particularly around and between areas of development, linking new cycle bridges, the West End, the Science Area, and St Clements	Eases congestion on key routes in central Oxford and supports expansion of universities and associated research facilities Core Strategy Policy: CS5, CS13, CS14 LTP objectives: 2, 4, 5, 6, 7, 9 Supporting A vibrant and Sustainable Economy	£807k	£807k	Lead authority: Oxfordshire County Council	2016-21
14.	West End and City Centre - Access and Improved Environment -	Possible closure to through traffic in Science Area but Supporting bus access. Shared space approach in Science Area and Little Clarendon Street	This will help to enhance the environment including air quality, improving the attractiveness of the city and	£1.1m	£1.03m	Possible (inner north Oxford) £70k developer contribution	2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
	Science Area and Little Clarendon Street traffic management	Achieves: improves environment for cyclists and pedestrians.	Core Strategy (CS) Local Transport Plan (LTP) district centres for residents, employees, visitors and investors. Core Strategy Policy: CS5, CS13, CS14 LTP objectives: 3, 5, 7, 9 Supporting A vibrant and Sustainable Economy			Lead authority: Oxfordshire County Council	
15.	Accessing Oxford P&Rs - Redbridge Park & Ride - Coach Park relocation, Expansion, bus priority and journey time reliability	Relocation of coach parking to free up space at Oxpens. Expansion of site to provide 500 additional spaces where facility will become over capacity as a result of growth, to encourage greater use & new services to Eastern Arc employment sites and cater for West End growth Achieves: Encourages greater use of and new services to Eastern Arc employment sites and cater for West End growth	Supports sustainable, tourism based economic growth in city centre and West End, avoiding excess demand for park and ride – at present all spaces are filling early leading to congestion and/or cancelled trips. It also indirectly Supports housing growth outside Oxford which relies on city employment. Core Strategy Policy: CS5, CS13, CS14 LTP objectives: 2, 3, 4, 5, 7, 8	£4.4m	£4.4m	Developments in City, South and Vale Lead authority: Oxford City Council	2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP) Supporting A vibrant and Sustainable Economy				
16	Accessing Oxford P&Rs - Peartree Park & Ride improvements/relocation	Expansion of site to provide new terminal and 500 additional spaces where facility will become over capacity as a result of growth. Achieves: This will encourage greater use and provide new services to the Eastern Arc employment sites and cater for West End growth	Supports economic growth at Northern Gateway and in city centre, West End and Eastern Arc, avoiding excess demand for park and ride with all spaces filling early leading to congestion and/or cancelled trips. It also indirectly Supports housing growth outside Oxford which relies on city employment. Core Strategy Policy: CS6, CS5, CS13, CS14 LTP objectives: 2, 4, 5, 7, 8 Supporting A vibrant and Sustainable Economy	£3.6m	£3.17m	£430k developer contribution Lead authority: Oxfordshire County Council	2016-21
17.	Wireless Oxford	Provide High Speed Wireless (mobile) connectivity across Oxford.	Improving communications infrastructure will support growth in the local economy	Unknown	Unknown	Urban Broadband Fund - Department for Culture, Media	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP) and improve services in Oxford. Core Strategy Policy: CS16, CS20, CS27 Supporting A vibrant and Sustainable Economy			and Sport CIL Lead authority: Oxford City Council	
18.	Improved facilities at Park & Rides: Peartree and Sea Court	Provision of public toilets at P&Rs Achieves: Improves attractiveness of P&Rs helping to promote their use and ease city-wide movement	Improved facilities to support use of Park & Rides and help growth of city centre. Core Strategy Policy: CS1, CS6, CS5, CS13, CS14 Supporting A vibrant and Sustainable Economy	£0.25m	£0.25m	Lead authority: Oxford City Council	2011-21
19.	Construction of Coach pickup and drop off point in city centre	Achieves: Helps free up space at Oxpens and ease movement in the West End and City centre network	Supports sustainable, tourism based economic growth in city centre and West End. Core Strategy Policy: CS5, CS13, CS14 Supporting A vibrant and Sustainable Economy	£0.3m	£0.3m	Developers contributions Bus companies Lead authority: Oxford County Council & Oxford City Council	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
20.	Extension of bus priority route - along Oxpens Road (Thames St. & Hollybush Row) to serve West end Area.	Achieves: Improvements to the public transport and street network	Supports Westgate and West End development and supports a thriving city centre. Core Strategy Policy: CS5, CS14 Supporting A vibrant and Sustainable Economy	£1.7m	£1.7m	Developers contributions Transport funds CIF Lead authority: Oxfordshire County Council	2011-21
21.	Introduction of car club to serve the residents of the West End	Achieves: Supports sustainable travel by providing a greener alternative to car ownership in the West End.	Supports Westgate and West End development and supports a thriving city centre. Core Strategy Policy: CS5, CS14 Supporting A vibrant and Sustainable Economy	£50k	£50k	Developers contributions Car club company Lead authority: Oxford City Council	2011-21
22.	Oxpens Square - creation of a new civic space in the heart of the West End	Achieves: Improved public realm with a network of public spaces which encourage cultural and street activity.	This will help to enhance the environment, improving the attractiveness of the West End for residents, employees, visitors and investors. Core Strategy Policy: CS5, CS13 Supporting A vibrant and	£1.25m	£0.9375m	106 Developers contributions Arts funds Lead authority: Oxford City Council	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
23.	Public realm improvements (materials, furniture etc.) in 26 streets within West End	Achieves: Improved public realm. More attractive spaces through materials and furniture which improve how places feel and function. Supporting Oxford City's Public Realm Strategy.	Sustainable Economy This will help to enhance the environment, improving the attractiveness of the West End for residents, employees, visitors and investors. Core Strategy Policy: CS5, CS13 Supporting A vibrant and Sustainable Economy	£14.5m	£7.25m	106 Developers contributions Lead authority: Oxford City Council	2011-16
24.	Gloucester Green - improvements to the public space (new landscaping etc.)	Achieves: Improved public realm with a network of public spaces which encourage cultural and street activity.	This will help to enhance the environment, improving the attractiveness of the West End for residents, employees, visitors and investors. Core Strategy Policy: CS5, CS13 Supporting A vibrant and Sustainable Economy	£1.66m	£1.66m	Development of cinema site Lead authority: Oxford City Council	2011-21
25.	Blackbird Leys (BBL) infrastructure	Provision of physical infrastructure to support redevelopment and housing re-provision schemes in north and central BBL. Achieves: Helps build balanced and sustainable communities	Supports growth and provision of necessary infrastructure in BBL, including retail at BBL, Grenoble Road and Science Park.	£12m	£12m	Lead authority: Oxford City Council	2016-26

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)				
			Core Strategy Policy: CS3, CS17 Supporting Meeting housing needs				
26.	Primary Health Care Provision - New health centre in the West End (GP)	Scheme to replace the three Beaumont Street surgeries Achieves: Provides primary healthcare to western central Oxford residents in a modern purpose built facility.	Supports development in the West End Core Strategy Policy: CS15, CS5 Supporting Strong and active communities	£5m	Nil	Lead authority: Oxfordshire Primary Care Trust	2011-16
27.	Primary Health Care Provision - New health centre, Wolvercote (GP)	Achieves: Provides primary healthcare to Wolvercote and environs in a modern purpose built facility. Existing premises opened in 1945 and are now barely adequate.	Supports development in north Oxford Core Strategy Policy: CS15, CS8	£1m	Nil	Lead authority: Oxfordshire Primary Care Trust Planning gain funding from local developments.	2011-16
28.	Primary Health Care Provision - Replacement health centre, Summertown (GP)	Achieves: Provides primary healthcare to Summertown area. Current practice works from a converted house with its obvious access problems.	Supports development in north Oxford Core Strategy Policy: CS15, CS8	Unknown	Unknown	Planning gain funding from local developments. Lead authority: Oxfordshire Primary Care Trust	2011-16
29.	Primary schools growth - New community hub including a 1.5FE	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports development in Barton Core Strategy Policy: CS16,	£7.214m (excluding land)	£7.214m	Lead authority: Oxfordshire County Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
	School serving Barton	A focal point and resource for the local community	CS7				
30.	Primary schools growth - New 1FE school serving Blackbird Leys	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports development in Blackbird Leys area Core Strategy Policy: CS15, CS3	£5.369m (excluding land)	£5.369m	Lead authority: Oxfordshire County Council	TBC
31.	Primary schools growth - New 1FE school serving West End	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports development in West End and catchment in West side of the City. Core Strategy Policy: CS15, CS5	£5.369m (excluding land)	£5.369m	Lead authority: Oxfordshire County Council	TBC
32.	Primary schools growth - New 1FE school serving N.Oxford/Summertown	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports development in North Oxford. Linked to potential growth at Northern Gateway and/or Summertown Strategic site and other incremental development in the catchment area. Core Strategy Policy: CS15, CS8	£5.369m (excluding land)	£5.369m	Lead authority: Oxfordshire County Council	TBC
33.	Primary schools growth - Extensions to existing primary schools	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports Core Strategy growth and linked to potential growth at Northern Gateway and/or Summertown Strategic site and other incremental development in the catchment area.	TBC	TBC	Lead authority: Oxfordshire County Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy Policy: CS16, CS22				
34.	Secondary Schools growth - Extensions to existing secondary schools at Cheney, Cherwell, Peers School and Oxford Spires	Achieves: Increased provision of education facilities helping create a skilled workforce.	Supports Core Strategy growth and linked to potential growth at Northern Gateway and/or Summertown Strategic site and other incremental development in the catchment area. Core Strategy Policy: CS16, CS22	TBC	TBC	Lead authority: Oxfordshire County Council	TBC
35.	Special Educational Needs – Extensions to existing schools	Achieves: Increased provision of education facilities and a skilled workforce.	Supports Core Strategy growth. Core Strategy Policy: CS16, CS22	TBC	TBC	Lead authority: Oxfordshire County Council	TBC
36.	6th Form – Extensions to existing schools	Achieves: Increased provision of education facilities and a skilled workforce.	Supports Core Strategy growth. Core Strategy Policy: CS16, CS22	TBC	TBC	Lead authority: Oxfordshire County Council	TBC
37.	Increased facilities for adult learning at Headington and Cowley	Achieves: Adult Learning classes increase literacy and numeracy skills, thereby increasing the skills of the local workforce. The wider Adult Learning classes contribute to increasing the skills of the community,	Increasing all skill sets, subject to demand for classes. Core Strategy Policy: CS20,	£0.16m	£0.16m	Lead authority: Oxfordshire County Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		thereby providing an improved, skilled workforce	CS3				
38.	Libraries capacity and improvements- Improve capacity and accessibility of Westgate library	Achieves: A focus for communities providing opportunities for increasing literacy levels and an enthusiasm for reading/learning. This will lead to improved levels of education and a skilled workforce that is able to contribute to the economy. Libraries, as a community centre, are also able to offer support and advice to local users, thereby increasing knowledge. They also provide a key portal to ICT for some to access knowledge and employment opportunities.	Existing infrastructure to support housing growth. Increasing literacy skills. Increasing selfhelp. Core Strategy Policy: CS20, CS5 Supporting Strong and active communities	£3.87m	£3.87m	Lead authority: Oxfordshire County Council	TBC
39.	Libraries capacity and improvements - Remodelling of existing library at Cowley		Existing infrastructure to support housing growth. Increasing literacy skills. Increasing selfhelp. Core Strategy Policy: CS20, CS3 Supporting Strong and active communities	£0.15m	£0.15m	Lead authority: Oxfordshire County Council	TBC
40.	Libraries capacity and improvements - Remodelling of existing library at Headington		Existing infrastructure to support housing growth. Increasing literacy skills. Increasing selfhelp. Core Strategy Policy: CS20, CS4	£0.25m	£0.25m	Lead authority: Oxfordshire County Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP) Supporting Strong and active communities	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
41.	% for Art	<p>A means to integrate the work of artists into planned development of public space.</p> <p>Achieves: Provides a cultural asset which enhances the quality of development and enlivens the local environment in which the development stands.</p>	<p>Foster culture and the arts, sustaining and growing the creative economy and encouraging more creative industries to move to the city. Encourage the development of artists and crafts people. Enhance and enliven the local environment, and support Regeneration.</p> <p>Core Strategy Policy: CS3, CS5, CS6, CS7, CS8, CS20, CS22</p> <p>Local Plan Policy: CP14 Supporting Strong and active communities</p>	Unknown	Unknown	Lead authority: Oxfordshire City Council	TBC
42.	Rose Hill multifunctional community facility	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in Rose Hill	<p>Supports regeneration in Rose Hill</p> <p>Core Strategy Policy: CS20, CS3 Supporting Strong and active communities</p>	£4m	£2m	Developer contributions Lead authority: Oxford City Council	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)				
43.	Barton Community Hub	Multiuse facility as part of the community use of the new school at Barton. Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in Barton	Supports new development in Barton Core Strategy Policy: CS20, CS7 Supporting Strong and active communities			Developer contributions Lead authority: Oxford City Council	2011-16
44.	Cowley Community Centre	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in Cowley	Supports growth in Cowley area Core Strategy Policy: CS20 Supporting Strong and active communities	TBC	Nil	Current project is fully funded Lead authority: Oxford City Council	2011-16
45.	Northway Community Centre	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in Northway	Supports regeneration in Northway Core Strategy Policy: CS20 Supporting Strong and active communities	TBC	Nil	Current project is fully funded Lead authority: Oxford City Council	2011-16
46.	Donnington/Florence Park Community Hub	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity and a high quality of life in Donnington	Core Strategy Policy: CS20 Supporting Strong and active communities	TBC	TBC	Developer contributions Lead authority: Oxford City Council	2011-16
47.	East Oxford Community Centre	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in East Oxford	Supports growth in East Oxford Core Strategy Policy: CS20 Supporting Strong and active communities	TBC	TBC	Developer contributions Lead authority: Oxford City Council	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
48.	Blackbird Leys/Greater Leys Community Centre	Achieves: Increases access to community activities and therefore supports social inclusion, cultural diversity, and a high quality of life in the Blackbird Leys and Greater Leys area	Core Strategy (CS) Local Transport Plan (LTP) Supports regeneration and development in the Blackbird Leys/Greater Leys area. Core Strategy Policy: CS20, CS3 Supporting Strong and active communities	TBC	TBC	Developer contributions Lead authority: Oxford City Council	2011-16
49.	Headington Community Centre		Supports new development in Headington Core Strategy Policy: CS20 Supporting Strong and active communities	£3m	£3m	Developer contributions Lead authority: Oxford City Council	2011-16
50.	Jericho Community Centre	New community centre to replace non DDA compliant existing centre - increase in range of community activities offered Achieves: Increased access to community activities and therefore supports social inclusion, cultural diversity and a high quality of life in Jericho	Supports growth in Jericho Core Strategy Policy: CS20, Supporting Strong and active communities	£3m	£2.8m	Jericho Community Association/JLHT Lead authority: Oxford City Council, Jericho Community Association/JLHT	2011-16
51.	Positive Futures Programme	Programme has been expanded to engage with young people City wide. Support required to help deliver new accredited services in existing centres	Supports strong and active communities and sustains social inclusion	£0.40m	£0.15m	Oxford City Council revenue funding Lead authority: Oxford City Council	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)				
52.	Access to employment and training support	Provides support for disadvantaged people in communities to sustain access to training and employment. Job clubs and employment support delivered from existing centres in regeneration areas. Achieves: Improves access to training and social cohesion in regeneration areas where worklessness is an issue.	Supports access to education and sustains social cohesion Core Strategy Policy: CS3, S16, CS23 Supporting Strong and active communities	£0.10m	£0.10m	Lead authority: Oxford City Council/ Job Centre Plus/ Oxfordshire Skills Council	2011-16
53.	Crime reduction schemes in hotspot areas	Schemes to address community priorities on crime and antisocial behaviour through the Neighbourhood Action Groups Achieves: Promotes social inclusion and an improved quality of life	Supports strong and active communities and sustains social inclusion Core Strategy Policy: CS19, CS22, CS28 Supporting Strong and active communities	£0.15m	£0.15m	Lead authority: Oxford City Council	2011-16
54.	Brookes University CCTV scheme	Schemes to address community priorities on crime and antisocial behaviour	Supports Core Strategy Growth by helping to create environments which are and	£60k	£60k	S106 Developers contributions Lead authority:	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		Achieves: Promotes social inclusion and an improved quality of life	<p>Core Strategy (CS) Local Transport Plan (LTP)</p> <p>feel safe.</p> <p>Core Strategy Policy: CS19, CS22, CS28</p> <p>Supporting Strong and active communities</p>			Oxford City Council	
55.	Combined Older People Day Centre and Learning Disabilities Day Centre in the West of the City	<p>Provision of an additional Older People's Day Centre in the West of the City integrated within a new Extra Care Housing development</p> <p>Achieves: Provision of Resource centres concentrating on preventative care. Also includes Adult Learning classes/IT skills, so contribution to working population by the elderly. Also leads to active minds and therefore less health problems.</p>	<p>Increased demand for places at Resource centres as increasing, ageing population. Supporting long term sustainability of communities to support 'attraction' of the area and thereby desire to invest</p> <p>Core Strategy Policy: CS20, CS16</p> <p>Supporting Strong and active communities</p>	£0.85m	£0.81m	<p>S106 Developers contributions</p> <p>Lead authority: Oxford County Council</p>	TBC
56.	Expansion to three existing Early Intervention Centres	<p>No increase in centres, but use of community facilities to offer services. Increased floor area of community facilities built to serve the growth in population through storage facilities and equipment - 15m² at three centres</p> <p>Achieves: Addresses problems/issues early on in an attempt to avoid later issues. Should enable increased engagement of</p>	<p>Supporting long term sustainability of communities to support 'attraction' of the area through giving youth activity and avoiding unsociable behaviour and thereby desire to invest</p> <p>Core Strategy Policy: CS20</p>	£0.175m	£0.175m	Lead authority: Oxford County Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		youth in the school/workplace, create more stable home environments etc	Supporting Strong and active communities				
57.	Expansion to three existing Early Years Centres	Increased floor area of community facilities built to serve the growth in population through storage, facilities and equipment - 8m2 at three centres Achieves: Improves parents abilities to return to work and will offer advice on increasing workplace skills etc	Supporting long term sustainability of communities to support 'attraction' of the area through giving support to families and thereby desire to invest Core Strategy Policy: CS20 Supporting Strong and active communities	£0.1m	£0.1m	Lead authority: Oxford County Council	TBC
58.	Expansion to three existing Children's Centres	Increased floor area of community facilities built to serve the growth in population through storage, office facilities and equipment - 30m2 at three centres Achieves: Improves parents abilities to return to work and will offer advice on increasing workplace skills etc	Supporting long term sustainability of communities to support 'attraction' of the area through giving support to families and thereby desire to invest Core Strategy Policy: CS20 Supporting Strong and active communities	£0.35m	£0.35m	Lead authority: Oxford County Council	TBC
59.	New and improved public open spaces (Blackbird Leys/Grater Leys)	Achieves: Sports, health and community benefits	Investment to meet demand of growth and enable regeneration in Blackbird Leys Core Strategy Policy: CS21, CS3 Supporting Strong and active communities	£0.5m	£0.5m	'Post Play Project' Lead authority: Oxford City Council	TBC

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)				
60.	Improvements to Leisure Centre (Blackbird Leys/Grater Leys)	Achieves: Sports, health and community benefits	Investment to meet demand of growth and enable regeneration in Blackbird Leys Core Strategy Policy: CS21, CS3 Supporting Strong and active communities	£0.2m	£0.2m	Sport England Lead authority: Oxford City Council	
61.	Multi-use games areas sites (street sport)	Achieves: Sports, health and community benefits, ensures that City's MUGAS are of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.50m	£0.25m	Lead authority: Oxford City Council	2011-16
62.	Outdoor Gym and trails	Achieves: Sports, health and community benefits	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.6m	£0.6m	PCT WREN Lead authority: Oxford City Council	2011-16
63.	Improvements to playing pitches and Artificial Grass Pitches in line with recommendations in Playing Pitch Strategy	Achieves: Sports, health and community benefits, ensures playing pitches are of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.2m	£0.2m	Sport England National Governing Bodies for Sport Lead authority: Oxford City Council	2011-16
64.	Tennis Courts	Achieves: Sports, health and community benefits, ensures tennis facilities are of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.5m	£0.25m	Lead authority: Oxford City Council	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
65.	Blackbird Leys Swimming Pool	Achieves: Sports, health and community benefits, ensures swimming facilities are of a suitable quality for user needs	Investment to meet demand of growth and enable regeneraiton in Blackbird Leys Core Strategy Policy: CS21, CS3 Supporting Strong and active communities	£7m	nil	Lead authority: Oxford City Council in partnership with Fusion Leisure Developers contributions	2011-2011-16
66.	City Council Sport Pavilions	Achieves: Sports, health and community benefits, ensures our sports pavilions of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£2.3m	£1.4m	Oxford City Council, Football Foundation, Sport England Lead authority: Oxford City Council	2011-16
67.	Extension to linear park - Barton	Achieves: Provides accessible open spaces to contribute to healthy communities and successful urban environments.	Supports develoment in Barton Core Strategy Policy: CS21, CS7 Supporting Strong and active communities	£0.5m	£0.5m	Developers contributions Lead authority: Oxford City Council	2011-21
68.	Relocation of Sports Pitches and Pavilion	Achieves: Sports, health and community benefits, ensures our sports pavilions and pitches of a suitable quality for user needs	Barton Core Strategy Policy: CS21, CS7 Supporting Strong and active communities	£0.5m	£0.5m	Developers contributions Lead authority: Oxford City Council	2011-21
69.	Horspath Athletics Track and Sports Ground	Achieves: Sports, health and community benefits	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities			Sport England NGB Lead authority: Oxford City Council	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)				
70.	Barton Recreation Ground - Improvements to meet ground grading requirements of Hellenic League	Achieves: Sports, health and community benefits, ensures our sports grounds are of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21, CS7 Supporting Strong and active communities	£0.3m	£0.3m	Football Foundation Lead authority: Oxford City Council	2011-21
71.	Grey Water recycling (within Parks and associated buildings)	Achieves: Sports, health and community benefits, ensures our sports grounds are of a suitable quality for user needs	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.6m	£0.6m	Lead authority: Oxford City Council	2011-21
72.	Improvements to kiosks within Parks	Achieves: Community benefits, ensuring our parks are of a suitable quality for users needs.	Investment to meet demand of growth Core Strategy Policy: CS21 Supporting Strong and active communities	£0.3	£0.3	Lead authority: Oxford City Council	2011-21
73.	Provision of open space, play, and amenity spaces in the West End	Achieves: Provides accessible open spaces to contribute to healthy communities and successful urban environments.	Supports West End development Core Strategy Policy: CS21, CS5, CS12 Supporting Strong and active communities	£0.5m	£0.5m	S106 Developer contributions, other open space funds	2011-16
74.	Improvements to and better access to green spaces (River Thames/Castle Mill Stream corridor)	Achieves: Provides accessible open spaces to contribute to healthy communities and successful urban environments.	Supports West End development Core Strategy Policy: CS21, CS5 Supporting Strong and active communities	£0.5m	£0.25m	S106 Developer contributions, other biodiversity/open space funds	2011-16
75.	New Emergency	Relocation and consequent enhancement	Investment to meet demand	Unknown	Unknown		2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
	Services at Northern Gateway	of services of central fire station to the northern gateway and creation of single appliance fire station within the centre Achieves: Delivers required response time to save lives and protect infrastructure	of growth Core Strategy Policy: CS20, CS6 Supporting Strong and active communities			Lead authority: Fire Service/Oxford City Council	
76.	New cemetery	Provision of burial space to the east of the City (outside City boundary). Achieves: Increased local burial space	Provide for need of new burial space from City Growth Core Strategy Policy: CS20, CS6 Supporting Strong and active communities	£1m	nil	Current project is fully funded Lead authority: Oxford City Council	2011-16
77.	Jackdaw Lane Pedestrian Cycle Bridges	Quality (but not landmark) bridges across River Thames for cyclists and pedestrians at Jackdaw Lane and Oxpens Achieves: Access to West End and city centre from east	Eases congestion and improves safety and flexible non-car access on key corridors in and around central Oxford and supports West End development Core Strategy Policy: CS6, CS14, CS20 LTP objectives: 2, 3, 4, 5, 6, 7, 9 Supporting A cleaner, greener Oxford	£4.65m	£4.65m	Lead authority: Oxfordshire County Council & Oxford City Council	2016-21
	Oxpens Pedestrian	Quality (but not landmark) bridges across	Eases congestion and	£4.65m	£4.65m		2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
	and Cycle Bridges	River Thames for cyclists and pedestrians at Jackdaw Lane and Oxpens Achieves: Access from West and South plus access from West End and wider city centre to green space (Oxpens)	improves safety and flexible non-car access on key corridors in and around central Oxford and supports West End development Core Strategy Policy: CS6, CS14, CS20 LTP objectives: 2, 3, 4, 5, 6, 7, 9 Supporting A cleaner, greener Oxford			Lead authority: Oxfordshire County Council & Oxford City Council	
78.	Improvement of inner orbital (mainly B4495) junctions	Abingdon Rd, Weirs Lane; Donnington Bridge Rd, Iffley Rd; Rose Hill, Church Cowley Rd; Between Towns Rd, Oxford Rd; Oxford Rd, Hollow Way Horspath Driftway, Slade, Hollow Way; Headley Way, JRH Marston Rd, Marsh Lane; Marsh Lane, A40; Marston Ferry Rd, Banbury Rd; Moreton Rd, Woodstock Road. Achieves: Addresses congestion problems and improves safety for pedestrians and cyclists particularly around and between areas of development with improvements for public transport.	Eases congestion on a key route in the Eastern Arc and supports expansion of hospitals, universities, associated research facilities and growth in the Northern Gateway, Headington and Barton Core Strategy Policy: CS6, CS7, CS27, CS30 LTP objectives: 2, 3, 4, 5, 6, 7, 9 Supporting A cleaner,	8.25m	£8m	Development within the City Horspath Driftway, Slade, Hollow Way £180k ped/cyc/junc improvements Marston Ferry Rd, Banbury Rd £15k Lead authority:	2016-26

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
79.	St Clement's Street and London Place: improved environment for buses, pedestrians and cyclists	<p>Improved public realm with wider footways plus half bays at bus stops, arranged to facilitate interchange between services on different corridors</p> <p>Achieves: Improves bus interchange and non-car access along this key corridor linking city centre with Thornhill Park & Ride with Headington hospitals, Brookes (employment growth) and Barton (housing growth)</p>	<p>Eases congestion on a key route in the Eastern Arc and supports expansion of hospitals, universities, associated research facilities and growth in the city centre, Headington and Barton</p> <p>Core Strategy Policy: CS6, CS7, CS27, CS29, CS30</p> <p>LTP objectives: 2, 3, 4, 5, 6, 7, 8, 9</p> <p>Supporting A cleaner, greener Oxford</p>	£3.3m	£3.3m	Lead authority: Oxfordshire County Council/Oxford City	2016-21
80.	Cowley Centre: improved environment for buses, pedestrians and cyclists	<p>Improved public realm with possible wider footways and crossings along Between Towns Road and short length of Barns Road. Relocation of bus stops closer to shops, facilitating easier interchange.</p> <p>Achieves: Improves bus interchange and conditions for cyclists and pedestrians, enhancing access to and environment of primary district centre (Core Strategy)</p>	<p>Improve the attractiveness of this key district centre for shoppers and retail investors</p> <p>Core Strategy Policy: CS3, CS14</p> <p>LTP objectives: 3, 5, 7, 9</p> <p>Supporting A cleaner, greener Oxford</p>	£5.2m	£5.17m approx	<p>developer contribution</p> <p>£26,000 from S106 developers contributions</p> <p>Lead authority: Oxfordshire County Council/Oxford City Council</p>	2016-21
81.	Orbital and radial	High quality cycle routes, mainly off-road	Eases congestion and	£9.75m	£9.3m	S106 Developer	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
	cycle routes	<p>and on quiet roads, with a high level of priority at junctions including the following links:</p> <ul style="list-style-type: none"> • Redbridge - Churchill Hospital • Rose Hill –Summertown • Inner East Oxford – Churchill Hospital • Blackbird Leys – Donnington Bridge Road • Thornhill Park and Ride – city centre <p>Achieves: Better non-car access particularly within the Eastern Arc and between Eastern Arc, West End and city centre, linking residential areas with employment and other facilities.</p>	<p>improves flexible non-car access on a key radial and orbital corridors in the Eastern Arc and supports expansion of hospitals, universities, associated research facilities and growth in the Northern Gateway, Headington and Barton, city centre and West End.</p> <p>Core Strategy Policy: CS6, CS7, CS27, CS29, CS30</p> <p>LTP objectives: 2, 3, 4, 5, 6, 7, 9</p> <p>Supporting A cleaner, greener Oxford</p>			<p>contributions:</p> <p>£0.435m from 10 S106s developers contributions</p> <p>Lead authority: Oxfordshire County Council/Oxford City Council</p>	
82.	Barton urban extension transport schemes	<p>New A40 junction and a possible pedestrian cycle bridge and/or toucan crossings.</p> <p>Achieves: Provides essential access to new housing development from and across A40, without which this, crucial development could not proceed, aggravating the city's housing shortage.</p>	<p>Supports growth at Barton.</p> <p>Core Strategy Policy: CS7</p> <p>LTP objectives: 2, 3, 4, 5, 6, 7, 9</p> <p>Supporting A cleaner, greener Oxford</p>	£1.3m	£1.3m	<p>Lead authority: Oxfordshire County Council/Oxford City Council</p>	2011-16

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
83.	Major works to city roads in appropriate locations	Achieves: Ensures that city roads have the capacity to sustain increased use, and helps safe traffic movements in the City.	Supports Core Strategy growth across the City. Core Strategy Policy: CS14, CS22, CS28 Supporting A cleaner, greener Oxford	TBC	TBC	Lead authority: Oxford City Council	Ongoing
84.	Parking management (Controlled Parking Zones)	Controlled parking zones in Cowley, Temple Cowley, East Oxford, Wood Farm, Lye Valley, Barton, Sandhills, Risinghurst, inner Botley, Cutteslowe. Also car-free/low-car housing and workplace car parking reductions. Achieves: Supports sustainable low car employment and residential growth in built up areas to reduce congestion and protect essential parking for local residents and businesses.	These measures will make otherwise unacceptable developments possible in densely built up congested areas Core Strategy Policy: CS14 LTP objectives: 2, 5, 6, 7 Supporting A cleaner, greener Oxford	£1.05m	£0.85m	Developer contributions: £0.107 from S106s Lead authority: Oxfordshire County Council	2011-21
85.	Eastern Arc Rapid Transit	Assumes a single 3.5 metre wide busway alongside the northern and eastern bypasses from Peartree junction to BMW then along the freight railway (with rail use continuing) to Heyford Hill continuing along the Southern Bypass to Kennington	Eases congestion and improves non-car access on a key corridor in the Eastern Arc and supports expansion of hospitals, universities, associated research facilities	£206m	£206m	Lead authority:	2021-26

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		<p>roundabout. Seven stations and priority across Green Road roundabout.</p> <p>Achieves: Step change in orbital public transport linking employment growth and housing at Northern Gateway, Barton, Headington, Blackbird Leys, Cowley, and Littlemore (including Water Eaton and Redbridge P&R sites) and with wider public transport network, walking and cycling routes, to prevent ring road gridlock.</p>	<p>and growth in the Northern Gateway, Headington and Barton</p> <p>Core Strategy Policy: CS6, CS7, CS27, CS29, CS30</p> <p>LTP objectives: 2, 4, 5, 6, 7, 8</p> <p>Supporting A cleaner, greener Oxford</p>				
86.	Hinksey Hill interchange upgrade	<p>A34 northbound and southbound exit slip roads avoiding roundabout.</p> <p>Achieves: More reliable A34 journey times, lower risk of accidents from queuing back onto A34 main line, improved access to Redbridge P&R and business parks in East Oxford</p>	<p>Supports growth within the city and wider region by reducing congestion on A34.</p> <p>Core Strategy Policy: CS14</p> <p>LTP objectives: 2, 5, 6, 7</p> <p>Supporting A cleaner, greener Oxford</p>	£11.8m	£11.8m	<p>Highways Agency?</p> <p>Lead authority:</p>	2016-21
87.	<p>Kennington interchange improvement</p> <p>Phases 1&2</p>	<p>Southbound on-slip avoider lane. (Phase1)</p> <p>A34 northbound and southbound exit slip roads avoiding roundabout. (Phase 2)</p>	<p>Supports growth within the city and wider region by avoiding severe congestion at this critical junction and on the A34. Without it development</p>	£311.7m	unknown	<p>Lead authority: Oxfordshire County Council</p>	<p>2011-16</p> <p>2016-21</p>

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth Core Strategy (CS) Local Transport Plan (LTP)	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		<p>Achieves: More reliable A34 journey times, lower risk of accidents from queuing back onto A34 main line, improved access to Redbridge P&R and business parks in East Oxford.</p>	<p>in Oxford and the growth arc will be suppressed as the area will increasingly be perceived as a congestion hot spot. It also indirectly Supports housing growth south of Oxford which relies on city employment</p> <p>Core Strategy Policy: CS14</p> <p>LTP objectives: 2, 5, 6, 7</p> <p>Supporting A cleaner, greener Oxford</p>				
88.	Littlemore Roundabout improvement	<p>Removal or rephasing of Littlemore Roundabout signals.</p> <p>Achieves: Reduced delays on Eastern Bypass and Iffley Road</p>	<p>Enable the proposed employment growth within the Eastern Arc and housing growth at Barton.</p> <p>Core Strategy Policy: CS14</p> <p>LTP objectives: 2, 5, 6, 7</p> <p>Supporting A cleaner, greener Oxford</p>	£99k	£44k	<p>Developer contributions: £55k from S106s</p> <p>Lead authority:</p>	2016-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
89.	City wide Low Emission Zone	<p>Only low emission buses and goods vehicles permitted, supported by city centre bus rerouteing and freight consolidation scheme.</p> <p>Achieves: Reduced nitrogen oxide emissions from buses and goods vehicles</p>	<p>Improves the attractiveness of the city and district centres for residents, employees, visitors and investors</p> <p>Core Strategy Policy: CS14</p> <p>LTP objectives: 5,7,9</p> <p>Supporting A cleaner, greener Oxford</p>	£1m	£1m	<p>Lead authority: Oxfordshire County Council</p>	2011-16
90.	Low Carbon Scheme Infrastructure	<p>Achieves: Reduces carbon emissions across Oxford.</p>	<p>Supports reduction of carbon emissions from City's growth.</p> <p>Core Strategy Policy: CS9, CS22, CS28</p> <p>Supporting A cleaner, greener Oxford</p>	Unknown	Unknown	<p>Lead authority: Oxford City Council</p>	
91.	West End District Heating System	<p>A community energy scheme providing sustainable energy. Linking developments to an area wide combined heating, cooling, and electricity network.</p> <p>Achieves: Reduces carbon emissions across Oxford.</p>	<p>Providing sustainable energy to support new growth in the West End.</p> <p>Core Strategy Policy: CS5, CS9, CS22, CS28 West End AAP Policy: WE13</p>	£0.3m	£0.3m	<p>Lead authority: Oxford City Council (in liaison with an energy services company)</p>	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP) Supporting A cleaner, greener Oxford				
92.	Adaptation/enhancement of the Redbridge recycling facility	Adaptation / enhancement of the Redbridge recycling facility. Achieves: Increased kerbside collection by the Districts to encourage recycling and education around waste management.	Reduce landfill and therefore pressure on sites for this purpose. Investment to meet demand of growth. Core Strategy Policy: CS10 Supporting A cleaner, greener Oxford	£0.25m	£0.25m	Lead authority: Oxfordshire County Council	TBC
93.	New Kidlington Recycling Facility (Oxford % of costs)	It would deliver a proportion of the cost of the new Kidlington Facility. Achieves: Increased kerbside collection by the Districts to encourage recycling and education around waste management.	Reduce landfill and therefore pressure on sites for this purpose. Investment to meet demand of growth. Core Strategy Policy: CS10 Supporting A cleaner, greener Oxford	£0.75m	£0.75m	Lead authority: Oxfordshire County Council	TBC
94.	Oxford Flood Defence Measures	Achieves: Reduced flood risk to properties in Oxford		Unknown	Unknown	Lead authority: Environment Agency	TBC
95.	Trill Mill Culvert - Ancient watercourse (i)	Increase capacity to use as a flood relief route. Achieves: Help reduce flood risk in Oxford and restores an historic water course.	Increases City's capacity to mitigate future flood events Core Strategy Policy: CS5, CS11	Unknown	Unknown	Lead authority: Oxfordshire County Council/Environment Agency/Oxford	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
			Core Strategy (CS) Local Transport Plan (LTP)			City Council	
			Supporting A cleaner, greener Oxford				
96.	Trill Mill Culvert - Ancient watercourse.(ii)	Service diversions and other reinstatement works restore full flood flow capacity. Achieves: Helps to reduce flood risk in Oxford and restores an historic water course.	Increases City's capacity to mitigate future flood events Core Strategy Policy:CS5, CS11 Supporting A cleaner, greener Oxford	£1.6m	£1.6m	Developers contributions Lead authority: Oxfordshire County Council/Environment Agency/Oxford City Council	2011-16
97	Improvements to the open space/biodiversity areas of Oxpens field and River Thames bankside	Achieves: Accessible open spaces to contribute to healthy communities and successful urban environments	Supports West End growth Core Strategy Policy: CS21, CS5 Supporting Strong and active communities Supporting A cleaner, greener Oxford			S106 Developer contributions Lead authority: Oxford City Council	2016-26
98	Dry Access Infrastructure	Public realm projects which when combined with careful design of development sites in the West End will secure an access route from the West End sites to the remainder of the city centre in the event of a 1 in 200 year flood. Achieves: secure dry access to sites in	Supports West End growth Core Strategy Policy: CS5, CS11 Supporting Strong and active communities	Unknown	Unknown	Lead authority: Oxford City Council/Environment Agency	2011-21

No.	Scheme Title	Scheme Description and what it will achieve	How scheme delivers growth	Cost estimate	Gap in funding	Funding Sources (secured and anticipated) and lead authority	Time-scale
		times of flooding.	Supporting A cleaner, greener Oxford				
99	Upstream flood storage (Northway and New Marston) Community Centre & Court Place Farm.	<p>Construction of two surface water holding areas. One at the Northway Centre playing field and the second at Court Place Farm Park. There are 279 residential properties at significant risk of flooding. Create 0.3 hectares of new water-dependant habitat.</p> <p>Achieves: Help reduce flood risk in Oxford and restores an- historic water course.</p>	<p>Not addressing the issue of flood risk to the existing properties will cause blight in the area, and risk not being able to deliver the City's three Northway partnership housing schemes. In may also impact upon the Barton strategic development.</p> <p>Increases City's capacity to address flood risk</p> <p>Core Strategy Policy:CS7, CS11</p> <p>Supporting A cleaner, greener Oxford</p>	£1.9m	£600k	<p>FDGiA grant.</p> <p>Lead authority: Oxford City Council</p>	2011-16

APPENDIX 3 - Summary of maximum CIL rates by other local authorities

Local Authority	Max Residential Rate (£/m2)	Max Retail Rate (£/m2)	Max Commercial Rate (£/m2)	Max Leisure Rate (£/m2)	Other Rates £/m2
Adopted CIL charges					
Newark and Sherwood	£75	£125	£20	£0	All other development: £0
Shropshire	£80	All other development: 0			
Huntingdonshire	£85	£100	£0	£85	Health: £140 Hotels: £60 All other development: £85
Portsmouth	£105	£53	£0	£53	Hotels: £53 Residential institutions: £53 All other development: £105
Redbridge*	£105 (£70 Redbridge CIL + £ London Mayor's CIL) for all development types				
Emerging CIL rates					
Thurrock	£38	£150	£25	£0	All other development: £0
Plymouth	£50	£100	£0	£0	Other A use - £30
Bassetlaw	£55	£125	£15	All other development: £0	
Preston/South Ribble/Chorley	£70	£160	£10	£10	Retail W'house £40 Non residential institutions: £0 All other development: £10
Bristol City	£70	£120	£0	£50	Student: £100 Non residential institutions: £0 All other development: £50
Exeter	£80	£240	£0	£0	Student: £40 All other development: £0

Local Authority	Max Residential Rate (£/m2)	Max Retail Rate (£/m2)	Max Commercial Rate (£/m2)	Max Leisure Rate (£/m2)	Other Rates £/m2)
Sutton*	£80	£80	£80		
East Cambridgeshire	£90	£120	All other development: £0		
Torbay	£100	£300	All other development: £0		
Lewisham*	£100	£80	£0	£80	All other development: £80
Southampton	£105	£90	£10	£10	All other development: £0
Oxford	£100	£100	All other development: £20		
Havant	£105	£84	All other development: £0		
Mid Devon	£113	£250	All other development: £0		
Broadland, Norwich and South Norfolk	£115	£135	£5	£5	
Colchester	£120	£240	All other development: £0		
Croydon*	£120	£120	£0	£120	Institutions: £0 All other development: £120
Elmbridge	£125	£125	All other development: £0		
Barnet*	£ 135 for all development types				
Wycombe	£150	£200	All other development: £0		
Poole	£150	£200	All other development: £0		
Brent*	£200	£80 office only	£40	£5	Student: £300 All other development: £0
Merton*	£385	£100	All other development: £0		
Wandsworth*	£575	£100	£100	£0	

* Exclude the London Mayor's CIL rate which adds a £20-£50 CIL charge per square metre in addition to each London Borough CIL rate.

APPENDIX 3 – CIL RISK ASSESSMENT REGISTER

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		
		I	P			I	P	Action: Action Owner:	Outcome required: Milestone Date:	Q 1	Q 2	Q 3	Q 4	I	P	
					Mitigating Control: Level of Effectiveness: (HML)			Mitigating Control: Control Owner:			☹	☹	☹	☹		
67	Successful challenge at independent examination by the development industry that the CIL charges are set too high	3	2	Lack of robust economic viability data	<p>Mitigating control: Commissioning of further viability testing if relevant issues are identified through the Preliminary draft consultation.</p> <p>Close working relationship with Corporate Assets which provide support and advise on land valuations to ensure information provided by consultants truly reflects local market</p> <p>Working with development industry as part of individual meetings with bodies such as HBF</p> <p>Preparing Stakeholders workshop as part of Preliminary Draft consultation to identify areas of consensus and disagreements early in the process.</p> <p>Level of Effectiveness: M</p>	3	1	<p>Action: The Head of City Development to agree the commissioning of further supplementary evidence in accordance to CIL developers brief March 2012 Action Owner: Maria Garcia Mitigating Control: In event that the evidence is robustly challenged, revise CIL timetable to allow a re-draft. Control owner: Michael Crofton-Briggs</p>	<p>Outcome required: All representations analysed and main issues identified to make decision on amendments needed to the Charging Schedule. Milestone Date: 24th August 2012</p>							

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	
		I	P			I	P	Action: Action Owner:	Outcome required: Milestone Date:	Q 1	Q 2	Q 3	Q 4	I	P
					Mitigating Control: Level of Effectiveness: (HML)			Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ☹	Q 2 ☹	Q 3 ☹	Q 4 ☹		
68	From April 2014, S106 substantially scaled back. Not implementing CIL would result on a significant reduction in the level of developer contributions secured in future years.	3	3	Lack of robust evidence on infrastructure and/or economic viability There is no time within the current CIL timeframe to allow for any eventualities.	Mitigating control: Scope the review of Planning Obligations and Affordable Housing SPD in the context of the emerging CIL to maximise remaining opportunities allowed for by the scaled back S106 regime. This will not provide effective mitigation for not having implemented CIL. Level of Effectiveness: L Mitigation control: Provision of staff resources. Policy team may be able to release resources as the Barton AAP and Sites and Housing DPDs examinations near their end. Level of Effectiveness: M	3	2	Action: The Head of City Development in consultation with Executive Board Member to allow for SPD reviews on Affordable Housing and Planning Obligations Action Owner: Maria Garcia Mitigating Control: Help S106 officer on review of SPDs Control owner: Michael Crofton-Briggs Action: The Head of City Development to make necessary decisions on priorities for the Policy Team's work Action Owner: Maria Garcia Mitigating Control: Distribution of tasks at key project milestones such as consultation stages.	Outcome required: Successful Implementation of CIL by Summer 2013 Milestone Date: Adoption of CIL by Spring 2013.						

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To: Value and Performance Scrutiny Committee
City Executive Board

Date: 25th June 2012
4th July 2012

Report of: Head of Finance

Title of Report: FINANCIAL OUT-TURN FOR THE YEAR ENDING 31ST MARCH 2012

Summary and Recommendations

Purpose of report: To present the financial outturn for the year ending 31st March 2012.

Key decision? No

Executive lead member: Councillor Ed Turner

Policy Framework: Budget

Recommendation(s): **Value and Performance Scutiny Comiitee should :**

Consider the report and make any recommendations to CEB

The City Executive Board is recommended to:

- 1) Note the financial outturn for 2011-12 of £25.3 million which is £0.5 million favourable to the approved budget for 2011/12.
- 2) Approve the transfer of the £0.5m surplus to Earmarked Reserve for funding Capital as set out in paragraph 7
- 3) Approve transfers to the General Fund and HRA Working Balances of £0.8 million and £0.6 million respectively. These being in line with the budget
- 4) Approve the carry forward requests as detailed in Appendix B
- 5) To note the payment of the partnership payment in the sum of £416 per fte staff subject to the terms of the agreement as referred to in paragraph 37

- Appendix A - Earmarked Reserves
- Appendix B - Carry forward requests 2011-12
- Appendix C - Housing Revenue Account
- Appendix D - Capital Programme 2011-12

EXECUTIVE SUMMARY

The report shows that:

1. The provisional outturn for the General Fund as at the 31st March 2012 is £25.294 million. This is £0.5m favourable to the 2011-12 approved budget after transfers to and from reserves and a budgeted transfer to the working balance of £0.816 million.
2. The outturn position is £0.925 million different to the February position the details of which are explained in paragraph 34
3. The 2011-12 General Fund savings target was £4.2 million. This has been achieved.
4. As at 31st March 2012 the Housing Revenue Account forecast outturn shows a £0.620 million surplus. This is £0.120 million favourable to the 2011-12 budgeted position.
5. The Council's actual capital spend was £21 million in year. This is compared to an approved budget of £35 million. The £14 million variation is due largely to slippage on the Competition Swimming Pool of £7.8 million and slippage and under spends within the HRA.
6. The Council's accounts are still subject to audit. It is therefore possible that some of these figures may change as a result of that process.

GENERAL FUND PROVISIONAL OUTURN

7. The provisional outturn for 2011/12 is £25.294 million; this is £0.5m favourable compared to the approved budget after a transfer of £0.816m to the General Fund Working Balance, in accordance with the budget. Below is summary of the General Fund position by Directorate compared to the 2011-12 approved budget and the position as at 28th February 2012.

Table 1 – General Fund Forecast Outturn as at 31st March 2012

March 2012	Approved Budget 11/12	Actual YTD	Outturn Variance to Latest Budget	Outturn Variance to Latest Budget 28-02-12	Movement from last month
Service Area	£000's	£000's	£000's	£000's	£000's
Directorates:					
Chief Executive	5,065	5,070	5	183	(178)
City Regeneration	4,897	2,376	(2,521)	(348)	(2,173)
City Services	7,369	5,149	(2,220)	(1,074)	(1,146)
Finance & Efficiency	6,461	6,063	(398)	(3)	(395)
Total Excluding SLA's And Capital Charges	23,792	18,658	(5,134)	(1,242)	(3,892)
SLA's and Capital Charges	(1,640)	(1,642)	(2)	-	(2)
Total of Corporate and other associated Budgets	2,810	2,404	(406)	(564)	158
Transfer to Balances	816	816	-	-	-
Transfers to and (from) reserves	-	5,058	5,058	397	4,661
Net Budget Requirement	25,778	25,294	(484)	(1,409)	925
Funding					
External Funding	13,399	13,399	-	-	-
Council Tax	12,355	12,355	-	-	-
Collection Fund surplus	24	24	-	-	-
Total Funding Available	25,778	25,778	-	-	-
(Surplus) / Deficit for Year	0	(484)	(484)	(1,409)	925
Working Balance					
1st April 2012		4,428			
Transfers in		816			
31st March 2012		5,244			

7 Reason for variances

There were a number of notable variances by Directorate as follows:

8 Chief Executive Directorate - £5k adverse variance against the latest budget, being £ (178k) favourable compared with February's monitoring

9 Policy Culture and Communication £ (128k) favourable

This is a net position made up of a shortfall in income from the Town Hall of £117k offset by an under spend on the Town Hall refurbishment programme £(145k) which is not yet complete, as well as favourable variances in other areas, including £ (35k) on the events budget and a net favourable variance of £ (7k) on Arts and Dance development. Caretaking budgets resulted in a favourable year end variance of £ (20k) and a favourable variance of £ (38k) on Local Strategic Partnership.

10 The under spend is subject to a carry forward request of £145k in respect of the refurbishment of the Town Hall galleries which has not yet been completed

- 11 People and Equalities £ 130k adverse**
This key variations include: over spends on the payroll system £30k, £20k on the cost of trade union support Occupational Health £36k and an unachieved saving on corporate mileage of £44k
- 12 Law and Governance £36k favourable**
The variation is in respect of the unused elections reserve which has subsequently been transferred to earmarked reserves.
- 13 City Regeneration Directorate - £ (2,520k) favourable variance against the latest budget, being £ (2,173k) favourable compared to last month**
- 14 Community Housing and Development £ (1,560k) favourable compared to £(200k) favourable**
Within Communities and Neighbourhoods there have been significant salary savings due to delays in recruitment to budgeted posts £ (140k)..
- 15 Within Communities Housing and Strategy, slippage in producing the Tenants' Handbook, which is subject to a carry forward request £ (45k), salary savings again due to periods of vacant posts £ (59k) and under spends on supplies and services of £ (23k) have caused the underspend in this area.
- 16 Community Safety Strategy and Operations underspent by £ (59k) due to delays in appointment to vacant posts.
- 17 Housing Needs underspent by £ (31k) principally caused by salary savings that have been partially offset by increased expenditure associated with Homeless Prevention activities.
- 18 £1.2 million of unused grants, mainly associated with Housing and Communities activities e.g. Homelessness additional grant, Communities external grant provision, Connecting Communities grant etc have been transferred to earmarked reserves pending spend in future years. The majority of these grant monies have already been committed in 2012/13.
- 19 Corporate Assets £ (1,000k) favourable**
This reflects favourable rent reviews on commercial Property of around £(400k), a release from the St Aldates rent review provision of £(400k) which is no longer required, plus underspends on Council office repairs and maintenance, utilities and rates in the order of £(200k)
- 20 City Services Directorate - £(2,019k) favourable variance to the latest budget position being a £1,146k favourable movement from last month.**
- 21 Environmental Development £ (766k) favourable**
This largely relates to £(440k) of HMO licensing income which will be transferred to reserves to be spent in 2012/13. In addition there are £(277k) of government grants in respect of air quality and contaminated land which will follow the same accounting treatment, plus £(15k) surplus taxi licence income which sits in a ring fenced account and will be transferred to an earmarked reserve.
- 22 Customer Services £ (138k) favourable**
The key variations include an overachievement of income in relation to recovery of court costs of £ (104k) together with a net underspend on supplies and services

budgets within Revenues of £ (40k), off set by an overspend on staffing costs of £24k.

23 City Leisure £ (527k) favourable

There have been minor underspends in supplies and services such as salaries, play area maintenance and additional income from tree works £(62)k. The authority received Grants in year totalling approximately £(465k) in respect of sports activities which have been subsequently transferred to earmarked to reserves for spend in future years.

24 Direct Services £ (826k) favourable

Off Street Parking was £(138k) favourable due largely to additional income from St Clements car park.

25 Engineering Services was £(377k) favourable due to additional income from work received from the County Council, added to this there is an overbudgeted amount for salaries and wages which has added to the improved situation.

26 Street scene was £(384k) favourable due to additional income from tree work and underspends on salaries.

27 Finance and Efficiency Directorate – currently showing a £(398k) favourable variance, which is £(395k) favourable than reported last month.

28 Business Improvement £87k adverse

The most significant variances were in the procurement area of the service with a shortfall against the procurement savings target of £40k, there was also an overspend on supplies a services of £25k offset by an underspend of £(26k) on employees. A prior year procurement saving of £54k was not achieved adding to the pressure.

29 ICT £ (148k) favourable

There was slippage on ICT related projects relating to Servitor and MS Office implementation, the majority of which is subject to a carry forward request

30 Finance £(335k) favourable

The overall position for the service is an underspend of £(335k), this is as a result of the release of the Icelandic provision which had a net effect on the service area of £(258k) and slippage on Procure to Pay and Fixed Assets projects of £(100)k . This was offset by redundancy costs of £20k.

31 Corporate Accounts –£(408k) favourable variance

There are a number of variations within Corporate accounts details of which are given below:

32 Adverse

- Reduced interest charged to HRA on cash balances due to lower interest rates and less cash balances - £0.1 million.
- Interest paid on outstanding debt higher than budgeted - £0.1 million.
- Additional revenue funding for capital projects £0.7 million, mitigating prudential borrowing and increased vehicle funding of £0.5 million.

- Increase in provision to cover court costs £0.3 million.

33 Favourable

- Investment income up due to increased investment returns - £0.1 million.
- Underspends on contingencies for employee wage inflation (there was nil pay inflation in 2011-12) , contingencies for savings, homelessness and redundancy subsequently transferred to reserves £2.1 million subsequently transferred to reserves.

34 Movements to last month

The monitoring in February indicated a favourable variance to budget of around £1.409 million. The position now reported shows a favourable variance of £0.484 million an adverse movement of £0.925 million. This can be explained by:

- Additional provision for bad debts to cover outstanding court costs arising from council tax arrears cases of £0.3 million. The current debt outstanding is approximately £0.5 million and the provisions represents 56% of this debt.
- Additional transfer to the insurance reserve of £300k. This increase follows a recent actuarial review of the council's insurance fund. This puts the fund at the higher end of liabilities which may fall on the fund but is influenced by recent developments in the administrative arrangements for the run-off of Municipal Mutual Insurance, the council's previous insurers. MMI last wrote an insurance policy in 1992 and has been in run-off ever since. Whilst MMI remain solvent then they can continue to cover past insurance liabilities of all councils who were insured with them. However of late the financial position of MMI has deteriorated which under the terms of the run off scheme may trigger a clawback of previously paid losses to Oxford City as well as other councils. The net exposure to Oxford is currently around £500k. The overall insurance fund and the decision to increase the fund has taken this into account
- A. release of the earmarked reserve for Icelandic banking losses which was assessed and is no longer required of £(258)k.
- A £700k increase in the Direct Revenue Funding of expenditure in the Capital Programme to mitigate the need for Prudential borrowing .
- Other net variations -£(117)k

35 ACHEIVEMENT OF SAVINGS AND EFFICIENCIES

The approved budget for 2011/12 includes £4.2m of efficiencies and service reductions. The table below details the position by service area as at 31st March 2012.

	Efficiency Savings			Service Reductions		
	Approved Savings £000's	Projected outturn £000's	Var £000's	Approved Savings £000's	Projected outturn £000's	Var £000's
People & Equalities	(260)	(260)		(18)	(18)	
Law & Governance	(39)	(39)		(111)	(101)	10
PCC	(102)	(102)		(65)	(65)	
Chief Executive	(401)	(401)		(194)	(184)	10

Finance	(107)	(77)	30	(49)	(49)	
ICT	(102)	(102)				
Business Trans	(81)	(81)				
Finance and Efficiency	(290)	(260)	30	(49)	(49)	
Direct Services	(680)	(680)				
City Leisure	(511)	(461)	50	(12)	(1)	11
Customer Services	(241)	(241)				
Environmental Development	(110)	(85)	25	(110)	(110)	
City Services	(1,542)	(1,467)	75	(122)	(111)	11
City Development	(123)	(123)		(136)	(136)	
Housing and Communities	(624)	(624)		(476)	(476)	
Corporate Assets	(317)	(317)		(9)	(9)	
City Regeneration	(1,064)	(1,064)		(620)	(620)	
Mitigating Savings						
Law & Governance						
Finance		(30)	(30)			
City Leisure		(50)	(50)		(11)	(11)
Environmental Development		(25)	(25)			
		(105)	(105)		(11)	(11)
Total	(3,296)	(3,297)		(985)	(975)	10

36 As at 31st March 2012 all efficiency savings and service reductions have been either achieved or mitigated. Mitigations have taken place as follows:

- i. Law and Governance have not, as previously reported, achieved a £10k savings due to alternative restructuring proposals having been implemented within Democratic Services. Consequently the £10k service reduction was not achieved as shown in the table above.
- ii. Finance have not achieved in full a saving of £50k relating to the roll out of direct debits. The shortfall has however being met from other savings within the Service
- iii. The £25k saving associated with the Environmental Development was based on an additional funding stream being realised which hasn't materialise. This unachieved income was offset by savings in other revenue budgets within the service.
- iv. City Leisure had originally identified reduced vehicle fleet requirements as a means of achieving their £50k service area savings. However the vehicles, when decommissioned, would be savings realised by City Works as this is where the costs were originally allocated rather than City Leisure. In addition City Leisure has not achieved an £11k service reduction relating to the planned disposal of a mini bus. The disposal has not taken place. The saving was however met by other revenue budget savings within the service.

- 37 Achievement of £4.2 million of savings is a major achievement for the Council. In accordance with the Partnership Payment agreement with our trade unions a payment of £300 per full time equivalent member of staff is triggered provided all budgeted efficiencies have been made and individual members of staff have: a) achieved at least an 'A' in their 11/12 year end appraisal and; b) not hit an absence trigger. Additionally, the agreement states that a share of 50% of any additional efficiencies is payable up to a maximum payment of £550 per FTE.
- 38 In reviewing the outturn position additional savings of approximately £190k have been identified resulting in a Partnership Payment for 2011/12 of £416 per FTE member of staff. These additional savings relate to
- Savings from route optimisation for waste collection - ~£60k
 - Reduced use of Agency staff - £130k
- 39 This results in a total payment to our workforce of £340k, to be financed from the contingency for unachieved savings.
- 40 Payments will be made to all qualifying staff as part of the July payroll run. At the time of writing, letters are being prepared for all staff to thank them for their contribution and advising them of whether or not they qualify for the payment and for those staff qualifying the value of their payment.

41 RESERVES, PROVISIONS AND BALANCES

The analysis of the net transfer to reserves and provisions is shown in Appendix A with a summary shown below.

	Balance b/f 31-03- 11	Transfer In	Transfer Out	Net Transfer (In)/Out	Balance c/f 31-03- 12
	£000's	£000's	£000's	£000's	£000's
Earmarked Reserves					
General Fund	(5,475)	(7,143)	1,871	(5,272)	(10,747)
HRA	(2,628)	(768)	2,582	1,814	(814)
Total	(8,103)	(7,911)	4,453	(3,388)	(11,561)
Provisions					
General Fund	(4,465)	(696)	454	(242)	(4,707)
HRA	(1,573)	(18)	0	(18)	(1,591)
Total	(6,038)	(714)	454	(260)	(6,298)
Insurance Fund	(1,373)	(343)	29	(314)	(1,687)

- 42 At the 31st March 2012 earmarked reserves and provisions stood at £17.859 million in total, £15.454 million for General Fund and £2.405 million for HRA. In addition the Council holds a reserve for future insurance liabilities of around £1.687 million. Most notable transfers in 2011/12 include:

43 Earmarked Reserves General Fund

- i. £1.8 million is in respect of budgeted contingencies which were not used in year. These will be reviewed as part of the 2012/13 budget review process
- ii. £1.9 million is in respect of grants received by the authority in the year which are credited to a reserve pending spend in future years
- iii. £1.2 million is in respect of underspends on committed projects in services which have been carried forward to be used in 2012-13 of which an amount of £643k is detailed in Appendix B and requires CEB approval
- iv. £0.4 million is in respect of income that has been received in respect of HMO license applications the work for which will be progressed in 2012-13
- v. An increase in the insurance fund to fund potential liabilities arising from claims by MMI has been made of £0.3 million following a recent actuarial review of the insurance fund
- vi. Residual balances, representing surpluses on the Council's General Fund totalling approximately £0.5 million have been transferred to a reserve to fund the Capital Programme, together with the £0.5 million in respect of New Homes Bonus grant received in year.

HRA

- vii. The Decent Homes reserve of £2 million has been used to finance the Capital Program and is now closed.
- viii. Unspent revenue balances are in relation to projects to be spent in 2012-13 and require Member approval. These are shown in Appendix B

44 Provisions

General Fund

- ix. **St Aldates** – A provision in respect of St Aldates rent review of £300k has now been released to revenue following satisfactory conclusion of the arbitration
- x. **Rent deposit scheme** – A provision of approximately £3.5 million is held to cover deposits to landlords on behalf of tenants. The provision is based on 86% of the deposit paid.
- xi. **Lord Mayor's Deposit Scheme.** An amount of £478k is currently held in this reserve which was originally 'pump primed' by the Lord Mayor's charity.

HRA

- xii. **Southfield Park** – An amount of approximately £1.3 million is held in relation to the lease agreement on Southfield Park. There is an ongoing rent review associated with the property which should soon come to fruition. No further transfer to the reserve has been made in 2011/12 as the reserve is now considered sufficient

45 General Fund Balance

An amount of £816k was budgeted to be transferred to the General Fund Working Balance. As at 31st March 2012 this stood at £5.244 million which accords with the Medium Term Financial Plan.

46 HRA Working Balance

At 31st March 2012 the HRA working balance stood at £2.62 million after transferring the surplus of £0.620 million achieved in 2011/12. This is £0.1m more than budgeted.

47 PROVISIONAL HOUSING REVENUE ACCOUNT OUTURN (HRA)

The HRA was budgeted to make a surplus of £0.5 million for 2011/12. The outturn position as shown was £0.6 million, a favourable variance of £0.1 million. A detailed breakdown is shown in Appendix C and summarised below:

	Approved Budget 2011-12	Actual 2011-12	Variance
	£000's	£000's	£000's
Income			
Rent and Service Charges	(37,995)	(38,198)	(203)
Expenditure			
Repairs	9,964	9,986	22
Caretaking	941	942	1
Tenancy Management	18,070	214,288	196,218
Appropriations			
Transfer to/(from) earmarked reserves and insurance fund	0	136	136
Other including self financing	8,520	(187,774)	(196,294)
Surplus	(500)	(620)	(120)

Notable variations in the above table include:

- i. Additional rental income of £(0.3) million arising from increased re-lets and weekly rents moving to target rent
- ii. A saving of provision for the rent review on Southfield Park of £(0.2) million. The review is coming to fruition and the current provision of £1.3 million will be sufficient to cover accrued rental charges
- iii. An overspend in day-to-day repairs caused by additional gas maintenance works - £0.4 million
- iv. The impact of the introduction of self financing and the requirement to make a payment to the Department of Communities and Local Government of £198.5 million shown in 'tenancy management'. Although this payment is made within the revenue account accounting convention is that it should have no effect on the 'bottom line' and ultimately on the level of balances, consequently it is reversed out through appropriations

48 CAPITAL PROGRAMME

The Council's budgeted capital spend for 2011/12 was approximately £35 million. Actual spend was £21 million, representing a variation of £14 million, of which approximately £11 million was carried forward as slippage to be spent in future

years. Appendix D gives an analysis of spend against budget for each capital scheme and most notable variations include the following:

- slippage on the construction of the Competition Swimming Pool at Blackbird Leys of £7.8 million due to a Judicial Review of the Council's decision on the project;
- £3 million of variations on HRA related schemes including slippage of £0.7 million in relation to works to Tower Blocks, £1 million underspend relating to the construction of Cardinal House and £1.2 million of slippage on other improvement works such as doors, windows and heating.
- £0.8 million underspend in respect of 'city development' infrastructure schemes including development fees for land at Barton £0.5 million which were subsequently charged to revenue.
- £0.5 million slippage on repairs and refurbishment of corporate buildings including Rosehill Community Centre of £0.2 million
- £0.8 million underspend on Play Barton and £0.2 million of other play area slippage
- £0.3 million of slippage on ICT related projects

49 Financial regulations allow the slippage of schemes within the capital program and consequently any slippage identified at 31st March will be slipped into 2012/13 financial year

50 FINANCIAL IMPLICATIONS

These are covered within the main body of the report.

51 LEGAL IMPLICATIONS

There are no legal issues arising as a consequence of the report.

52 RISK IMPLICATIONS

There are no risks associated with the recommendations in this report.

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EARMARKED RESERVES AT 31ST MARCH 2012

APPENDIX A

	Balance at 31 March 2012 £000	Transfers In 2011/12 £000	Transfers Out 2011/12 £000	Balance at 31 March 2011 £000	Transfers In 2010/11 £000	Transfers Out 2010/11 £000	Balance at 31 March 2010 £000
General Fund:							
Icelandic Banking	-	-	258	(258)	-	-	(258)
Recession Led Pressures	-	-	-	-	-	300	(300)
Cemetery Maintenance	-	-	5	(5)	-	14	(19)
Taxi Licencing Reserve	(211)	(15)	-	(196)	(22)	-	(174)
Town Hall Equipment Reserve	(24)	-	6	(30)	-	16	(46)
Work Of Art Reserve	(5)	-	-	(5)	-	-	(5)
Shopmobility Reserve	(49)	-	-	(49)	(8)	-	(41)
Employee Cost Reserve	(1,212)	(500)	-	(712)	(792)	821	(741)
Customer Services Server Replacement	(29)	(29)	40	(40)	(40)	72	(72)
Oxford Business Contributions	(35)	-	-	(35)	-	-	(35)
SALIX Energy Projects Reserve	(271)	(85)	34	(220)	(41)	90	(269)
IT Infrastructure Reserve	(100)	-	-	(100)	-	-	(100)
Repairs & Maintenance Reserve	(459)	-	-	(459)	-	105	(564)
Reserve for Land Charges	(50)	(34)	-	(16)	-	3	(19)
Business Transformation Projects	(1,169)	(1,169)	1,196	(1,196)	(1,196)	561	(561)
City Council Elections Reserve	(59)	(38)	-	(21)	-	-	(21)
Chief Executive's Award Fund	-	-	5	(5)	(2)	-	(3)
Committed Projects Reserve	(1,060)	(968)	127	(219)	(219)	75	(75)
CRM Rollout Reserve	(100)	-	200	(300)	-	184	(484)
Grants Reserve	(2,486)	(1,857)	-	(629)	(373)	-	(256)
Direct Revenue Funding of Capital	(1,769)	(956)	-	(813)	(813)	-	-
Land at Barton	(206)	(39)	-	(167)	(167)	-	-
Homelessness	(266)	(266)	-	-	-	-	-
HMO Licensing Reserve	(380)	(380)	-	-	-	-	-
Organisational Development Reserve	(623)	(623)	-	-	-	-	-
IT Project Work	(68)	(68)	-	-	-	-	-
Loan Guarantee Reserve	(115)	(115)	-	-	-	-	-
Total General Fund	(10,746)	(7,143)	1,871	(5,475)	(3,673)	2,241	(4,043)
HRA:							
Decent Homes Capital Reserve	-	(318)	2,336	(2,018)	(233)	1,396	(3,181)
Corporate Contingency Reserve	-	-	-	-	-	112	(112)
Committed Projects Reserve	(317)	(317)	181	(181)	(181)	-	-
IT Project Work	(120)	-	-	(120)	(120)	-	-
IT Equipment Reserve	(309)	(65)	65	(309)	(117)	-	(192)
Total HRA	(746)	(768)	2,582	(2,628)	(651)	1,508	(3,484)
Insurance Funds:							
Self Insurance Fund - HRA	(43)	(43)	-	-	(93)	-	(1,227)
Self Insurance Fund - GF	(1,644)	(300)	29	(1,373)	(52)	-	-
Total Capital and Insurance Funds	(1,687)	(343)	29	(1,373)	(146)	-	(1,227)
Grand Total	(13,179)	(8,185)	4,482	(9,476)	(4,470)	3,749	(8,756)

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SUMMARY OF CARRY FORWARD REQUESTS

APPENDIX C

Description	Submitted By	Amount Requested	Consequences of not approving
GENERAL FUND			
Museum works underspend	P McQuitty	145,000	In 2011/12 a bid of £210k was approved for Town Hall improvements, movement of the Museum and creation of the Town Hall shop. This was an Invest to Save project and the benefits earmarked will not be realised if the unspent resources are not made available to complete the projects as planned.
Corporate Training underspend	S Howick	50,000	These are resources needed to complete the corporate training programme. If not provided then overall performance and effectiveness of staff increasing performance and targets could be affected.
Corporate Training underspend	S Howick	160,000	Used for funding generators at St Aldates 0
Apprentices	S Howick	100,000	Within the MTFP there is £50k funding per year for 2 years. This will add to that sum
Archivist	J Thomas	50,000	The City's archive contains valuable historic records of the City of Oxford and its local government. The archive has not been given the attention it requires for some years and work now needs to be done to ensure that the Council is complying with its statutory duties. A scoping exercise needs to be carried out to identify precisely what material the Council currently holds and what work needs to be done to catalogue, conserve, appropriately store and make the archive accessible to the public
Biomass Reports	J Copley	10,000	Represents the balance of work to be undertaken by consultants. Work was delayed but data needed in order for Council to be aware of biomass information.
Play Area Revenue Maintenance	Ian Brooke	35,000	Underspend of maintenance programme. Given capital investment in this area then the revenue budget to undertake the necessary revenue improvements to other areas is needed. This will ensure safety standards are maintained and accessibility and availability of play areas are maintained.
Low Carbon Oxford Project Work	J Copley	20,000	By not being able to carry forward funds to 12/13, Oxford City Council risks slower progress towards corporate priority target for 40% carbon reduction by 2020 across the City and the lost opportunity for reputational gain for the City Council for groundbreaking work with national profile
Salix Payment top up	Ian Brooke	28,320	Required to top up the salix fund used for energy saving projects in Leisure
Contract Printing	S Farley	45,000	Delays in producing updated Tenants Handbook. This is required and needed to ensure tenants are advised as to their obligations and responsibilities in a rapidly changing HRA environment.
TOTAL		<u>643,320</u>	
HRA			
Management and Infrastructure	T Power	45,635	Slippages associated with some activity costs
Local Housing Management	T Power	8,271	Consultancy Fees - Mediation
Paint & Repair External Joinery	C Pyle	111,000	Slippages in pre-planned maintenance projects
Water Systems/Testing	C Pyle	17,033	Slippages in pre-planned maintenance projects
Internal/External common areas	C Pyle	50,000	Slippages in pre-planned maintenance projects
Fire Alarms and Emergency Lighting	C Pyle	20,000	Slippages in pre-planned maintenance projects
Water and Sanitary Repairs	C Pyle	4,000	Slippages in pre-planned maintenance projects
Controlled Entry Maintenance	C Pyle	20,000	Slippages in pre-planned maintenance projects
Tenant's Participation	T Power	41,408	Increased consultation and engagement
TOTAL		<u>317,347</u>	

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		Approved Budget 11/12	Actual 2011/12	Variance
		£'000	£'000	£'000
Income	Dwelling Rent	(34,121)	(34,288)	(167)
	Service Charges	(748)	(770)	(22)
	Shops/Garages/Furn/Other Rent	(2,329)	(2,404)	(75)
	Interest On Balances	(78)	(36)	42
	Fees/Other	(719)	(700)	19
	Net Income	(37,995)	(38,198)	(204)
Expenditure	Item 8 Interest Payable	752	753	1
	Rent/Income Collection	576	454	(122)
	Tower Blocks and Flats	603	610	8
	Management/Infrastructure	2,091	200,456	198,365
	Depreciation	10,017	8,133	(1,884)
	ICT services	281	281	()
	Contact Centre	644	640	(3)
	Rent Team	463	433	(30)
	Tenant's Participation	300	241	(59)
	Furnished Tenancies	464	553	89
	Local Housing Management	874	837	(37)
	Major Projects/Policy/Technical	737	627	(110)
	<i>Sub Total Tenancy Management</i>	<u>17,802</u>	<u>214,020</u>	<u>196,218</u>
	Caretaking Service	941	941	
	Garden Scheme	268	268	
	Void Property officers/Garage team	248	248	
	Day to Day Responsive	3,335	3,505	170
	Planned Maintenance	5,745	5,352	(393)
	Capital	636	881	246
	<i>Sub Total Direct Services</i>	<u>11,173</u>	<u>11,195</u>	<u>22</u>
	Total Expenditure	28,975	225,215	196,240
	Appropriations	AMRA	(10,017)	(392)
National Subsidy Payment		18,599	13,084	(5,515)
Depreciation and Impairment				
Net Transfer To/From Reserves		(181)	179	360
CDC, Pensions & Retirement Costs		74	68	(6)
Employers Pension FRS17 Adj		45	(8)	(54)
Adj Accounting Basis			(2,040)	(2,040)
Funding resource			(198,528)	(198,528)
	<u>8,520</u>	<u>(187,637)</u>	<u>(196,157)</u>	
Total HRA Surplus - Deficit	(500)	(620)	(120)	

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Capital Budget and Spend as at 31 March 2012

APPENDIX D

Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 March 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend
	£	£	£	£	£	£
A1500 Paradise Street - work of art	661	794	794			
F1323 Bridge Over Fiddlers Stream	-	16,330	16,330			
F1330 Work at Donnington Middle School	1,662	84	84			
F1332 West End Contributions	172,271	-	-			
F6015 Slade Area Public Work of Art	5,993	2,614	2,614			
F7005 Oxford Road /Littlemore improvement	17,624	-	-			
F7006 Work of art Littlemore	17,850	133	133			
F7008 Landscaping Work Lamarsh Road	-	2,288	2,288			
F7009 CCTV Gipsy Lane Campus	-	-	-			
F7011 Headington Environmental Improvements	-	-	-			
F7010 Work of Art Said Business School	-	-	-			
F7020 Work of Art Shotover View	-	-	-			
M5002 Refurbishment of Bonn Square	859	131	131			
M5014 West End Partnership (Growth Points Grant)	162,091	173,826	173,826			
M5016 Housing Delivery (Funded via New Growth Points)	184,671	-	-			
NEW Land at Barton (Funded via New Growth Points)	500,000	-	-			
City Development	1,063,682	196,199	196,199	-	-	-
E3511 Renovation Grants	84,449	84,449	25,490	-	58,959	58,959
E3521 Disabled Facilities Grants	640,000	720,488	669,281	-	51,207	51,207
Environmental Development	724,449	804,937	694,771	-	110,167	110,167
F1096 West Oxford Cycle Route	63,446	63,446	63,446			
F5008 West Oxford Cycle Route	154	-	-			
F5010 Marsh Lane to Stockleys Rd cycle link	11,721	9,023	9,023			
F5011 Barton Cycle Link	48,225	-	-			
F6013 Bullingdon Community Centre - provision or enhancement of fac	4,807	-	-			
F6014 Rose Hill provision or enhancement of community facilities	225,820	-	-			
F6016 Jericho Community Centre - New Building	-	-	-			
F7007 Woodfarm/headington Community Centre- Improvements	19,887	-	-			
G1013 Dawson Street Gardens	-	-	-			
G3013 Diamond Place car park footpath extension	6,324	6,324	-	-	6,324	6,324
G3014 East Oxford Community Association Improvements	2,550	2,550	-	-	2,550	2,550
G4006 Florence Park CC Kitchen	1,411	1,411	-	-	1,411	1,411
G6010 Mount Place Square Refurbishment	1,401	1,401	1,018	-	383	383
G6011 St Lukes Church Hall Extension	-	-	-			
Z3718 St Lukes Church - community/facilities	16,362	-	-			
G6012 South Oxford Community Centre Main Hall Replacement	9,238	9,238	-	-	9,238	9,238
G3015 NE Marston Croft Road Recreation Ground	-	25,000	-	-	25,000	25,000
G3016 Peat Moors all weather pitch	-	17,000	-	-	17,000	17,000
M5001 Estate Shops Security Measures	-	-	-			
M5012 Rose Hill Redevelopment	-	8,317	1,476	-	6,841	6,841
M5013 Affordable Housing - Garage Sites	116,429	100,000	100,000			
M5018 Wood Farm Community Building Project	56,000	-	-			
M5015 Old Fire Station	2,353,494	2,653,494	2,666,370	12,876	12,876	
Communities and Housing	2,937,269	2,897,204	2,841,333	-	55,871	49,030
A4800 Barton Pool	-	-	-			
A4801 BBL Pool	-	-	-			
A4802 BBL LC	-	-	-			
A4803 Ferry LC	-	-	-			
A4804 Hinksey Pool	30,000	23,501	23,501			
A4805 Temple Cowley Pool	-	-	-			
A4806 Ice Rink	14,766	92,334	93,460	1,126		1,126
A4807 Barton Pool Improvements	165,593	173,572	173,572			
A4808 Blackbird Leys LC Improvements	128,278	-	-			
A4809 Ferry Sports Centre Improvements	30,000	1,961	1,961			
A4812 Building Improvements (GF Leisure)	130,000	130,000	107,316	-	22,684	22,684
A4813 Hinksey Pools main pool liner	110,000	-	-			
A4814 Leisure Centre substantive repairs	425,000	285,000	250,359	-	34,641	34,641
Z7500 Building Improvements (General Fund)	102,012	-	-			
B0050 Leisure ~ Depots	10,000	10,000	1,000	-	9,000	9,000

Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 March 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outrun variance due to Over/Under spend
	£	£	£	£	£	£
B0010 Covered Market signage improvements	12,148	32,147	9,206 -	22,941 -	22,941	
B0024 Covered Market Repair and Redecoration	-	-	-	-	-	-
B0027 Covered Market - Improvements & Upgrade to Roof	85,000	85,000	8,939 -	76,061 -	76,061	
B0028 Covered Market - New Roof Structures to High St Entrances	30,000	30,000	-	30,000 -	30,000	
B0036 Investment ~ Covered Market	70,000	125,000	25,249 -	99,751 -	99,751	
B1004 - Covered Market repairs/upgrading	-	23,784	25,490	1,706		1,706
B0053 Public Toilets	2,500	2,500	2,011 -	489 -	489	
B0031 Miscellaneous Admin Buildings	20,000	20,000	-	20,000 -	20,000	
B0035 Miscellaneous Civic Properties	4,500	34,500	7,282 -	27,218 -	27,218	
B0037 Car Parks	-	67,000	11,620 -	55,380 -	55,380	
B0032 Bury Knowles House	45,000	115,000	186,358	71,358		71,358
B1006 Bury Knowle external repair/decoration	25,000	-	-			
B0012 BBL CC - wiring Improvements	10,000	14,730	14,730			
B0015 South Oxford CC - Roof refurbishments	7,006	-	-			
B0022 DDA East Oxford Community Centre Lift	-	112,648	3,565 -	109,083 -	109,083	
B0033 Community Centres	162,500	222,500	50,235 -	172,265 -	172,265	
B0034 Rose Hill Community Centre	199,500	-	1,500	1,500		1,500
B9203 Community Centres - Water Bylaws and Legionella	11,500	7,339	7,339			
B9207 Northway Centre Demolition	18	-	-			
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	30,000	-	-			
B0029 33-35 George Street - Upgrade to Lettable Condition	57,000	-	-			
B0039 Houses and Lodges	51,000	51,000	34,577 -	16,423	-	16,423
B0040 Investment ~ Broad Street	55,000	-	-			
B0043 Investment ~ George Street	50,000	-	1,568	1,568		1,568
B0045 Investment ~ St. Michael's Street	30,000	-	-			
B1001 Blackwell's Music Shop repairs	45,000	-	-			
B0055 Property Surveys	100,000	100,000	92,400 -	7,600 -	7,600	
B0054 Town Hall	200,000	200,000	96,870 -	103,130 -	103,130	
B1002 -Town Hall PA system upgrades	28,190	28,190	36,388	8,198		8,198
B1003 - Town Hall pigeon proofing	5,000	5,000	7,757	2,757		2,757
B1005 Town Hall Leaded light Window Improvements	10,000	10,000	-	10,000 -	10,000	
B0056 City Centre Office Security	-	100,000	24,096 -	75,904 -	75,904	
B0057- Town Hall Fire Alarm	-	100,000	5,000 -	95,000 -	95,000	
B0058 - Town Hall fire escape (Blue Boar Street)	-	55,000	63,043	8,043		8,043
B0038 Direct Services Depot			-			
B0041 Investment - Misc City Centre Properties			-			
B0042 Investment - Gloucester Green			-			
B0044 Investment - Outer City			-			
B0046 Investment - Ship Street			-			
B0047 Investment - Turl Street			-			
B0048 Leisure - Cemeteries			-			
B0051 Leisure - Pavilions			-			
B0052 Miscellaneous Properties			-			
B0059 Panels on Leisure Buildings		300,000	154,545 -	145,455	-	145,455
B0060 Feasibility Studies Depot Relocation	-	50,000	-	50,000 -	50,000	
B0061 Court Place Farm Culvert		40,000	39,250 -	750	-	750
B0062 Ferry Hinksey Road Ordinary Watercourse Restoration		50,000	46,528 -	3,472	-	3,472
Q2000 Offices for the Future	3,440,429	3,962,429	3,849,082 -	113,347 -	113,347	
Phasing Adjustment to be made (future years)						
Corporate Assets	6,026,940	6,755,135	5,574,805 -	1,180,330 -	1,134,494 -	45,836
C3041 New server for telephone system	18,000	18,000	6,712 -	11,288 -	11,288	
	161,000	46,500	45,330 -	1,170 -	1,170	
C3042 Customer First Programme						
Customer Services	179,000	64,500	52,042 -	12,458 -	12,458	-
A1300 Playground Refurbishment	1,393,571	1,024,767	859,970 -	164,797	-	164,797
A1301 Play Barton	744,465	419,207	305,669 -	113,538 -	113,538	
NEW Play Barton	800,000	-	-			

Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 March 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend
	£	£	£	£	£	£
A3125 Milham Ford Park land and Recreational Facilities	32,130	-	-			
A3127 Girdlestone Rd improvement to public space		-	-			
A3129 Donnington Recreation Ground Improvements	44,375	-	-			
A3124 Barton Village Pavilion	190,376	372,006	375,282	3,276		3,276
A3115 Barton Village Recreation Ground - Improvements	82,545	-	-			
Z3009 Contribution to Barton Pavilion	50,000	-	-			
A4810 New Build Completion Pool	7,438,071	1,000,000	355,817	644,183	644,183	
F7017 Recreation/Sports - City of Oxford	200,000	-	-			
A1161 Fry's Hill Leisure Centre	140,074	-	-			
F6002 Temple Cowley Pool Provision or enhancement of facilities	26,473	-	-			
F7003 Temple Cowley/Blackbird Leys - improvements to indoor	1,320	-	-			
F7018 Slade Area - Indoor/Outdoor sports facilities	1,260	-	-			
Unidentified S106 funding (£10,375)	-	-	-			
F6001 Ferry Centre - provision or enhancement of facilities	-	-	-			
F6003 Barton Pool - Provision of indoor sports facilities	-	-	-			
F6004 St Christopher's Place - enhancement of play area	-	-	-			
F6005 Barracks lane Allotments - enhancement of facilities	-	-	-			
F6006 Sunnymead Park - enhancement of play area facilities	1,830	-	-			
F6009 Town Furze Allotments - enhancement of facilities	339	339	-	339	339	
F6010 Dene Road Play Area - enhancement of facilities at Dene road c	-	-	-			
F7001 Cuddesdon Way -relocation of street sports site	60,000	60,000	-	60,000	60,000	
F7002 Margaret Road Recreation Ground - Improvements	-	-	-			
Z3008 Contribution to Skate Park	50,000	50,000	-	50,000	50,000	
Z3010 Rosehill/Iffley Play Sites	38,000	-	-			
Z8009 Bury Knowle Park - Improvements	14,000	-	-			
F7019 Rose Hill Work of Art	8,000	-	-			
F7012 Rose Hill Recreation Ground Improvements	3,000	3,300	-	3,300	3,300	
F7013 Rose Hill Play Area Improvements	3,000	3,050	-	3,050	3,050	
F7014 Ice Rink improvements of facilities	6,960	9,600	-	9,600	9,600	
F7015 Florence park Improvements	631	631	631			
F7016 Herschel Crescent Ground Improvements	7,002	7,002	-	7,002	7,002	
NEW North/Jericho Area - Provision of indoor sport	2,100	-	-			
NEW Oxrad/Ferry indoor sports	11,018	-	-			
NEW Cowley Marsh Pavilion/Recreation Ground Improvements	-	-	-			
NEW Horspath Recreation Ground - Installation of Adizone	-	-	-			
NEW Barton Pool/Margaret Road Pavilion	-	-	-			
City Leisure	11,375,886	2,975,248	1,922,715	1,052,533	891,012	161,521
F0011 Pay & Display Parking in the Car Parks	-	60,550	67,553	7,003		7,003
R0005 MT Vehicles/Plant Replacement Programme.	783,400	783,400	738,385	45,015	45,015	
T2266 Purchase of Brown Bins Waste Recycling	-	230,000	222,093	7,907	7,907	
T2267 Purchase of two hand operated street sweepers	30,000	30,000	-	30,000	30,000	
T2268 Purchase of two vehicles for garden waste collection	308,000	155,000	-	155,000	155,000	
F0014 Purchase of ANPR for use in car park enforcement	50,000	50,000	-	50,000	50,000	
F0012 P & R Purchase of Capital Items - Peartree, Redbridge	-	264,100	72,456	191,644	191,644	
Direct Services	1,171,400	1,573,050	1,100,487	472,563	479,566	7,003
C3039 ICT Infrastructure	100,000	162,624	52,190	110,434	110,434	
C3040 ICT Development	200,000	50,000	-	50,000	50,000	
ICT services	300,000	212,624	52,190	160,434	160,434	-
New Schemes (2012/13 onwards)	-	-	-	-	-	-
GF Total	23,778,626	15,478,897	12,434,541	3,044,356	2,837,160	207,196
External Contracts						
N6384 Foresters Towers	792,074	15,000	11,633	26,633	-	26,633
N6430 Evenlode Tower	-	10,000	8,641	1,359	-	1,359
N6432 Plowman Tower	-	5,000	9,134	14,134	-	14,134
N6387 Controlled Entry	297,810	287,310	299,419	12,109	-	12,109
N6393 External Doors	200,000	10,000	2,755	7,245	-	7,245
N7017 Aireys	100,000	37,500	17,104	20,396	-	20,396
N7020 External Adaptations	-	341,850	417,848	75,998	-	75,998

Capital Scheme	Approved Budget 2011/12	Latest Budget 2011/12	Spend as at 31 March 2012	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outrun variance due to Over/Under spend
	£	£	£	£	£	£
N6426 BISF's		-	-	-		
N6394 Windows	900,000	500,000	350,228 -	149,772	-	149,772
N6389 Damp-proof works (K&B)	100,000	85,000	88,084	3,084	-	3,084
N6392 Roofing	200,000	15,000	-	15,000	-	15,000
N6386 Structural	100,000	115,000	85,618 -	29,382	-	29,382
N6396 Sheltered Blk, George Moore	210,000	39,000	36,453 -	2,547	-	2,547
N7006 Northbrook House - Refurbishment	-	3,000	2,291 -	709	-	709
N7007 Windale House - Refurbishment	-	-	-	-	-	-
N7010 Headley House - Refurbishment	-	38,500	22,944 -	15,556	-	15,556
N7012 Grantham House - Refurbishment	-	-	-	-	-	-
N7013 Bradlands House - Refurbishment	-	-	-	-	-	-
N7015 Knights House - Refurbishment	-	-	-	-	-	-
N7016 Singletree House - Refurbishment	-	42,500	52,196	9,696	-	9,696
N6427 Shops	200,000	69,000	3,184 -	65,816	-	65,816
N7022 FIT Solar Panels on Sheltered Blocks	-	400,000	228,214 -	171,786	-	171,786
New Related Assets			-	-		-
New Communal Areas			-	-		-
New Environmental Improvements			-	-		-
New Contingency			-	-		-
New Fees			-	-		-
New Build						
N7011 Cardinal House - Refurbishment	1,601,000	280,000	267,415 -	12,585	-	12,585
N7019 Lambourn Road	-	310,000	314,361	4,361	-	4,361
Internal Contracts						
N6385 Adaptations for disabled	900,000	867,650	802,384 -	65,266	-	65,266
N6390 Kitchens & Bathrooms	3,500,000	3,126,500	3,346,048	219,548	-	219,548
N6391 Heating	1,000,000	1,314,500	1,430,764	116,264	-	116,264
N6388 Major Voids	900,000	900,000	656,719 -	243,281	-	243,281
N6395 Electrics	200,000	64,000	58,475 -	5,525	-	5,525
Housing Revenue Account	11,200,884	8,899,810	8,576,979 -	322,831	-	322,831
Grand Total	34,979,510	24,378,707	21,011,520 -	3,367,187 -	2,837,160 -	530,026
Financing - General Fund						
Developer contributions	1,584,691	709,624	607,454 -	102,170 -	102,170	
Government Funding	4,648,280	3,665,217	3,335,416 -	329,801 -	329,801	
Capital Receipts	7,152,242	6,028,932	5,325,691 -	703,241 -	575,045 -	207,196
Direct Revenue Funding	1,723,292	1,655,489	2,515,796	860,307	860,307	
DRF For Vehicles	1,091,400	1,091,400	650,184 -	441,216 -	441,216	
Prudential Borrowing	7,578,720	2,249,235	-	2,249,235 -	2,249,235	
Total General Fund Financing	23,778,625	15,399,897	12,434,541 -	2,965,356 -	2,837,160 -	207,196
Financing - HRA						
MRA	5,200,000	5,200,000	5,490,565	290,565	-	
Capital receipts	2,297,784	2,678,810	1,068,414 -	1,610,396	-	322,831
Decent Homes Reserve	1,100,000	1,100,000	2,018,000	918,000	-	
Prudential Borrowing	2,603,100	-	-	-	-	
Total HRA Financing	11,200,884	8,978,810	8,576,979 -	401,831	-	322,831
Total Financing	34,979,509	24,378,707	21,011,520 -	3,367,187 -	2,837,160 -	530,027

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To: City Executive Board

Date: 4th July 2011

Report of: The Head of Business Improvement and Technology

Title of Report: CORPORATE PLAN PERFORMANCE REPORT – Q4 REPORT

Summary and Recommendations

Purpose of report: To provide the City Executive Board with a final report of the Council's progress against the twenty Corporate Plan targets for the year 2011/12 and a wider perspective on performance achievements as set out in the Council's Performance Improvement Framework.

Key decision? No

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2011-15: Corporate Priority - An efficient and effective Council.

Recommendation(s): The City Executive Board is asked to note:

The progress made against the Corporate Plan targets for 2011/12 and performance improvements made as a result the Council's commitment to deliver efficient and effective services.

1. Introduction

- 1.1 This report provides the City Executive Board with the performance outturn for the Corporate Plan performance targets for 2011/12 along with a wider perspective on performance achievements in the year within the context of the Council's Performance Improvement Framework.
- 1.2 Seventeen of the twenty Corporate Plan targets were achieved or exceeded in 2011/12, with one target yet to report. This represents a 90% achievement rate. Five of the targets (28%) were exceeded by more than 10%. Of the eleven targets that were also tracked during 2010/11, six (55%) showed an improvement in performance. This is set against a backdrop of achieving the savings target of £3.3m for the year.
- 1.3 Of the 101 service-level targets monitored through 2011/12, 69 (68%) were achieved; with 32 of these (45%) exceeding their targets by more than 10% and 21 (21%) missing their targets by more than 10%. A further two measures have no data reported and six measures are not targeted and therefore not included in

this count. Of the 38 indicators that were also tracked through 2010/11, 21 (55%) showed an improvement in performance.

2. Corporate Target Performance

2.1 For 2011/12 the Council had twenty Corporate Plan targets, four targets for each of the five corporate priorities. The outturn summary position against each of the corporate priorities is as follows:

Priority	Not Achieved	Achieved
A vibrant and sustainable economy	1	3
Meeting housing need	0	3
Strong and active communities	1	3
Cleaner, greener Oxford	0	4
An efficient and effective Council	0	4

2.2 The performance targets that were not achieved were;

- **Strong and active communities: Satisfaction with our neighbourhoods (PC018)** – The public satisfaction return of 86% was just below the target of 88%. Satisfaction appears to show a negative trend since 2010/11 when the return was 87%. This is within the indicative confidence limits of $\pm 3.4\%$ for a survey of this type and size. This indicator has been retained for 2012/13
- **A vibrant and sustainable economy: The % of top 20 employers who agree that the Council is business friendly (CD002)** – A response rate of 75% was achieved for this survey, with 8 businesses stating they considered the Council as 'helpful', 4 that didn't know and 3 stated 'neither helpful or unhelpful'. Removing the 'don't know' responses results in a positive score of 73% overall, narrowly missing the target of 75%. This indicator has been discontinued for 2012/13

2.3 The performance target for which there is currently no data is as follows;

- **Meeting housing need: The % of Council tenants satisfied with landlord services (HC001)** – the STAR (Survey of Tenants and Residents) has recently been tendered and put out for responses. While the intention was originally to run this survey before the end of the financial year, this has been put back into 2012/13 to align with other councils running this survey and to ensure the whole financial year was covered in responses. It is anticipated that performance against this indicator can be reported verbally at City Executive Board.

2.4 The five performance indicators that exceeded their targets by more than 10% were;

- **Strong and active communities: The % of the population of Oxford volunteering (PC001)** – performance in this area had previously been measured by the Place Survey, which was abolished in 2009. Although the 41% figure reported appears significantly above the target of 27% it should be

remembered that different survey methods have been used. This indicator has been discontinued for 2012/13

- **The number of young people attending our Holiday Activity Programme (HC002)**– this year there has been greater involvement from young people across all areas of Oxford as a result of proactive outreach work, identifying young people who had nothing to do and encouraging them into the programmes. This resulted in attendance levels of 1,377, nearly 38% above target. This indicator has been retained for 2012/13
- **A vibrant and sustainable economy: The number of apprenticeships, training places and jobs created through Council investment (BI002)**– although slippage in large construction projects impacted on the number of jobs that could be created from investment, the target of 47 was exceeded by nearly 13% largely as a result of over-performance on the number of apprentices created. For 2012/13 this indicator has been split between jobs and apprenticeships created to better enable tracking of performance.
- **Cleaner, greener Oxford: The Kg of waste sent to landfill per household (NI 191)**– The amount of residual waste per household has performed better than the target due to the changes introduced to co-mingled recycling and the food waste collection across the city. This, along with education on recycling, especially within the student population, has helped reduced the residual waste per household. The final outturn of 412.96 kg of waste per household was 11% under the target of 464 kg. This indicator has been retained for 2012/13 and will be complemented by inclusion of a further target on recycling and composting performance.
- **The number of enforcements carried out as a result of environmental offences (ED003)** – Strong performance principally reflects enforcement work in East Oxford, and more recently in Jericho under the Cleaner Greener Oxford campaign, resulting in 1,154 enforcements (75% above target). This indicator has been discontinued for 2012/13.

3. Corporate Achievements

3.1 Highlights of achievements and initiatives during 2011/12 are set out below;

Corporate initiatives and achievements

- The council's Performance Improvement Framework was launched during 2011/12 to provide the Council with a structured toolkit of activities to enable it to compare its performance across all sectors and put in place improvement plans to increase performance standards.
- A two-year agreement was made with unions to protect jobs by replacing annual salary increments with a performance related Partnership Payment on condition of achieving council-wide efficiencies, low sickness rates and good appraisal ratings. The initial £300 element of the payment has been confirmed for applicable staff, with a further payment for additional efficiencies still under determination at the time of writing.

- The Council's staff suggestion scheme was strengthened through the introduction of Employee Voice, an online participative forum to share ideas on improvement. Since its launch in February it has attracted 150 participants. A total of 97 ideas have been generated, with 35 taken forward for implementation which look likely to save the Council around £13,000 during 2012/13
- 2011/12 has seen the development of CorVu as the council's corporate reporting tool for performance and risk, giving immediate access to performance for officers and members.

Awards and Accreditations

- The Council achieved Investor in People accreditation in November 2011
- The innovative Old Fire Station project was shortlisted in the Community Benefit category in the South East regional RICS Awards 2012, the Best Pathfinder Project category in the LG Partnership Awards and the Community Investor of the Year category in the MJ Awards
- Oxford was the first UK local authority to be awarded the new British Standards Kite mark for Energy Reduction Verification. It also achieved a Highly Commended placing in the LGC Low Carbon Council award for 2012
- Oxford won the silver (runner-up) award in the Council of the Year category of the Improvement and Efficiency South East annual awards
- The City retained its Purple Flag status, which recognises excellence in the management of town and city centres at night
- Our Payroll Team achieved Payroll Quality Partnership (PQP) accreditation
- Our Dog Warden Service has received the RSPCA's Gold Footprint Award 2011 for its work on stray dog collection
- The Street Sports programme was awarded StreetMark accreditation, which quality assures the provision of street sport activities by embedding minimum standards for community sport.

Process Improvements

- A Fundamental Service Review of Housing Benefits was completed which will introduce online claims and self service, a risk-based system for determining customer evidence requirements, enable more claims to be paid within 24 hours and realise savings of around £110,000.
- Six Business Process Improvement (BPI) reviews have been completed within the Customers First programme including: Council Tax web forms introduced to increase transactions online; MOTs web interface for booking MOTs online and increasing customer self-service options; and an online customer satisfaction survey introduced for Direct Services Repairs to eliminate the manual survey and improve management information.
- A BPI review of HMO licensing cut customer waiting time from 18 weeks to 13 weeks, processing time for applications from 4.5 hours to 2 hours, introduced an electronic delivery system with 95% of applications now online and is 100% self funding. It also enabled the service to cope with a 5-10 fold increase in HMO applications.

Benchmarking

- 71% of service areas were judged to have benchmarking in place by the year end, with active involvement in 17 benchmarking clubs. Work is in hand to increase this coverage during 2012/13, and a benchmark model is under development to provide a strategic overview of all data to direct future service improvement.

3.3 Other initiatives developed during 2011/12 will build on the part year's successes and look to greater achievement;

- The new Organisational Development strategy 'Good to Great' was launched in May to ensure the City Council has a flexible, fit for purpose workforce able to best meet future priorities, challenges and aspirations.
- A new programme structure has been introduced to further the council's priorities with more focused work programmes and smaller board membership.

4. Service Performance

4.1 At a service level, a total of 103 targets were tracked during 2011/12. A summary of overall performance is set out in the table below;

Service Area	Achieved		Not Achieved		No Data
Law and Governance	2	100%	0	0%	0
People and Equalities	6	86%	1	14%	0
Policy, Culture and Communications	8	73%	3	27%	0
City Development	2	67%	1	33%	0
Corporate Assets	7	70%	3	30%	1
Housing and Communities	4	50%	4	50%	0
Customer Services	3	50%	3	50%	0
Direct Services	14	93%	1	7%	0
Environmental Development	4	100%	0	0%	0
Leisure and Parks	10	71%	4	29%	1
Business Improvement	1	25%	3	75%	0
Finance	5	38%	8	62%	0
ICT Strategy	3	75%	1	25%	0
Total	69	68%	32	32%	2

4.2 Individual reports for services are set out below;

- **Housing and Communities** – Despite missing one homelessness target by a small margin (Homelessness Acceptances) the figure of 129 households in temporary accommodation represents exceptional performance by the Housing Needs Team in the face of very difficult developments in welfare benefit reform which have severely limited the supply of private rented accommodation available to benefit claimants in the city. Levels of homelessness nationwide have increased

dramatically, and in limiting acceptances to only six more than target (a target set in more optimistic times) the Housing Needs team have shown themselves to be one of the most effective in the country. Increases in the number of rough sleepers are being addressed through redesign of services and procurement of robust outreach and assessment services.

Performance on Empty Homes is also good, bearing in mind that this function is limited to one officer working half-time. The fall in delivery of Affordable Homes reflects the downturn in the economy and the limitations of the new arrangements for grant funding of affordable housing schemes, as well as the successful completion of the major Rose Hill Redevelopment scheme. Figures for Tenant Satisfaction are not yet available, and the Service has needed time to adapt to the new working arrangements following restructure, but it is evident that the work carried out by the strengthened CANAcT team is becoming increasingly effective. The Positive Futures team continue to deliver excellent work in relation to Holiday Activities, and will be expanding their operations to take in more generally targeted youth work whilst retaining their focus on those young people most at risk of falling into crime and associated behaviours.

- **Finance** - Overall the Finance service had a satisfactory performance last year with a number of successes, but was hindered by a number of instances of staff long term absence and legacy problems with the Financial Management System.

The Service for the second year running achieved an unqualified set of accounts despite the first year adoption of International Financial Reporting Standards (IFRS) where a number of authorities struggled. In budget management substantial improvements were made in financial reporting in the clarity of the information provided in written reports and the use of the council's on-line performance management system, CorVu. In debt collection the section implemented the direct debit functionality for the collection of debts such as trade waste and commercial property although take up has however been slow and original targets may have proved optimistic. The implementation of electronic procurement and invoice scanning was deferred pending a Health check review of the Financial Management System in order to improve processing and procedures in a state of readiness for the new Purchase to Pay (P2P) module. This will now be implemented in 2012/13. This delay led to reduced take up in electronic ordering although suppliers are now being strongly encouraged to accept emailed orders and electronic payment as the method of doing business with the council. The Investigations service suffered from a number of long term staff absences. In spite of this the team only just missed their target for sanctions but exceeded the number of investigations undertaken. They made a number of improvements to the FIMS system to increase efficiency and achieved savings in overpaid housing benefit of over £200,000.

On the finances of the service, proactive and creative management of the council's investment portfolio improved the return on investments to 1.03% exceeding its target by 0.03% and improving the overall budgeted return by £53k or 16%. The HRA Self Financing in terms of Business Plan preparation and the take on of around £200 million resulted in a saving of over £1million per annum in interest compared to the plan. The Council overall achieved its entire efficiency savings of around £3.7 million and is set to come within its overall net budget. From the

Service viewpoint against a gross budget of £3million the service was £9k underspent (0.3%)

- **Environmental Development** - The year saw a very strong performance by ED with 100% of corporate targets achieved, often in unfavourable circumstances. Challenges included embedding new programmes, such as a national first in HMO work, whilst developing established programmes such as internal carbon reduction and the Low Carbon Oxford partnership. Enforcement was stepped up in the year and as a result the City Council is now a leading authority with examples of best practise. Whilst staffing gaps including in the management team provided further challenge, a strong performance culture together with high productivity and management by objectives enabled the Service to accomplish all key objectives.
- **People and Equalities** - 2011/12 was a good year in terms of performance against the P&E service plan targets. We improved the way we manage staff and the Council benefited from better performance. The November 2011 employee survey showed an increase in staff satisfaction. As usual we took the feedback seriously and all Heads of Service put in place plans to address the issues relating to their specific areas.

Improved Council performance was also assisted by an improvement in staff attendance – less sickness means more productivity and more opportunity to deliver Council objectives. The days lost to sickness improved by 7% on last year's performance.

We made progress in our commitment to equality and diversity. In January 2012 we reached 'achieving' level in the Equality Framework for Local Government – which demonstrated the progress we've made. Whilst part of this was about ensuring a good process around equality impact assessments (with these being completed rigorously for new policies, and in particular the budget) we were also able to demonstrate some real achievements in the community (such as opening the Old Fire Station) and for the Council as an employer. But we know we need to do more about increasing the diversity of the workforce and this work has started in 2012/13 by us trying to understand what some of the barriers might be to working for the Council.

- **Corporate Assets** - Rental income from the Council's commercial portfolio exceeded budget by some £345,000 outturning at £6.645 million. A number of good quality lettings have been achieved, including 33-35 George Street (the unit opposite Jamie's) to Byron Burgers and 20-24 St Michael's Street to Sojourn Hotel, which are both being fitted out/refurbished and anticipated to open in July 2012 and March 2013 respectively. Capital receipts from the disposal of both general fund and HRA properties have considerably exceeded targets, and have included the sale of the Council's former office building in Blue Boar Street, and the former sheltered unit at Grantham House, Jericho.

The refurbishment works at St Aldate's Chambers were completed on time and to budget, and all staff have now moved in. Final additional works to the entrance canopy and car park are nearing completion. This resulted in the Council achieving its target of reducing the overall office footprint by some 43% (from a 2009 base)

and achieving associated revenue running costs savings of circa £0.5 million. The refurbishment of the Old Fire Station was completed in October.

There has been very good progress in relation to the Council's Barton project. The Barton Oxford LLP (the Council's joint venture with Grosvenor Developments) was incorporated in October 2011, and the sale of the Council's land to the LLP completed in March 2012. Planning and master planning are progressing well and the project remains on track to start delivering a start on house building early in 2014. The construction of 91 new build council dwellings, supported by HCA funding was completed in June 2011, and the Council has now been successful in securing funding from the Homes and Communities agency from their affordable homes programme, and is now moving forward with plans to develop a further 112 new Council dwellings.

Direct Services - The building maintenance service met all of its targets and managed to reduce the void re-let time by 0.9 days against the 2010/11 year through continued improved working practices. Once again the gas team achieved 100% of gas servicing at year end with no legal action required to gain access to the properties. This is the third year running that this target has been achieved. Performance for gas and responsive repairs completed within timescale was high, reflecting in high satisfaction results for this area.

The streetscene service continued to keep the streets of Oxford at a high standard of cleanliness, reinforced by an independent review by APSE which highlighted that the results are one of the highest in the country. Despite the economic climate, car park income exceeded budget.

The only target not met during 2011/12 was 'Household Waste Recycled and Composted' (National Indicator 192). This target was a challenge as it is a high target for an urban area. District councils with high recycling rates are rural areas with large gardens and therefore send a higher rate of (heavy) garden waste for recycling. Increasing the recycling rate in Oxford is also hindered by the large and transient student population from the two universities in the City. Oxford's recycling rate compares well to urban authorities, for example, Southampton City Council where the recycling rate for 2011/12 was 25.07%. Even though the recycling rate did not reach the ambitious target of 48%; performance improved by 1.7% against the 2010/11 year which for an urban area is a high percentage increase and reflects year on year improvements. Oxford has a high recycling rate for dry recycling. More importantly alongside the recycling rate increasing, the amount of waste sent to landfill per household reduced by 24.66kg against the 2010/11 year, resulting in cost savings to dispose of waste and demonstrating that the waste hierarchy of reduce, reuse and recycle is being implemented across the city. Reducing the amount of waste sent to landfill is a key indicator.

Initiatives planned for the 2012/13 year to further increase the recycling rate include; rolling out of food waste recycling to flats; targeting low recycling areas to educate households on recycling; continuing to work with the student population to ensure recycling takes place in houses of multiple occupation. Increasing the recycling rate further to 50% will continue to be a challenging target based on the demographics and infrastructure of the city.

- **Law & Governance** - Law and Governance achieved all of their service objectives for 2011/12 year and exceeded their targets in respect of electoral registration and client satisfaction for the provision of legal services. The Service continues to make solid progress against the project plan for the registration of the Council's title to land and the electronic scanning and indexing of its title deeds and exceeded its income target for external legal work. The service successfully administered the national referendum on voting reform and responded to consultations on electoral reform of the County Council and parliamentary boundaries. It also facilitated the effective political governance of the Authority which included the delivery of the scrutiny work programme.
- **City Development** - Development Control performance has been excellent again this year, with both good speed of determination of 'minor' and 'other' planning applications listed in the schedule and with good quality of those decisions. The first full year of operation of Visit Oxfordshire, the tourism partnership created by the City Council, has got off to a flying start. Number of tourists visiting the TIC is only a proxy measure but indicates how busy Visit Oxfordshire has been.

This is the first time the City Council has tried to measure satisfaction by local businesses with the work it does on economic development. The outcome of the survey indicated a 73% level of satisfaction, just 2% below the somewhat 'stab in the dark' target of 75% we set ourselves.

The housing market remains doggedly in the doldrums, so our estimate set in the autumn 2010 that things would begin to pick up in 2011/12, after two years of the recession, proved woefully optimistic. Only 150 net additional homes were built, 200 below the estimated 350.

- **Business Improvement** - 2011/12 has been a busy first year for this newly formed service, which took some time to become fully staffed. Both corporate targets within the Service (% spend in the local economy and jobs & apprenticeships created) – were achieved successfully.

During the year the Business Improvement Unit took over responsibility for managing and facilitating BPI reviews within the Customer First programme and the Corporate Services Modernisation programme. It also updated the project methodology and managed the roll out of more streamlined documentation that is scaleable to fit the size of the project.

The Performance Team re-implemented CorVu as the Council's corporate performance system, with all targets and risks now managed through CorVu, which also saw significant development through the year in moving to integrate finance and projects. Re-phasing of development work meant that our original ambition to connect up other IT systems to CorVu and allow automatic updating was put on hold, and so a service target was missed. Work on ensuring 80% of council services have reliable benchmarking data fell slightly short at 71%, but this will be built on during 2012/13.

The Procurement Team managed over 80 Tenders and quotes including the development of several new corporate contracts for new spend categories delivering ongoing savings of over £90K a year. In addition several major

construction contracts have been awarded. The monthly supplier training sessions have continued with over 30 new suppliers trained. The team has also implemented Due North, an E-tendering solution which provides complete transparency of all our competitive processes and ensured that 60% of all quotes and contracts were web enabled. Despite achieving around £50,000 of new savings from procurement activities the ambitious target of £80,000 was missed.

- **Leisure and Parks** - Direction of travel for the service has been positive with significant improvement achieved in performance. Customer satisfaction and quality has increased with more people (including targeted groups) visiting our parks, leisure facilities and taking part in sport. Quality of service has been nationally recognised with four of the City's parks retaining Green Flag status, five leisure centres and the sports development team achieving the UK quality awards scheme for sport & leisure and Ferry Leisure Centre receiving recognition for improved finance and efficiency. Financial savings have been achieved without affecting quality of provision and the service has continued to invest in leisure and parks. The potential from the 2012 Olympics has been maximised with four annual events taking place across the city; the 2012 legacy plan will take this forward.

Annual participation in Streetsports was affected by inclement weather conditions and vandalism to one of the Multi Use Games Area. We are confident that target would otherwise have been met, if not exceeded. External factors such as Town Green applications and a judicial review affected the play programme and commencement of work on the new competition pool. Costs of Park Service data suggests that the target has not been met, however the annual data for 2011/12 has not yet been validated and the figure reported is that for 2010/11.

- **Policy Culture and Communication** – Overall, this was a positive year for Policy, Culture and Communications. Particular highlights relate to data management and museum outreach work.

The social research officer has produced regular high-profile publications - chart of the month and the Oxford Profile leaflet - as well as supporting strategy development with ad-hoc analyses and responding to around 100 individual data enquiries from officers, members, businesses and residents. The Oxford Profile leaflet has been widely distributed to partner organisations, and two of this year's charts featured in the local media including the lead article in the Oxford Times. The biggest challenge has been the County Council's decision to restructure the staffing of Oxfordshire Data Observatory. As a result of this, the four District Councils have switched their funding from the County Council to the City Council. We are now providing a 'District Data Analysis Service' to them which follows our successful model

Over the past year the Museum of Oxford community engagement team has successfully engaged with over 2500 vulnerable and hard to reach people. This has resulted in research, art work, film and animation displayed in exhibitions in the Town Hall Gallery, The Oxfordshire Museum and the Ashmolean. Evaluation shows groups have developed confidence and pride in themselves and their work. Projects from the service were used as case studies to support the successful Oxford ASPIRE partnership bid to Arts Council England to secure funding for the next three years.

Performance against the Town Hall income target was disappointing. This is because activities relating to income achievement were not sufficiently aligned at the beginning of the year with Offices for the Future (OFTF) and other projects being undertaken by Corporate Assets. However, the impediments to progress experienced over the last year have now largely been removed e.g. OFTF has been completed, the work on the fire escapes has been finished, and redecoration in most of the meeting rooms has been completed. With the new museum galleries and the licensed café opening in late June, along with the availability of wi-fi in all lettable rooms, income targets in the coming year should be easier to achieve.

ICT Strategy – The partnership with County ICT proved valuable in 2011/12 as the partnership targets were surpassed each month, consistently yielding 100% of KPIs achieved each month. All but thirty desktop and laptop computers across the Council have been replaced since the start of the County partnership agreement. Whilst the contact centre had two occasions of telephone disruption, our core telephony system had 100 per cent availability during working hours across the year. 100% percent of Data Protection requests that were submitted to City ICT were responded to within the required timescale. Additionally 98% of 9,557 changes, requests and incidents to County ICT by City Council staff were completed within the SLA targets. In our first year of operation City ICT have successfully completed a further 6,500 changes, requests and incidents.

2011/12 was a busy year for business system application and infrastructure upgrades. A generator has been installed for the ICT Data Centre at the Clarendon centre, and a new ICT Disaster Recovery Centre has been commissioned at Kidlington, holding copies of our major business systems. We have implemented electronic document management systems with revenues and benefits. New modules to our Uniform and IDOX systems mean our entire planning application process can now be accomplished entirely on-line. We have upgraded Servitor and Optitime housing maintenance systems and we have tripled the number of hand-held devices in use by Direct Services to 170.

- **Customer Service** – Performance in Customer Services has improved significantly from the previous year. There were some performance indicators not met, but these were mainly in areas where the target was particularly stretching – for example in Benefits and Customer Contact. The need to improve has meant a considerable amount of change to business as usual to help us meet our targets. The financial climate has made Revenues and Rent collection challenging.

The Customer Contact team achieved 89% of telephone calls answered first time against the target of 90%. A lot of service improvements were made in the second half year to achieve this out turn. Considering the low performance earlier in the year when only approximately 65% of calls were being answered first time, this represents a significant achievement. The biggest challenge has been to multi skill all staff to enable them to deal with all enquiries offered to the Contact Centre. This has involved taking staff away from the work place in order to provide them with the training, whilst ensuring service performance remains on target. Most of the training has been completed and has resulted in nearly 90% of calls being resolved by the team without hand off to the back office. This demonstrates clearly that the concept of the multi - skilled Customer Service Officer at the front end of

our business is a successful model, which we will work to continually improve over the next 12 months.

Benefits performance was over target for both processing new claims and handling changes in circumstances. The targets were quite rightly stretching, and proved to be particularly challenging for two reasons. Firstly, the introduction of the Department of Work and Pension's ATLAS (Automated Transfer to Local Authority Systems) project which resulted in a significant increase in the number of notifications received by the Benefits Service in relation to changes in customer benefits. Secondly, through undertaking the Fundamental Service Review that was carried out in the Benefits Service. However, despite these challenges, we finished the year up to date. Statistical releases by the DWP for Q2 and Q3 2011/12, show a worsening level of performance nationally compared with the same period in 2010/11, which mirrors our experience. The Fundamental Service Review successfully involved the team in reforming the service offering, and matching that to customer need. The review has delivered the savings required, and will introduce automated benefit applications and risk based verification this year to further improve performance.

The Revenues team collected 97.75% of Business Rates, exceeding their collection target of 97%. This was an improvement on last year's result. The overall arrears brought into the financial year at 1st April had dropped by nearly 59% by 31st March 2012. The team collected 96.80% of Council Tax by the end of the financial year, just 0.2% short of the target. The arrears carried forward on 01/04/11 had decreased by 40% by 31st March 2012. Various improvements have been made to data quality including a County-wide approach to a full single person discount review; a new inspection process which has reduced the number of inspection visits required and the implementation of a rolling exemption and discount review.

Rent arrears at the end of 2011/12 were £643k; this is an increase of £107.5k from the start of the year (an increase of 0.3% of the rent roll). We enter 2012/13 with a debt of under 1.7% of the rent roll, which in comparison to other Local Authorities and Social Landlords is a good result.

5. Financial implications

5.1 There are no financial implications in this report.

6. Legal Implications

6.1 There are no legal implications in this report.

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Service Area/Department: Business Improvement & Technology
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To: Audit and Governance Committee
City Executive Board

Date: 29th June 2012
4th July 2012

Report of: Head of Finance

Title of Report: RISK MANAGEMENT QUARTERLY REPORTING:
QUARTER 4 2011/2012

Summary and Recommendations

Purpose of report: To update members on both corporate and service risks as at the end of quarter 4, 31st March 2012.

Key decision No

Executive lead member:

Policy Framework: Improving value for money and service performance

Recommendation(s):

Members are requested to note the contents of the report

Appendix A Corporate Risk Register

Appendix B Service Risk Register – Red Risks

Risk Management Strategy

- 1) The Risk Management Strategy was approved at the City Executive Board on 23rd April 2012 with the stated aims of:
 - fully embedding Risk Management into the culture, processes and procedures of the Council, so that threats and opportunities are proactively managed thereby strengthening the Council's ability to deliver its objectives and strategic priorities.
 - providing a clear and consistent approach to the management of risk across the organisation and through organisational boundaries.

- 2) A copy of the updated Strategy can be found on the intranet:

<http://occweb/intranet/riskmanagementstrategy.cfm>

Risk Identification

- 3) **Corporate Risks** – The Corporate Risk Register (CRR) is reviewed by the Corporate Management Team (CMT) on a quarterly basis, any new risks are incorporated into a revised version of the CRR. Risk owners for corporate risks are generally held at Director level.
- 4) **Service Risks** – Service area risks are reviewed periodically by Heads of Service and Service Managers. The Risk Manager will have oversight of all risks and on a quarterly basis will review service risks to determine the need for inclusion in the Corporate Risk Register.
- 5) **Project and Programme Risk** – The Council adopts the principles of Prince2 methodology for managing projects. Incorporated within this methodology is a robust process for the management of risk within a project environment. Programme/project risk registers, including risk registers for Procurement Projects, are created for each new project and are reviewed as part of the project life cycle. These are documented on the Project/Programme Risk Register (PRR).

Quarter 4 Corporate Risk Register

- 6) A review of the Corporate Risks at the end of quarter 4 compared to Quarter 3 has shown no change to the net risk, this is shown in the table below:

Current Risk	Q3	Q4
Red	2	2
Amber	1	1
Green	2	2
Closed	0	0
Total risks	5	5

- 7) The current Corporate Risk Register (Appendix A) shows two red risks, these are :
- Health & Safety - Existence of operational risks (relating to internal as well as public concerns – property not vehicle)
 - Impact on Homelessness of changes in Housing Benefit - Changes in housing benefit and universal housing benefit increase homelessness
- 8) These were both red risks in Q3, and continued progress has been made on mitigating actions throughout Q4, but this has not led to a reduction of the risk rating.

Quarter 4 Service Risk Register

9) A review of Service risks at the end of Quarter 4 compared to Quarter 3 has shown an overall reduction in the net risk position in the service areas.

Current Risk	Q3	Q4
Red	9	6
Amber	49	32
Green	46	35
Total risks	104	73
Closed	15	26

10) There has been a reduction in Red risks in Quarter 4, and a number of risks have been closed completely. Those risks still remaining at red are shown in Appendix B. All of these risks are continuing to be managed and mitigating actions being monitored.

Financial Implications

11) There are no financial implications directly relevant to this report.

Legal Implications

12) There are no legal implications directly relevant to this report.

Name and contact details of author:-

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Service Area / Department: Finance

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List of background papers:

Version number:

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Ref	Risk			Current Status	Score			Comments	Actions		
	Category	Description	Owner		Gross	Current	Residual		Description	Owner	% complete
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	Jacqui Yates	Probability: Unlikely (2) Impact: Moderate (3)	12	6	6		CMT act as mentors within boards to encourage innovation and a culture where decisions are taken based on a robust options appraisal	CMT	65%
									Develop clear roles, responsibilities and job descriptions/expectations for managers, heads of, directors	Simon Howick	50%
									Development of a business partner model to project management using centre of knowledge within the Project Management office	Jane Lubbock	100%
									Development of corporate approach to project management via a corporate project management office.	Jane Lubbock	100%
									Development of options appraisal methodology for capital projects	Steve Sprason	100%
CRR-006	Supplier Management	Ability of the council to manage large contracts and to obtain best value from those contracts	Jacqui Yates	Probability: Unlikely (2) Impact: Moderate (3)	8	6	3		Corporate contract management framework written and will be rolled out during 2012	Jane Lubbock	10%
									Develop the procurement team as a centre of excellence for relationship management.	Jane Lubbock	100%
									Development and approval of procurement strategy. Ensure consistent approach towards supplier management across the organisation.	Jane Lubbock	100%
									Implement a mentoring/work shadowing programme where expertise can be shared with new contract managers.	Jane Lubbock	70%
									Implement standard contract documentation and approach (based on 4Ps approach to contract management)	Jane Lubbock	100%
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	David Edwards	Probability Possible (3) Impact Major (4)	12	12	9		Create 'one view' of all corporate assets (issues, status of building, budget, work required, timescales). 'One view' being everything documented in consistent and understandable format which can be shared across organisational boundaries.	Steve Sprason	50%
									Develop a corporate approach towards health and safety	Steve Sprason	100%
									Establish Corporate Asset Management Group to create a joined up approach towards management of Corporate Assets	Steve Sprason	50%
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	Jacqui Yates	Probability: Possible (3) Impact: Moderate (3)	12	9	9		Effective budget monitoring framework in place	Nigel Kennedy	85%
									Proactive management and tracking of major forecast uncertainties	Nigel Kennedy	90%
									Robust MTF planning framework in place	Nigel Kennedy	100%

CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	David Edwards	Probability Possible (3) Impact : Major (4)	15	12	9		Monitoring and intervention, ensure takeup of benefits	Helen Bishop	50%
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SERVICE RISK REGISTER

L3desc	Riskcode	Riskdescription	Cause	Riskowner	Current Impact	Current Probability	Total Current	Mitigating Action	Control Due Date	Controlowner	Percentagecomplete
Corporate Property	SRR-009-CA	Costs of development exceed budget availability either through extended brief requirements or expense of tender. Delay to project due to external influences. Lack of staff resourced to adequately manage the project	Lack of effective Project controls/Change control. Disposals risk Planning permission	Ian Gordon	4	3	12	Close control of brief and budget. Agreement with successful contractor regarding tender price. Continual review of risk matrix. Dedicated staff to supervising officer working closely with project manager and cost consultant. Back fill to cover CA role	31-Mar-2013	John Bellenger	50%
Housing	SRR-001-HC	Increased costs of provision of temporary accommodation and rent top-up payments	Changes to Housing Benefit and Local Housing Allowance regulations, economic climate leading to more severe problems for customer base.	Dave Scholes	4	4	16	Action plan resulting from CloH Review fo homelessness delivered		Graham Stratford	50
Direct Services	SRR-002-DS	Level of charges may be too high to be competitive.	Basis of cost allocation not reflecting service requirement.	Joanne Gardner	4	3	12	Seek to establish effective Service Level Agreements with Corporate Services and other Council Services.	31-Mar-2012	Joanne Gardner	65
Direct Services	SRR-004-DS	Failure to maintain or improve customer satisfaction levels.	Customer expectations increase annually.	Joanne Gardner	4	4	16	Monitor customer involvement and derive the benefits from the CRM system	31-Mar-2011	Joanne Gardner	95
Leisure and Parks	SRR-013-LP	Risk of delay to project beyond May 2012 due to town green application and judicial review	Protesters submitted a town green application for Blackbird Leys Park and aso a judicial review	Hagan Lewisman	4	5	20	Ensure that evidence is collated in regards to potential court case	30-Apr-2012	Hagan Lewisman	100
Business Improvement & Technology	SRR-009-IT	Lack of robust business continuity for the Customer Contact Centre.	The loss of the Customer Contact Cntre for more than 24hrs would have a significant impact on the Concil's operations following the centralisation of Customer Contact onto one site.	David Oakes	4	3	12	Developing a plan to utilise a recovery site a Horspath Road for the Contact Centre.	31-Dec-2011	David Oakes	50

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To: Value and Performance Scrutiny Committee
City Executive Board

Date: 25th June 2012
4th July 2012

Report of: Executive Director, Organisational Development and
Corporate Services

Title of Report: TREASURY MANAGEMENT ANNUAL REPORT
2011/2012 AND REVISED TREASURY MANAGEMENT
STRATEGY 2012/2013

Summary and Recommendations

Purpose of report: The report sets out the Council's treasury management activity and performance for 2011/2012. It also sets out a proposed revision to the Treasury Investment Strategy for 2012/2013 -2015/2016 which will be recommended to Council in July.

Key decision No

Executive lead member: Councillor Ed Turner

Policy Framework: Treasury Management Strategy

Recommendation: The Committee are recommended to:

- note the Treasury Management Annual Report for 2011/2012, as set out in sections 1 – 48 below and;
- comment on the proposed changes to the Investment Strategy originally approved by Council in February 2012, as set out in sections 49 - 54 below and make any recommendations to CEB as appropriate.

Executive Summary

1. The average rate of return on the Council's investments has increased significantly during the financial year 2011/2012 from 0.7% in April 2011 to 1.03% at the 31st March 2012. This is above the Council's Performance Indicator target of 1.0% and despite low market rates due to the Bank of England's Base Rate remaining at an all time low and restricted lending options due to continuing counterparty risk.
2. The Council has £1.3m outstanding with the failed Icelandic Banks, a total of £1.8m was received in the year, and it is expected that the remaining funds will be received during 2012/13.
3. The Council's outstanding debt was £203.3 million as at 31st March 2012. Approximately £202.2 million is held with the Public Works Loan Board (PWLB) at fixed interest rates and £1.1 million is held with South Oxfordshire District Council (SODC) at a variable rate of interest. The PWLB loans include £198.5 million borrowed in March 2012 relating to the self financing of the Housing Revenue Account (HRA). The debt relates purely to Housing and the maturity profile ranges from 9 - 45 years. Interest paid on this debt during 2011/2012 was £487,000.
4. The Council held investments totalling approximately £32.0 million as at 31st March 2012, including approximately £1.3 million of outstanding Icelandic bank investments. The remaining investment balance is held in accordance with the Council's Investment Strategy. Interest earned during the year was approximately £347,000.
5. The primary principle governing the Council's investment criteria is the **Security** of its investment, with **Liquidity** and **Yield** being secondary considerations.
6. In relation to the Council's debt strategy the factors taken into account are prevailing interest rates, the debt profile of the Council's portfolio, the type of asset being financed, and the need to borrow.
7. The Council fully complied with its Treasury Management Strategy in relation to both debt and investment management in 2011/2012. A revision to the Treasury Management Strategy was approved by Council in February 2012 to allow the additional borrowing required to buy the Council out of the Housing Revenue Account Subsidy System. The Council has continued to fund all other debt from internal balances due to the high cost of carry (the difference between borrowing rates and investment returns) and borrowing from external sources will be deferred until interest rates become more cost effective, or internal sources are depleted.
8. The Council has a statutory duty to set, monitor and report on its prudential indicators in accordance with the Prudential Code, which aims

to ensure that the capital investment plans of authorities are affordable, prudent and sustainable.

9. The prudential indicators detailed in the body of this report look back at the results for 2011/2012, and are designed to compare the Council's outturn position against the target set.

Economic Backdrop to 2011/2012

10. The financial year 2011/12 continued the challenging investment environment of recent years, namely low investment returns and continuing heightened levels of counterparty risk. The original expectation for 2011/12 was that Bank Rate would start gently rising from quarter 4 2011. However, economic growth in the UK was disappointing during the year due to the UK austerity programme, weak consumer confidence and spending, a lack of rebalancing of the UK economy to exporting and weak growth in our biggest export market - the European Union (EU). The tight fiscal policy stance was maintained against a background of warnings from two credit rating agencies that the UK could lose its AAA credit rating. Key to retaining this rating will be a return to strong economic growth in order to reduce the national debt burden to a sustainable level, within the austerity plan timeframe. The USA and France lost their AAA credit ratings from one rating agency during the year. Weak UK growth resulted in the Monetary Policy Committee increasing quantitative easing by £75bn in October and another £50bn in February. The Bank Base Rate therefore ended the year unchanged at 0.5% while CPI inflation peaked in September at 5.2%, finishing at 3.5% in March, with further falls expected to below 2% over the next two years. The EU sovereign debt crisis grew in intensity during the year until February when a second bailout package was eventually agreed for Greece.
11. Gilt yields fell for much of the year, until February, as concerns continued building over the EU debt crisis. This resulted in safe haven flows into UK gilts which, together with the two UK packages of quantitative easing during the year, combined to depress PWLB rates to historically low levels.
12. Risk premiums were also a constant factor in raising money market deposit rates for periods longer than 1 month. Widespread and multiple downgrades of the ratings of many banks and sovereigns, continued Eurozone concerns, and the significant funding issues still faced by many financial institutions, meant that investors remained cautious of longer-term commitment.

Financing of the Capital Programme 2011/12

13. Table 1 below shows actual capital expenditure and financing compared to the original plan or budget.

Table 1

Capital Expenditure	2010/11 Actual £'000	2011/12 Budget £'000	2011/12 Actual £'000	Variation £'000
Non-HRA Capital Expenditure	9,952	23,779	12,435	11,344
HRA Capital Expenditure	14,930	11,201	8,577	(2,624)
Total Capital Expenditure	24,882	34,980	21,011	(13,969)
Resourced by:				
Capital Receipts	1,497	9,450	6,394	(3,056)
Capital Grants and contributions	12,292	6,234	3,943	(2,291)
Prudential Borrowing	8,394	11,273	650	(10,623)
Revenue	2,455	8,023	10,024	2,001
Total Capital Resources	24,882	34,980	21,011	(13,969)

14 The key variations relate to the following:

- slippage on the construction of the Competition Swimming Pool at Blackbird Leys of £7.8 million due to a Judicial Review on the Council's decision to progress the project
- £3 million of variations on HRA related schemes including
 - £1 million underspend on construction of Cardinal House and Lambourne House
 - £0.7 million slippage on tower block refurbishment works
 - £0.55 million slippage on window replacement programme
 - £0.2 million slippage on shop refurbishment
 - £0.55 slippage on other housing related works.
- £0.8 million underspend in respect of 'city development' infrastructure schemes including development fees for land at Barton £0.5 million which were subsequently charged to revenue.
- £0.5 million slippage on repairs and refurbishment of corporate buildings including Rosehill Community Centre of £0.2 million
- £0.8 million underspend on Play Barton and £0.2 million of other play area slippage
- £0.3 million of slippage on ICT related projects

15 The variation in the underlying need to borrow i.e prudential borrowing relates largely to slippage of the Competition Swimming Pool of approximately £7.8 million and underspend within the HRA, The interaction with the Councils underlying need to borrow i.e its Capital Financing Requirement (CFR) is discussed in more detail below

The Council's Overall Borrowing Need

16 The underlying need to borrow or Capital Financing Requirement (CFR) is a gauge of the Council's level of indebtedness. It represents all prior years' net capital expenditure which has not been financed by other means (revenue, capital receipts, grants etc.).

17 The CFR can be reduced by:

- I. The application of additional capital resources, such as unapplied capital receipts; or
- II. By holding a voluntary revenue provision (VRP) or depreciation against it.

18 Table 2 below shows the Council's CFR position as at the 31st March, this is a key prudential indicator

Table 2.

CFR	31 st March 2011 Actual £'000	31 st March 2012 Estimate £'000	31 st March 2012 Actual £'000	Variation £000's
Opening Balance	14,219	22,613	26,044	3,431
Plus prudential borrowing	9,991	11,273	650	(10,623)
HRA reform borrowing	0	0	198,528	198,528
Minimum Revenue Provision	(294)	(244)	(295)	(51)
Finance Lease	2,128	0	0	0
CFR Closing Balance	26,044	33,642	224,927	191,285

19 The CFR position above has been increased by a) the capital expenditure financed by prudential borrowing in 2011/12 of £650k and the HRA self financing debt of £198.5 million. This has in turn been reduced by the Minimum Revenue Provision leaving the closing CFR of £224.9 million.

Treasury Position at 31st March 2012

20 Whilst the Council's gauge of its underlying need to borrow is the CFR, the treasury function manages the Council's actual borrowing position by either:

- III. Borrowing to the CFR;
- IV. Choosing to utilise some temporary cash flow funds, which will reduce our investment balance, instead of borrowing (this is known as "under borrowing");
- V. Borrowing for future increases in the CFR (borrowing in advance of need)

21 It should be noted that accounting practice requires financial instruments (debt, investments, etc.) to be measured in a method compliant with International Financial Reporting Standards. The figures in this report are based on the actual amounts borrowed and invested and therefore may differ slightly to those in the Statement of Accounts for 2011/12.

- 22 During 2011/2012 approximately £198.5 million of new debt was taken out to finance the transition to self financing of the Housing Revenue Account (HRA). At the end of 2011/2012 the Council's total debt was £203.3 million. This amount of debt is still below the CFR shown in Table 2 above and indicates that the Council continues to 'internally borrow' of the order of £22 million.
- 23 The Council's treasury position as at the 31st March 2012 for both debt and investments, compared with the previous year is set out in Table 3 below:

Table 3

Treasury Position	31 st March 2011		31 st March 2012	
	Principal £'000	Average Rate %	Principal £'000	Average Rate %
<u>Borrowing</u>				
Fixed Interest Rate Debt	4,376	11.31	202,166	11.33
Other Long-term Liabilities	1,657	0.72	1,158	0.82
Variable Interest Rate Debt	0	0.00	0	0.00
Total Debt	6,033	8.40	203,324	8.79
<u>Investments</u>				
Fixed Interest Investments	13,997	0.57	30,315	1.09
Variable Interest Investments	13,000	0.00	1,685	0.69
Total Investments	26,997	0.57	32,000	1.03
Net Position	(20,964)		171,324	

N.B. Variable Interest Rate Investments are the Council's investments in Money Market Funds.

Prudential Indicators and Compliance Issues

- 24 Some of the prudential indicators provide an overview (paras 25 and 28) others a specific limit on treasury activity (paras 26 and 27). These are detailed below:
- 25 Net Borrowing and the CFR – In order to ensure that borrowing levels are prudent, over the medium-term the Council's external borrowing, net of investments, must only be for a capital purpose. Net borrowing should not therefore, except in the short-term exceed the CFR. Table 4 below highlights the Council's net borrowing position against the CFR, and shows that it is significantly below the limit.

Table 4.

Net Borrowing & CFR	31st March 2011 Actual £'000	31st March 2012 Actual £'000
Total Debt	6,033	203,324
Total Investments	(26,997)	(32,000)
Net Borrowing Position	(20,964)	171,324
CFR	26,044	224,927
Under borrowing	47,008	53,603

26 The Authorised Limit – The authorised limit is the ‘affordable borrowing limit’ required by S3 of the Local Government Act 2003. The Council does not have the power to borrow above this level unless it explicitly agrees to do so. Table 5 below demonstrates that during 2011/2012 the Council has maintained gross borrowing within its authorised limit. The authorised limit allows the Council to borrow to the future CFR if required, and this has been reflected in the limit itself, with a little headroom built in.

Table 5

Authorised Borrowing	31st March 2011		31st March 2012	
	Estimate £'000	Actual £'000	Estimate £'000	Actual £'000
Borrowing	25,000	4,376	245,000	202,166
Other Long-Term Liabilities	1,700	1,657	1,500	1,158
Total Borrowed	26,700	6,033	246,500	203,324
Amount Under Limit	20,667		43,176	

27 The operational Boundary – the operational boundary limit is the expected borrowing position of the Council during the year. It is possible to exceed the operational boundary limit, for a short period of time, providing that the authorised borrowing limit is not breached.

Table 6

Operational Boundaries	31st March 2011 Estimate £'000	31st March 2012 Estimate £'000
Borrowing	23,000	236,000
Other Long-Term Liabilities	1,700	1,500
Totals	24,700	237,500

28 Actual financing costs as a proportion of net revenue stream – this indicator identifies the trend in the cost of capital (borrowing and other long term costs net of investment income) against the net revenue stream. This table is another key indicator of affordability and shows the borrowing to

have been uplifted to reflect the 'self financing' debt take on of £198.5 million which has increased both the authorised and operational boundaries. In addition the financing costs as a proportion of net revenue streams shows the general fund changing to a negative figure as investment income starts to exceed interest paid following the repayment of fixed term PWLB loans and the HRA ratio staying relatively constant. Going forward, following self financing the HRA ratio is likely to increase substantially as interest payments will increase by around £8 million per annum.

Table 7

Actual Finance Costs	2010/11 £'000	2011/12 £'000
<u>Indicators</u>		
Original Indicator – Authorised Limit	26,700	246,500
Original Indicator – Operational Boundary	24,700	237,500
<u>Actuals</u>		
Minimum Gross Borrowing Position	6,033	5,051
Maximum Gross Borrowing Position	6,713	203,324
Average Gross Borrowing Position	0	5,420
Financing Costs As A Proportion Of Net Revenue Stream – General Fund	1.9%	-1.3%
Financing Costs As A Proportion Of Net Revenue Stream – HRA	2.2%	1.9%

Icelandic Banks

29 During the Financial Year 2008/09 the Council invested £4.5 million with two of the now failed Icelandic banks, of which £3.0 million was deposited with Heritable Bank and £1.5 million with Glitnir Bank. These investments, together with accrued interest, are partly overdue their initial repayment.

30 As at the 31st March 2012, we had received approximately £2.0 million of our original Heritable Bank investment plus interest, this equates to approximately 68% of the original investment. Current guidance indicates that the repayment of the Heritable deposits will continue with an eventual total repayment of approx 90% of the original deposits by the end of 2012.

32 On 15th March, the Council received four of the five foreign currency repayments due from Glitnir Bank totalling £1.2 million . Exchange rate losses of approximately 2.8%, (£45k) were incurred on these repayments. The repayment date of the fifth currency (in Icelandic Krona (ISK)) is still to be confirmed and requires the resolution of changes to Icelandic law to allow ISK to be transferred out of Iceland. Once this has been resolved, it is expected that we will receive close to 100% of our initial deposit.

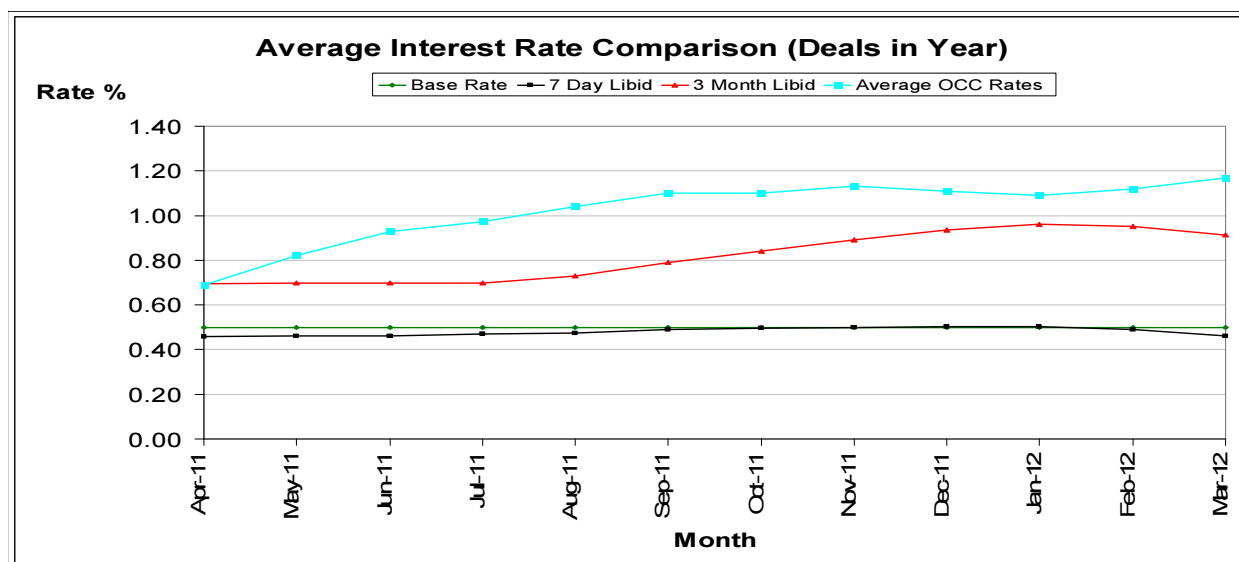
33 Table 8 below shows the original loan terms and the repayments received and outstanding as at 31st March 2012:

Table 8

Counterparty	Original Principal	Interest Rate	Maturity Date	Interest Received	Principal Repaid	Exchange Rate Loss	Total Repaid	Total Outstanding as at 31.03.12
Glitnir	£1.5m	5.51%	28/01 2009	£81,172.63	£1,213,800	(£45,238.57)	£1,249,734.06	£305,339.56
Heritable	£1.0m	6.04%	05/01 2009	£14,714.79	£679,218		£693,932.79	£311,178.44
Heritable	£1.0m	6.18%	30/04 2009	£8,984.95	£679,218		£688,202.95	£332,316.50
Heritable	£1.0m	5.83%	09/12 2008	£3,665.34	£679,218		£682,883.34	£329,645.98
Total				£108,537.71	£3,251,454	(£45,238.57)	£3,314,753.14	£1,278,480.48

Investment Income

34 The following graph shows the Council's monthly average interest rate in comparison to the base rate and also in comparison to its benchmarks: 3-month Libid and 7-day Libid.



35 As can be seen the Council's average monthly rate of return was above benchmark.

36 Table 9 below shows comparator rates and how they fluctuated during the year

Table 9

	INVESTMENT RATES 2011/12					
	Overnight	7 day LIBID	1 Month	3 Month	6 Month	1 Year
01/04/11	0.44%	0.46%	0.50%	0.70%	1.00%	1.48%
31/03/12	0.43%	0.46%	0.57%	0.90%	1.22%	1.74%
High	0.55%	0.51%	0.65%	0.96%	1.27%	1.77%
Low	0.43%	0.46%	0.50%	0.69%	0.98%	1.45%
Average	0.45%	0.48%	0.56%	0.82%	1.11%	1.60%
Spread	0.12%	0.05%	0.15%	0.27%	0.29%	0.32%
High date	30/06/11	30/12/11	11/01/12	12/01/12	25/01/12	25/01/12
Low date	14/03/12	01/04/11	01/04/11	12/04/11	10/06/11	22/06/11

- 37 The Council manages its investments in-house and invests with the institutions listed in the Council's approved counterparty list. The Council invests for a range of periods from overnight to 364 days, dependant on cash flow needs, its interest rate view, the interest rates on offer and durational limits set out in the approved investment strategy.
- 38 During 2011/2012 the Council maintained an average investment balance of £38.1 million and received an average return of 1.03%. This is above the Council's Performance Indicator target of 1.0% (0.5% above the average Bank of England's Base Rate for the year). In comparison, the average rate of return at the beginning of the year was 0.69% (April 2011). It also compares favourably with the Council's benchmark interest rate target, the average 7-day LIBID, which was 0.48%.
- 39 Actual investment income receivable for 2011/2012 was approximately £393,000. Due to the write off the Icelandic interest accrued in 2010/11 that will not be paid to the Council and the Glitnir exchange rate losses outlined in paragraph 32, the interest reported in the Statement of Accounts will be written down to approximately £347,000. This is significantly higher than the 2011/12 income target of £293,000 and was achieved through the initiation of a rolling programme of lending up to 364 days with highly credit rated, Government backed financial institutions and negotiating higher than expected returns on shorter term investments.

Fluctuations in the Council's balances have been managed through the use of a mix of instant access and notice accounts, money market funds and short term deposits (up to 3 months). This strategy is in line with the Investment Strategy approved by Council for 2011/2012.

- 40 Due to the economic downturn and the problems facing the Eurozone, midway through the year, lending was temporarily restricted to a maximum of three months for all institutions, with the exception of other local authorities or semi-nationalised banks. This temporary limit is still in place. No changes are required to the overall Treasury Management Strategy as this change is at an operational level. The situation will continue to be reviewed by the treasury team, the Head of Finance and the Executive Director of Organisational Development and Corporate Services.
- 41 To counteract the effect of losing several counterparties from the lending list, two new money market fund accounts were opened during the year, one with Ignis and the other with Prime Rate. This has helped to diversify the investment spread as each fund spreads its investment over many counterparties and therefore our exposure to each counterparty is minimal. Money market funds have to meet very strict lending criteria in order to retain their coveted AAA credit ratings.

Counterparty Changes During The Year

- 42 During the year the following counterparties were temporarily removed from the Council's approved Treasury Management Lending List due to a

combination of credit rating downgrades and a deterioration in their credit default swap rates:

- i. Clydesdale Bank plc
- ii. Santander UK plc
- iii. Cater Allen

43 The building societies listed below were also temporarily suspended in light of market turbulence and credit rating downgrades (these suspensions are still in place):

- i. Yorkshire Building Society
- ii. Leeds Building Society
- iii. Coventry Building Society
- iv. Skipton Building Society

Housing Revenue Account (HRA) Reform

44 Legislation contained within the Localism Act enabled the introduction of the HRA Self Financing system from 1st April 2012. Self-financing effectively ended the previous subsidy funding system and for a one-off payment covering its allocated share of the national housing debt figure enables the Council to retain all of its HRA dwelling rents going forward.

45 To finance the debt payment the Council borrowed and paid over £198.5 million to the Department for Communities and Local Government (CLG) on 28 March 2012. This additional borrowing required a revision to the Treasury Management Strategy for 2011/2012, which was approved by Council in February 2012.

46 The loans which are with the Public Work Loans Board (PWLB) and set out in Table 10 below incur an average annual interest rate for the first nine years of 3.26%. The loans will be repaid in line with the cashflow expectations of the thirty year HRA business plan.

£m	Period	Maturity Date	Interest Rate	Annual Interest	Total Interest
20	9 years	27/03/2021	2.21%	442,000.00	3,978,000.00
20	14 years	27/03/2024	2.92%	584,000.00	8,176,000.00
40	20 years	27/03/2032	3.30%	1,320,000.00	26,400,000.00
40	25 years	27/03/2037	3.44%	1,376,000.00	34,400,000.00
40	30 years	27/03/2042	3.50%	1,400,000.00	42,000,000.00
0	35 years	27/03/2047	3.52%	-	-
0	40 years	27/03/2052	3.52%	-	-
38.528	45 years	28/09/2057	3.50%	1,348,480.00	60,681,600.00
198.528	Weighted Average Interest Rate		3.26%	6,470,480.00	175,635,600.00

47 Compensation was paid by CLG for the interest incurred by the authority for the four days from taking the loans leading to the go live date, of 1st April 2012.

- 48 To give us greater flexibility in future years, the Authority will use the one pool approach and pool this debt together with the Council's existing debt in one pot.

Treasury Investment Strategy Revision for 2012/2013 – 2015/2016 Increase In Money Market Fund Limits

- 49 The current Investment Strategy for 2012/2013 – 2015/2016 limits money market fund (MMF) deposits to a maximum of £15 million across the Council's five MMF accounts. Due to the reduction in the number of counterparties on the Council's treasury management lending list, and the need to ensure security and liquidity of our investments, an increase to the overall limit in Money Market Funds is being recommended by officers. This will allow us to manage our cashflow more effectively.
- 50 The proposal is to increase the overall limit to £20 million across the five MMF accounts, this will provide the Council with ability to place funds in an AAA rated institution that is highly liquid, whilst ensuring our investments are spread equally over our counterparties.

Additional Counterparties

- 51 The current Investment Strategy allows investment with local authorities for up to £10 million for 364 days. Recently Police Authorities have become more active in the investment markets and in order to give the Council the ability to diversify its investment holdings as wide as possible whilst still maintaining security it is recommended that the counterparty list is extended to include such organisations and other public bodies. These organisations are similar to local authorities in the terms of their security of investment and therefore officers do not believe that extending the counterparty list to include such bodies will open the authority up to undue risk.

Financial Implications

- 52 These are set out within the body of the report

Legal Implications

- 53 These are covered adequately within the report

Risk Implications

- 54 A risk analysis has been carried out and there are no risks in connection with the recommendations within the report, risk assessment is a key part of Treasury Management activity especially in the selection of counterparties when investing is being considered. The Council uses external advisors and counterparty credit ratings issued by the rating agencies to assist in this process.

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Background papers:

Treasury Management Strategy 2011/12 – Executive Board February 2011
Treasury Management Strategy 2012/13 – Executive Board February 2012
Treasury Management Mid Year Review Report – Executive Board December 2011

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Key

RED RISK
CLOSED RISK

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed
	Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P	
TMS-001	Loss of capital investment	T	Loss of capital investment – if counterparty invested in collapses and is unable to repay the original investment	Collapse of counterparty, counterparty unable to repay investments	The Council will lose money which could potentially have an adverse effect on operational funding	20-Jun-12	6	3	2	3	1	3	1	Anna Winship	20-Jun-12
TMS-002	Interest Rates	O/T	Interest Rates – Although interest rates are currently at an all time low, the period of time that they remain at this level is to be considered. A prolonged period will affect the long term returns for the organisation.	No change to base rate and associated market investment rates, or rates that only move upwards slowly over a prolonged period of time	The Council will not be able to realise the returns on investment as previously projected in the budget	20-Jun-12	6	2	2	2	1	2	1	Anna Winship	20-Jun-12
TMS-003	Fraudulent activity	T	Potential fraud by staff	Fraudulent activity	Loss of money	20-Jun-12	6	2	2	2	1	2	1	Anna Winship	20-Jun-12
TMS-004	Money Laundering	T	Money laundering by external parties	Pay cash for transactions into council, claims refund	Fine/imprisonment	20-Jun-12	6	4	2	4	1	4	1	Nigel Kennedy	20-Jun-12
Insert new row above															

31

Action Plans

ACTIONS MUST BE 'SMART'

Specific, Measurable, Achievable, Realistic and Time bound

Key

CLOSED ACTION/Risk

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	Milestone Delivery Date	%Action Complete	Date Reviewed
TMS-001	Loss of capital investment	Anna Winship	A	Reducing risk by limiting the use of high risk counterparties Limiting the value of investment with those counterparties on our investment list Controls and procedures are in place to ensure those counterparties on the list are kept within their limits, and that any further changes to counterparties are monitored.	All investments are repaid in full with relevant interest paid. There was a successful review of proposed counterparty list as part of Mid Year Treasury Strategy. This list was approved by the CEB on the of Dec 2011. Quarterly Treasury report to the Finance Scrutiny Panel	Further Review of counterparty list as part of Annual Treasury Strategy Report. Feb 2012.	100%	20-Jun-12
TMS-002	Interest Rates	Anna Winship	R	Making investments with larger and more secure counterparties, over a longer period of time. Increase the counterparty list to include those eligible institutions Monitor the base rate and rates achieved against budget to ensure that best value is being achieved	Budget reforecast was carried out in Sept 2011 as part of the Mid Year Treasury Strategy Review. Review of Investment interest earned that meets Revised budget requirement	Annual Treasury Strategy Report. Feb 2012.	100%	20-Jun-12
TMS-003	Fraudulent activity	Anna Winship	A	Division of duties and internal controls including audit. Ensure insurance is updated	Internal audit - July 2012. Review procedures and insurance cover	Jul-12	50%	20-Jun-12
TMS-004	Money Laundering	Nigel Kennedy	T	Money laundering policy reviewed. Refunds back to source. Raise awareness. Review financial regs	Posters being printed to raise awareness - June 2012. Financial regs reviewed and updated April 2012	April - June 2012	85%	20-Jun-12
Insert new row above								

132

Risk ID Categories

CRR-000	Corporate Risk Register
SRR-000	Service Risk Register
CEB-000	CEB reports
PRR-000	Project/Programme Risk Register
PCRR-000	Planning Corporate Risk Register
PSRR-000	Planning Service Risk Register

Service Area Codes

PCC	Policy, Culture & Communication	CS	Customer Services
CD	City Development	FI	Finance
CHCD	Community Housing & Community Development	BT	Business Transformation
CA	Corporate Assets	PS	Procurement & Shared Services
OCH	Oxford City Homes	CP	Corporate Performance
CW	City Works	LG	Law and Governance
ED	Environmental Development	CRP	Corporate Secretariat
CL	City Leisure	PE	People & Equalities

Corporate Objective Key

- 1: More Housing Better Housing for all
- 2: Stronger & more inclusive communities
- 3: Improve the local environment, economy & quality of life
- 4: Reduce anti-social behaviour
- 5: Tackle climate change & promote environmental resource management
- 6: Transform OCC by improving value for money and Service performance

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To: City Executive Board

Date: 4th July 2012

Report of: Head of Business Improvement and Technology

Title of Report: AWARD OF CONTRACT FOR THE SUPPLY OF ELECTRICAL MATERIALS

Summary and Recommendations

Purpose of report: To request project approval to appoint a supplier for the provision of electrical materials and to recommend a new contract is awarded to Eyre and Elliston.

Key decision? Yes

Policy Framework: An efficient and effective Council

Executive lead member: Councillor Ed Turner

Recommendation(s):

- 1) Project approval is granted to appoint a supplier for the provision of electrical materials
- 2) That a new contract for the supply of electrical materials be awarded to Eyre and Elliston for the period 1st August 2012 to 31st December 2015.

1. Summary

- 1.1 This report sets out the procurement route that has been taken to put in place a new contract to provide the Council with improved value for money from purchasing electrical materials. The proposed contract award complies with the EU Procurement Regulations 2006.

2. Background

- 2.1 The Council currently has a contract for the supply of electrical materials with Wilts Electrical Ltd. Wilts Electrical Ltd supply materials from their local depot and, where appropriate, hold stock to assist with the reduction in any time lag in repairs being carried out due to their stockholding arrangement.
- 2.2 The current contract with Wilts Electrical Ltd will cease at the end of July 2012.
- 2.3 The Council spends approximately £365,000 a year on electrical materials.

3. Tender Process

- 3.1 A number of different tender routes are available to the Council to replace the current contract. Wilts Electrical Ltd was appointed as a result of the Council carrying out its own tender in 2008.
- 3.2 The Council is a member of a consortium called Procurement for Housing (PfH). PfH is able to offer access to an EU compliant framework contract which negates the need for a full EU tender being carried out by the Council. The framework is also able to offer preferential pricing through the leverage obtained through purchasing via a larger contract.
- 3.3 The Council used a similar PfH framework to appoint the supplier of building material supplies in 2011. The resulting contract has provided new savings and was more cost efficient in staff resources needed to put the contract in place.
- 3.4 The tender evaluation criteria used to appoint Eyre and Elliston via the framework is in accordance with the Council's Procurement Strategy of 40 % quality and 60 % price.
- 3.5 The tender evaluation panel consisted of the electrical materials category buyer for PfH, Direct Services, and a member of the Procurement Team.
- 3.6 As a result of completing the evaluation the panel concluded that Eyre and Elliston provided the Council with the best commercial offer based on our requirements.

4. Savings

- 4.1 Overall, the contract will represent an average increase of 6% against the Wilts Electrical Ltd pricing in June 2011. The Electrical materials market has in the last year seen price changes from -76.77% to +54.95%.

- 4.1 Direct Services had budgeted for a likely increase of around 6%. This price increase expectation was based on soft market testing and benchmarking. In addition the Department for Business Innovation and Skills' latest report advise that the electrical material price index have risen by an average of 7.8% in the last year – based on a basket of commonly bought goods.
- 4.2 Based on this analysis, this contract will deliver a price increase lower than expected
- 4.3 The electrical materials market is volatile and the fixed pricing offered in this contract will provide the Council with the stability of known pricing, enabling work for the next year to be planned based in the knowledge of having fixed pricing.
- 4.5 The contract will offer fixed prices on all materials, apart from cable for 12 months. Cabling will be reviewed on a four monthly basis as it is not possible to fix this pricing for longer periods.
- 4.6 A strict pricing review mechanism will be used, which does not allow for a blanket percentage increase to be applied to the contract. Evidence will need to be provided for any line item increase and supported by action taken by Eyre and Elliston to mitigate any such increase.

5. Other Options

- 5.1 The Constitution and Procurement Strategy advises that the CEB Decision Process considers what other options are available before giving project approval and awarding a contract over £500K. These are detailed below.

5.2 Continue as we are

The current electrical materials supply contract expires at the end of July 2012. To remain compliant and ensure best practice in providing value for money, the Council is legally required to make provision for a replacement contract.

5.3 Use an Existing Contract, set up by another organisation

There is no alternative suitable framework that meets the needs of the Council.

6. Benefits of this Contract

- 6.1 Eyre and Elliston is a local supplier.
- 6.2 The Council's tender evaluation panel is confident that the new contract can improve on current service performance and possibly

drive out new efficiencies concerning stock holding and the investigation of more cost effective alternative products to the current branded items that are currently used.

6.3 Operational benefits include:

Eyre and Elliston will:-

- Hold all stock items for same or next day delivery.
- Provide a facility for emergency orders outside of normal office hours.
- Provide a City based collection point to enable Council staff to collect stock items on as needs basis.
- Fix prices annually, providing evidence of benchmarking of prices against market rates. NB: Due to the volatile nature of cable prices these are to be fixed for 4 months with regular reviews by the Supervising Officer.

7. Financial Implications

7.1 The Council has made budgetary provision for the implications of this contract

8. Legal Implications

8.1 The new contract complies with the EU Procurement Regulations 2006.

9. Risk Management

Risk	Likelihood	Mitigation
Preferred supplier experiences financial difficulties	M	This risk applies to most companies in the UK. If the company goes into liquidation there are several other companies that would be able to supply products to the council. Regular financial monitoring will be conducted.
Initial stockholding issues	M	The Stores Team will work closely with Eyre and Elliston to ensure that the right stock and level are obtained prior to commencement of the contract. A detailed implementation plan has already been presented.
Stock out issues	L	This risk would apply to any supplier. Eyre and Elliston have an excellent supply chain, with back up support if

		required. Eyre and Elliston have already advised that both the Oxford and Witney stores will service the contract.
Underestimation of resources to service the Councils requirements	M	Eyre and Elliston have other stores located within Oxfordshire. They would be able to move staff and stock from any of those locations if required. The Stores Team will also work closely with Eyre and Elliston particularly in the early stages of the contract set up to ensure complete understanding of the Councils requirements.

10. Climate Change/Environmental Impact

10.1 Eyre and Elliston is located locally, minimising the transport impact on the environment.

11. Equalities Impact

11.1 Eyre and Elliston comply with the Councils living wage policy.

11.2 There are no further equalities implications.

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List of background papers:

Version number:

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To: City Executive Board

Date: 4 July 2012

Report of: Head of Direct Services

Title of Report: **EXTENSION OF ALTERNATIVELY FUELLED VEHICLES TO THE COUNCIL FLEET**

Summary and Recommendations

Purpose of report: To seek approval to add more electric vehicles to the Council's existing fleet

Key decision? No

Executive lead member: Councillor John Tanner

Policy Framework: Cleaner Greener Oxford

Recommendation(s): The City Executive Board is recommended to:-

1. Approve the use of more electrically driven vehicles in the council's vehicle fleet, where viable and cost effective
2. Approve the use of more electrically driven vehicles in the council's vehicle fleet, where viable and cost effective.
3. Recommend to Council for inclusion of the additional budget in the Council's capital programme highlighted in paragraph 9, funded from the savings in running expenses over the life of the asset (as shown in Table 3, Paragraph 22) as part of the spend to save initiative.

Background

1. Oxford City Council has an accomplished history of operating alternative fuelled vehicles for the purpose of reducing both the local and global environmental impact of its vehicle fleet.
2. In 2001, following a successful trial, the use of Liquid Petroleum Gas (LPG) was introduced into the fleet in order to reduce harmful pollutants emitted from the Council's vehicle fleet. Since this introduction, over 180 LPG hybrid cars and light commercial vehicles have been added to the fleet.
3. In 2006/7, the focus of environmental concerns shifted from particulate matter (PM10) to CO₂. LPG vehicles produce reduced amounts of PM10, but similar levels of CO₂ to that of diesel engines. In addition, the control mechanisms for PM10 had considerably improved. Biodiesel was introduced to the Council's fleet as a way of offsetting the production of CO₂ from diesel vehicles. The introduction of a 20% blend of Biodiesel by Oxford City Council was soon superseded by the use of a 30% Biodiesel blend.
4. In addition to these alternative biofuels, Oxford City Council has considerable experience in the operation of electrically powered vehicles. In 1999, 8 electric Peugeot 106 cars and 8 electric Peugeot Partner vans were successfully introduced and operated on the fleet. Although generally reliable, the main downfalls of this technology were
 - Limited range
 - Cost and maintenance of batteries
5. The motor industry seemed to shy away from the production of electric vehicle technology during the early part of the 2000's, but recent major investments in the development of electric vehicles has resulted in the production of many viable options.
6. In 2009/10 we participated in the trialling of 5 electric Minis through BMW's Mini-E trial.
7. The purchase of 2 electric cars as part of the Capital Vehicle Replacement Programme was approved in 2010/11, and there are currently 2 Citroen C-Zero electric cars on order to be introduced into the vehicle fleet.
8. It is the purpose of this report to obtain approval to buy similar vehicles over the next 3-4 years, at an increased initial capital cost but much lower running costs.

Proposal and Implementation

9. The following table shows the number of vehicles highlighted as potential candidates for replacement by electric vehicles over the next four years, based on current mileage and utilisation:

Financial Year	Cars	Small Vans	Estimated Proposed Extra Capital Spend (£)
2012/13	4	5	81,000
2013/14	1	4	45,000
2014/15	2	2	36,000
2015/16	4	2	54,000

Table 1: Potential vehicles for replacement by electric

10. After investigating and trialling a number of electric car models, the following makes have been identified as possible additions to the council fleet:
- Citroen C-Zero
 - Peugeot iOn
 - Mitsubishi i-MiEV
 - Nissan Leaf
11. The Nissan Leaf is marketed as an executive vehicle and as such would not be economically viable as a fleet vehicle. The C-Zero, iOn and i-MiEV are very similar vehicles and all possess the following features:
- 3-4 passenger seats
 - Luggage space
 - Approx 100 mile radius on a full battery charge
 - Regenerative braking
- Vehicle specifications are appended in *Appendix 4*.
12. After evaluating the purchase cost and warranty options, it is clear that currently the best value is offered by Citroen. The actual purchase price is less than the other two, and the vehicle is offered with 4 years full servicing, 8 years battery and motor warranty – both with a delivery/collection service and courtesy vehicle provision.
13. We are currently assessing the viability and cost of electric vans from a number of manufacturers including Citroen, Renault and Ford. A similar assessment will be carried out and the most suitable vehicle for the needs of the fleet will be purchased.
14. All user departments will be fully consulted before replacement to ensure that the needs of the service can be met by an electric vehicle.

15. Our previous experience with electric vehicles has ensured that there are already charging points, including medium/fast speed installed at Council locations around the city.

13 Amp trickle charge points are available at:

- Cowley Marsh Depot x 11
- Horspath Road x 2
- Cutteslowe Park x 2
- Westgate Car Park x 1

Quick charge points are accessible at the Westgate Car Park, and at 10 other public locations around the city. Further charging points can be installed as necessary and when economically viable.

Environmental Impact

16. The introduction of electric vehicles to replace current diesel models will potentially result in a significant positive impact on the local environment. Fully electrified vehicles boast zero local emissions, with no harmful CO₂, Nitrogen Oxides (NO_x) or particulate matter (PM10) emitted from the tailpipe of the vehicle.

17. While it is possible to calculate the current emissions of the Council's car fleet to a relatively high degree of accuracy, figures for the emissions of vans and light commercial vehicles are yet to be published, making an emissions calculation difficult.

18. For the purpose of this report, the example below shows the potential annual reduction in tailpipe emissions if 6 current diesel cars (identified as potential candidates for replacement) are replaced with electric vehicles.

This table shows an average production of 1.3 tonnes of CO₂ per car each year. Generally the CO₂ emissions of a van/light commercial vehicle will be greater than that of a car, so the potential reduction in emissions is far greater.

	Annual distance travelled (km)	CO ₂ emissions factor (g/km)	CO ₂ emissions (tonnes)	NO _x emissions (kg)	PM10 emissions (kg)
Diesel Car 1	2712	150	0.41	0.74	0.004
Diesel Car 2	22363	140	3.13	6.12	0.37
Diesel Car 3	2993	150	0.46	0.82	0.05
Diesel Car 4	10882	150	1.63	2.98	0.18
Diesel Car 5	11893	150	1.78	3.25	0.20
Diesel Car 6	2929	143	0.42	0.80	0.05
Total			7.82	14.71	0.85

Table 2: Potential reductions in annual tailpipe emissions

Equalities Impact

19. There are no adverse impacts on equalities.

Risk Implications

20. A risk assessment has been undertaken and the risk register is available as a background paper. There is potential financial risk that vehicle manufacturers may not honour warranties or support their products after year four.

Financial Implications

21. To assess the financial implications of switching to an electric vehicle, a comparison with a current conventional model has been undertaken., The example below compares a Citroen C-Zero electric vehicle with a Citroen Berlingo Multispace (already on fleet: the Multispace is one of our most common cars, and the most likely candidate for replacement).

N.B. All figures in Table 3 are based on current averages across the fleet.

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Whole Life Cost
Multispace										
Capital Cost	10,000							11,500		
DRF Charge		1,667	1,667	1,667	1,667	1,667	1,667	1,917	1,917	13,833
Maintenance Costs		550	550	550	550	550	550	550	550	4,400
Fuel Costs		625	625	625	625	625	625	625	625	5,002
Vehicle License		130	130	130	130	130	130	130	130	1,040
Total		2,972	2,972	2,972	2,972	2,972	2,972	3,222	3,222	24,275
C-Zero										
Capital Cost	19,000									
DRF Charge		2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	19,000
Maintenance Costs		0	0	0	0	300	300	300	300	1,200
Fuel Costs		76	76	76	76	76	76	76	76	611
Vehicle License		0	0	0	0	0	0	0	0	0
Total		2,451	2,451	2,451	2,451	2,751	2,751	2,751	2,751	20,811
Saving pa incl Capital Cost		521	521	521	521	221	221	471	471	3,464
Saving pa excl Capital Cost		1,229	1,229	1,229	1,229	929	929	929	929	8,631

Table 3: Whole Life Costs

Notes

- In Year 5, the maintenance cost of the C-Zero is added, as the 4 year servicing warranty will expire
- In Year 7, it is assumed that the Multispace will be replaced, and a 15% increase in the purchase price is included
- Financial factors such as non fair wear and tear, insurance premiums and overheads including fleet management charges are excluded from these calculations as they are deemed to be fixed regardless of the vehicle make/type

Capital Cost

- 22.** The current purchase price of a diesel Berlingo Multispace is circa £10,000 (delivered and registered). The equivalent price of a electric C-Zero is about £24,000. However, the Office for Low Emissions Vehicles (OLEV) currently offers a grant of £5,000 off the price of a new electric vehicle, making the actual C-Zero purchase price about £19,000.
- 23.** Although the initial purchase price is higher, various warranty and service deals on the C-Zero mean that the vehicle will be purchased with a view to run it over an 8 year life. The Multispace is currently run over a 6 year life. Therefore, the capital cost per year on a C-Zero is £2,375, compared to £1,667 for the Multispace.
- 24.** The increased capital cost of the vehicle would be funded through Direct Revenue Funding (DRF) and therefore the revenue savings identified below would be vired into the DRF Budget to ensure the capital programme continues to be funded at the correct level.

Maintenance Cost

- 25.** The current estimated cost for maintaining a Multispace is £550 per annum. This covers servicing, annual testing and general fair wear and tear. Non fair wear and tear is excluded from this cost and is recharged to the user department on a “pay as you go” basis.
- 26.** Current quotes on a C-Zero include a 4 year servicing and maintenance warranty. This includes all servicing and fair wear and tear maintenance. Therefore the “maintenance only” cost for years 1 – 4 is £0. All subsequent years are covered by a manufacturer’s warranty restricted to all motor and battery components, so the estimated maintenance cost of years 4-8 is £300 per annum. Again, this excludes non fair wear and tear.
- 27.** Based on an average annual mileage of 4773 miles per annum, and today’s diesel price of £1.161 per litre (excluding VAT), a diesel Multispace costs £0.131 per mile to run. This equates to an average annual cost of £625.
- 28.** Citroen estimate that the cost of the electricity used to charge the C-Zero to full capacity will cost £0.016 per mile¹. Based on the same mileage calculations as the Multispace, this would cost £76 per annum to run.

¹ Based on average standard tariff electricity prices. Some providers offer “green” electricity charged at a premium

Vehicle Excise Duty (VED) Cost

29. VED (car tax) is currently set by HMRC and is calculated based on Fuel Type and CO₂ emissions. A diesel Multispace falls into Tax Band F and costs £130 per annum. As the C-Zero emits 0 CO₂ emissions; the cost per year is £0.

Legal Implications

30. The purchase of electric vehicles will be carried out through the Government Procurement Service (GPS). The use of framework agreements for the purchase of cars light commercial vehicles (RM859/L1 & /L2) will ensure that our procurement methods stay within the boundaries of the Council's Constitution (Part 19) and EU procurement rules.

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List of background papers:

- Initial Equality Impact Assessment
- Risk Register
- Government Procurement Service framework agreement for vehicle purchase

Available upon request from the author

Version number: 9

To: City Executive Board
Date: 4th July 2012
Report of: Head of City Development
Title of Report: Oxford Cycle City Plan

Summary and Recommendations

Purpose of report: To seek endorsement of the Oxford Cycle City Plan

Key decision? No

Executive lead member: Councillor Colin Cook

Policy Framework: Oxford Core Strategy 2026
Oxford Sustainable Community Strategy

Recommendation(s): The City Executive Board is asked to

- (1) Endorse the Oxford Cycle City Plan attached as Appendix 1;
- (2) Authorise the Head of City Development, in consultation with the Board Member, to allocate capital and revenue funding for Oxford Cycle City to schemes and initiatives that align with the Oxford Cycle City Plan; and
- (3) Authorise the Head of City Development, in consultation with the Board Member, to make changes to the Oxford Cycle City Plan as and when appropriate, in response to ongoing dialogue with stakeholders.

Appendices

- (1) Oxford Cycle City Plan
- (2) Risk register
- (3) Equalities Impact Assessment

Background

1. In February 2012, CEB endorsed a report titled 'Oxford Cycle City' which sought to
 - Establish a stakeholder working group tasked with progressing Oxford Cycle City;

- Identify an integrated package of cycle improvement and promotional measures, and
 - Identify the means of delivering some of these measures over a 4 year period, with early wins and longer-term goals.
2. Since then, two stakeholder meetings have been held on 22nd February 2012 and 26th March 2012 respectively, to explore how the Oxford Cycle City project could best achieve its objectives. The stakeholder group was briefed with suggesting ways of prioritising the resources available, including the £300,000 capital (supported by £10,000 per annum revenue) being made available in the Council Budget over a four year period.
 3. The contributions made at the two stakeholder meetings has provided a basis for identifying 'quick wins' and medium-term priorities, as well as a list of measures that would promote and encourage cycling to a wider population.

Oxford Cycle City Plan

4. The Oxford Cycle City Plan consists of the following elements:
 - Strategic vision;
 - Overview of funding;
 - Priority measures to improve the cycle network, consisting of 'Quick win' schemes (Year 1), medium term schemes (Years 2-4), and long-term schemes (high-cost projects for which funding is uncertain);
 - Links to other national and local plans (including Barton AAP and potential improvements funded by the Community Infrastructure Levy);
 - List of promotional measures.

Consultation

5. The most substantive consultation was with the Stakeholder Group. This consisted of local and national cycle campaign groups, representatives from the two universities, and City and County Council officers with a role in strategy and delivery, together with the City Board Member for City Development, the main opposition group spokesperson on transport issues, and (for the first meeting) the County Cabinet Member for Roads and Transport.
6. The draft Plan has also recently been circulated to all members of the City Council (post May elections) with an invitation to forward to other interested members of their communities. The report author was also invited to and attended the Headington Ward Focus meeting on 15th May, and Headington Forward on 29th May.
7. Suggestions that have resulted in amendments to the Plan include:
 - Abandoned cycle clearance given greater emphasis;

- Increased cycle parking given greater emphasis;
 - Stronger direction on developing a web-based resource on the City Council's website.
8. Specific schemes arising from the Oxford Cycle Plan will be subject to further consultation as appropriate. It will be important to engage and achieve community buy-in during the implementation stages.

Implementation and joint working

9. Implementation of the priority measures set out in the Plan will rely heavily on a joint working approach, particularly with Oxfordshire County Council who is a key delivery partner. For each measure proposed in the Plan, details will need to be worked up by a qualified professional, which itself will have a cost implication. Physical highway works would in most cases require the permission and technical support of Oxfordshire County Council highway planners and engineers, or in some cases their contracted consultants.
10. It is envisaged that smaller schemes can be led by in-house engineer and architectural landscape staff. Minor highway changes may be carried out by City Council Direct Services, whilst more complex measures (such as on main routes) are likely to rely on staff employed within the County Council.
11. Local communities, via their local ward councillors, will be consulted on the details of network improvement schemes as appropriate.
12. Money is allocated in the Plan for promotional measures. These are not prioritised, as, given the high level of cooperation needed to make these successful, it is important to take a flexible approach to how money is spent. Teams exist within both Councils (e.g. GO Active, Oxfordshire Sports Partnership, Oxfordshire Travel Choices, Cycle Training Officer) that are well-placed to determine what opportunities exist given the extra financial support available.
13. It is important to note that, whilst Oxfordshire County Council support in principle Oxford Cycle City, recent changes to its leadership and Cabinet have meant that it has so far not been possible for the County Council to endorse this Plan, or to provide detailed input. The report recommendation therefore allows flexibility for the Cycle City Plan to incorporate further changes, both from the County Council and arising from other opportunities or changes in circumstances.

Climate Change and Environmental Impact

14. The proposals set out in this report would have a very positive impact with regards to climate change. Cycling is a virtually zero-carbon form of transport, and is emission-free. Impact on the local environment will also be positive, as more cyclists means less congestion and less localised air pollution.

Equalities Impact

15. Enabling Oxford residents, workers and visitors to cycle safely and comfortably will have a positive impact on social inclusion and equality. Travelling by bicycle is very low-cost, even taking into account bicycle purchase and maintenance, therefore there are potentially significant benefits for those on low incomes. Oxford Cycle City also links strongly with the City and County Councils' joint role in promoting healthy active communities, for example through the work of Get Oxfordshire Active and the Oxfordshire Sports Partnership.

16. An Equalities Impact Assessment is attached as Appendix 3.

Level of Risk

17. A risk register is attached as Appendix 2.

Legal Implications

18. It is necessary to identify a power to implement this scheme and the City Council can rely on Section 2 of the Local Government Act 2000. This grants, subject to certain conditions, the power to do anything which is considered likely to achieve the promotion or improvement of the economic, social or environmental well-being of the area.

Financial Implications

19. As set out in Appendix 1, Oxford Cycle City has been allocated £300,000 over four years, and an additional £10,000 per annum revenue stream. The Oxford Cycle City Plan recommends how this money should be allocated to achieve the objectives of Oxford Cycle City.

20. Some schemes also rely on the use of Section 106 funds held by the County Council. This stream of funding is uncertain as the County Council have to agree to allocate Section 106 funding to particular schemes.

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List of background papers:

CEB Report for meeting of 8th February 2012, Agenda Item 15: Oxford Cycle City

Version number: 3

Oxford Cycle City Plan 2012-16

Introduction

Oxford is acknowledged as one of few true 'Cycling Cities' in the United Kingdom. In 2001, 15% of journeys made to work were by cycle. This compares with less than 3% for the rest of the England and Wales.¹ Monitoring of trips into the City centre by cycle has shown a consistently high proportion of journeys made by bicycle into the City centre.²

However there are still many barriers to cycling in Oxford, from the sometimes limited availability of secure cycle parking, to the poor cycling environment experienced where cyclists have to use heavily-trafficked roads. Oxford City Council has therefore initiated the Oxford Cycle City initiative, which will begin to realise the City Council's vision for Oxford to be one of the truly great cycling cities of Europe.

The strategic vision for Oxford Cycle City is:

- I. To create an environment and culture that encourages cycling at all levels in Oxford, and which in particular encourages new cyclists. This will be achieved through effective promotion of cycling, and by completing a fully joined-up dual cycle network that is attractive to use and provides safety, convenience and directness.
- II. For the total proportion of journeys to work made by cycle as the main mode of travel to be over 20% by the time of the 2021 Census.

The objectives of the Oxford Cycle City Plan are:

- i. To identify a package of cycle improvement and promotional measures, and
- ii. To identify the means of delivering some of these measures over a 4 year period, with early wins and longer-term goals.

To achieve the long-term strategic vision, significant resources will be required which greatly exceed those available in the foreseeable future. This plan sets out a number of key interventions that the City Council believes will, within existing financial constraints, help us to make genuine progress towards these objectives. Some of these could be achieved relatively easily, and within a short timeframe, whilst others could be achieved in the longer term, dependent on funding becoming available.

Funding

In February 2012, Oxford City Council agreed their budget and corporate plan. The Council has allocated a total of £300,000 in capital funds towards furthering the aims of Oxford Cycle City, to be spent over a four year period. This is supported by £10,000 revenue budget per annum. The allocation is as follows:

¹ 2001 Census (www.statistics.gov.uk)

² Oxfordshire County Council monitoring data (www.oxfordshire.gov.uk)

Table 1 Money allocated to Oxford Cycle City in the Council Budget

Year	2012-13	2013-14	2014-15	2015-16
Capital	£100,000	£100,000	£50,000	£50,000
Revenue	£10,000	£10,000	£10,000	£10,000

In addition, approximately £500,000 of funding has been identified which has been generated from development in Oxford ('Section 106' money). This money is held by Oxfordshire County Council, and may be used for other transport-related schemes that are not specific to cycling. The locations in which the money to be spent is also limited to relate to the development which generated the funds.

Capital funding

The capital funding potentially available includes the capital allocations shown in Table 1, and potentially Section 106 money. Tables 2 and 3 below suggest ways of spending this money to achieve the objectives of this Plan.

Revenue funding

There is also an allocation of £10,000 per year revenue funding. This is not available for spending on implementing specific schemes, but can be used on promotional measures and on detailed scheme design.

The way in which the revenue budget is used depends on further decisions being made on what existing internal resources there are across partner organisations to further the objectives of Oxford Cycle City, and how these resources can be best supported. One option would be to use this money to employ a part-time Oxford Cycle City Officer to coordinate and support the various elements of Oxford Cycle City.

Improving the cycle network

Most people who cycle in Oxford recognise that, whilst there are good routes available, many of these have 'pinch points'.

Main roads are popular with cyclists as they are fast and direct, and bus or cycle lanes are available on certain sections that provide separation from most motor traffic. But busy junctions, car parking, loading areas and narrow sections with no cycle lanes can all deter cyclists from using these routes.

Quieter routes away from busy main roads are also popular, and may be particularly attractive to less confident cyclists or those with children. But these routes are sometimes hard to find for people who do not already know them, and often still involve having to merge with busy main road traffic at certain points. Others can be tortuous and inconvenient due to one-way streets, and frequent 'Give Way' signs (for example where traffic routes are given priority).

Longer term, the City Council wishes to see a comprehensive ‘dual network’ of cycle routes. The main network would see cyclists able to use all main roads with continuous and consistent passage, and given clear priority over motor traffic at all pinch points and road junctions. The quiet network would provide unbroken lightly-trafficked or traffic-free cycle routes linking different neighbourhoods to key services – and in particular local schools – and each other.

The City and County Councils, working with local stakeholders, have identified a number of improvements to the network that we believe will make a real difference for people wanting to cycle but are put off – as well as helping those who already cycle. A full list of these is shown in Appendix A. Improvements that are considered strategically most important, i.e. likely to make the greatest difference, are highlighted. The list also indicates the timescale within which each measure might reasonably be delivered.

Priority Schemes

Given the funding towards cycle network improvements is limited, it is necessary to agree which specific schemes should take priority. These are thought to be most likely to have an immediate impact on the number of trips made by bike. This is not to say that other schemes on the list are not important, in fact some of the priority schemes may take longer to complete due to the planning and expense involved.

It is expected that ‘quick win’ schemes would be implemented within the 2012-13 financial year (Year 1). Medium-term schemes could be delivered between 2013 and 2016 (Years 2, 3, and 4). The list of priority schemes should be reviewed on at least an annual basis to ensure there is a clear programme available for each financial year.

Stakeholders have broadly agreed that available funds should be focused on the following priority schemes. It is important to note that the allocation of money suggested is based on broad cost estimates, and is only a general indication of the likely scale of money that would need to be spent on implementing (or part implementing) each scheme.

Table 2 Quick-win schemes (Year 1)

Scheme	Description	Suggested allocation	Means of delivery
Repaint cycle lanes and markings	Consult stakeholders and local communities on where cycle lanes, junction priority markings and ancillary works need improving. This could include targeted improvements not possible under County Council budgets.	£32,000	City Council Direct Services
Selective removal of obstructive barriers	Consult stakeholders and local communities on where poorly-designed cycle calming barriers should be removed or modified.	£20,000	City Council Direct Services
Targeted signage and route branding	The following routes provide attractive links but require better visibility through signage and branding (routes are indicative): i. <u>East Oxford route</u> : Rymers Lane → Ridgefield Road → Cowley Road → City centre (<i>with link from Blackbird</i>	£5,000	City Council Direct Services (working with

	<p><i>Leys via Ring Road cycle track);</i></p> <p>ii. <u>Headington route</u>: Thornhill Park & Ride → Barton → Old Headington → John Radcliffe Hospital → Jack Straw's Lane → Marston Road → University Parks → City centre</p> <p>iii. <u>Iffley route</u>: Littlemore → Rose Hill → Iffley → Meadow Lane → Iffley Road → City centre (<i>with alternative route Iffley → Iffley Lock → Thames Towpath → City centre</i>)</p>	£10,000 £10,000	County Council Highways)
Interim improvements at Botley Road rail bridge	Improve the safety and usability of the road under the rail bridge by Oxford Station, by creating more space and visibility for cyclists east-bound, on the approach to and under the bridge, and on the approach to Frideswide Square junction.	£15,000	County Council Highways
Canal towpath improvements	Support Sustrans / British Waterways scheme to improve the Oxford Canal towpath between Walton Well Road and Elizabeth Jennings Way. (Bulk of funding secured through DfT Community Linking Places fund.)	£20,000 (S106)*	British Waterways
Outbound cycle lane, Marston Road	Create an outbound cycle lane from Cherwell Street to Harberton Mead	tbc (S106 or County Council funding)	County Council Highways
Abandoned cycle clearance	Review current arrangements for clearing abandoned bikes from areas suffering cycle parking congestion, in particular the City centre.	n/a (improve existing operations)	Oxford City Council Direct Services
Foliage clearance	Local stakeholders to identify overgrown cycle paths that would benefit from foliage clearance	n/a (improve existing operations)	City Council Direct Services and landowners

*Depends on formal funding approval from Oxfordshire County Council

Table 3 Medium term schemes (Years 2, 3, & 4)

Scheme	Description	Suggested allocation (Cycle City)	Suggested allocation (S106)	Means of delivery
Increase cycle parking	City and County Councils to work together to identify further opportunities for implementing increased cycle parking in the City centre, and improve cycle parking and signage at Park and Ride sites	£15,000	£60,000 (for P+R)	Oxford City Council Direct Services
Scheme design for new Thames crossing at Jackdaw Lane	Initial feasibility report for new cycle and pedestrian bridge to provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. Longer term	(up to) £10,000	None currently available	Consultancy project or City Council Corporate Assets

	funding would need to be found from other sources to enable detailed design work and implementation. ³			
Scheme design for new Thames crossing at Oxpens	Initial feasibility report for new pedestrian and cycle bridge as alternative quiet route between West Oxford and Oxford City Centre West End, linking the Thames Towpath at Osney Mead to the Oxpens development site. Longer term funding would need to be found from other sources to enable detailed design work and implementation. ³	(up to) £10,000	£3,330 + potential West End Stream-line Cont ⁿ	Consultancy project or City Council Corporate Assets
Cowley centre improvements	Coordinated improvements to improve safety for cyclists: i. Junction improvement at Beachamp Lane, Church Cowley Road and Rymers Lane intersection (e.g. Toucan crossing) ii. Junction and cycle lane improvements on Barns Road, Between Towns Road and at Crowell Road traffic lights iii. Between Towns Road, Oxford Road, Hollow Way double intersection cycle priority measures	nil	£100,000	Stage 1 (design): Consultancy project or City Council Corporate Assets Stage 2 (implement) Oxfordshire Highways
Littlemore to City Centre route signage & branding	Littlemore (Cowley Road) → Littlemore Road → Beauchamp Lane → Rymers Lane: improve signage to provide a clearly visible and branded route as extension of East Oxford route	£5,000		
Improve access to and through the Churchill Hospital area	Work with stakeholders to determine what will achieve most. May be used to part-fund route across Warneford Meadows that respects the Town Green status, or alternatively provide other links to and through the Churchill, Park and Warneford Hospitals and Old Road Campus.	£82,000	£9,500 (further funding opportunity to be sought from hospital trusts e.g. to support future develop ¹)	Stage 1 (design): Consultancy project or City Council Corporate Assets Stage 2 (implement) Direct Services & Hospitals
Inbound cycle lane, Abingdon Road	Pedestrian refuge realignment and paint cycle lanes. Consult on removing or restricting main carriageway parking.	£20,000	None currently available	Oxfordshire Highways
East Oxford to Thames Towpath via Donnington Bridge	Highway improvements to provide a convenient, navigable route from East Oxford to the Thames Towpath route and South Oxford: i. Improve cycle lanes / priority on Donnington	£25,000	£10,000	Stage 1 (design): Consultancy project or City Council

³ A feasibility study for the two bridge schemes will provide a basis for the City and County Councils to bid for external funding when such opportunities arise.

	<p>Bridge Road</p> <p>ii. Upgrade crossing and its approaches between Fairacres Road and Howard Street to provide option of continuous off-carriageway route</p> <p>iii. Change traffic regulation to allow 2-way cycling in Howard Street</p>			Corporate Assets Stage 2 (implement) City Council Direct Services Oxfordshire Highways
Headington Hill off-road cycle lane	Create an off-road alternative to cycling on the road up/down Headington Hill.	£3,000	£27,000	City Council Direct Services
Oxford City centre cycle hub	Provide a secure alternative to on-street cycle parking in the City centre, with supporting facilities. A cycle hub is a bespoke indoor cycle park that also incorporates locker and changing facilities, and potentially a bicycle repair shop.	nil	Westgate develop ^t	Westgate developers working with City and County Councils
Reserve funding	Capital funds to be available to improve other future proposals	£30,000	-	n/a

Table 4 Long-term schemes

Scheme	Description	Approx. cost
New Thames crossing at Jackdaw Lane	Implement cycle and pedestrian bridge to provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. Longer term funding would be required to implement.	£2,100,000
New Thames crossing at Oxpens	Implement pedestrian and cycle bridge as alternative quiet route between West Oxford and Oxford City Centre West End, linking the Thames Towpath at Osney Mead to the Oxpens development site. Longer term funding would be required to implement.	£2,100,000
New links from Science Park to Blackbird Leys and Littlemore	Construct new link from Falcon Road or Knights Road to and through the Science Park, and improve Cowley Branch Line foot rail crossing for cycle access.	£70,000
Improve lighting along Ring Road Cycle Track	Identify unlit sections of Ring Road cycle track that would most benefit from lighting, and work implement a scheme (City to work jointly with County Council)	To be determined

Headington Local Sustainable Transport Fund

In 2011, Oxfordshire County Council successfully bid for £5 million of grant funding from the Local Sustainable Transport Fund (LSTF) to expand Thornhill Park and Ride, and improve links from the park and ride site to locations in Headington. A further £2.8 million of funding has also been identified from other sources to support the project.

The package of improvements will include a pilot cycle hire scheme for the Headington area, to encourage more people to travel between the park and ride, major Headington employment sites, and central Headington, by bike. The pilot is due to begin in Spring/Summer 2013.

To support the pilot, the County Council is also using some of the money to improve cycle routes around Headington. Improvements to both main road corridors and quieter routes are being considered, including, potentially, bespoke route branding to aid promotion and navigation. Opportunities for improving the following routes are currently being investigated:

- Thornhill Park and Ride to and under Green Road Roundabout;
- Green Road roundabout to John Radcliffe Hospital via Barton Lane;
- John Radcliffe Hospital to Marston Road via Jack Straw's Lane.

At the time of writing this plan, further details were not available. The County and City Councils will continue to work together with stakeholders to provide appropriate improvements in Headington, and to ensure they are integrated with Oxford Cycle City.

Link to National Cycle Campaign

The City Council has committed to work towards recommendations set out in the Times Newspaper 'Cycling Manifesto'. The eight-point manifesto is reproduced in Appendix C, and is exclusively focused on improving 'life and limb' safety for cyclists in cities and urban areas.

In parallel with Oxford Cycle City, the City Council is seeking to implement as many elements of the Times Manifesto as is realistically achievable. These improvements will complement the Oxford Cycle City programme.

Barton Area Action Plan

The City Council has produced the Barton Area Action Plan (BAAP) to guide planned major development of land at Barton. The BAAP is currently undergoing independent examination, and is likely to be adopted in December 2012. An important theme included in the BAAP is the integration of the new development with the rest of Oxford, including the improvement of cycle access to and around the site. It is expected that off-site improvements that are needed for the new development will be funded by the developers through planning obligations.

Key cycle improvements proposed in the BAAP are:

- New crossing facilities for cyclists as part of a larger junction on the A40 connecting the new development with Northway estate;
- A further new crossing connecting the new development to the Ring Road cycle track, Old Headington and the John Radcliffe Hospital, via Stoke Place;
- Enhancement of the existing crossing (currently via a subway) between the existing Barton estate and Headington;
- The new development to be designed with a cycle-friendly layout, with connections to the new routes described above, allowing safe and convenient journeys by bike through Barton and the surrounding areas.

Opportunities for further cycle network development

The Community Infrastructure Levy (CIL) is a local levy on development, which seeks to provide money to address the pressures on community infrastructure that arises from new development. The City Council expect to adopt a CIL tariff in 2013, from which point most types of new development will provide a CIL contribution. It is anticipated that a proportion of the money raised from CIL may be allocated for improving the local cycle network.

The County Council have produced a map giving an overview of strategic cycle routes to be developed, that they consider would best meet the aims of both the Oxford Core Strategy and the Oxford Area Strategy of the Local Transport Plan. This is attached as Appendix B. The main elements of the strategy are listed in Table 5 below.

Table 5 Oxfordshire County Council 'CIL Routes' summary

Scheme Name	Scheme Description (summary)
Redbridge to Churchill Hospital	Improvements around Donnington Bridge, upgrade footpath between Iffley Road and Marsh Road, new links across Cowley Marsh Park and Southfield Golf Course and improvements on Churchill Hospital site.
Rose Hill to Summertown	Creation of a continuous high quality route following the 'Eastern Arc' along the B4495 corridor. Upgrade Henley Avenue to Ellesmere Road bridleway, improvements to B4495 including major improvements through Cowley centre, and improvements to Hollow Way, The Slade, Windmill Road, Headington centre, Headley Way/Cherwell Drive and Marston Ferry Road.
Inner East Oxford to Churchill Hospital	Improvements to Bartlemas Close, and new links across Warneford Meadows from Hill Top Road to the Churchill Hospital and to the Little Oxford area.
Blackbird Leys and Oxford Science Park to Donnington Bridge Road	New cycle track linking Greater Leys to the Science Park via Kassam Stadium site. Improvements through Minchery Farm including Cowley Branch Line crossing, through Littlemore and Rose Hill, widening of Iffley Lock footpaths and bridges from Iffley Village to towpath.
Thornhill Park & Ride to St Clements	Improve A40 cycle track east of Ring Road from Thornhill, improvements through Headington Quarry, Windmill Road (Gaythorn Road to Old Road), Old Road and Morrell Avenue. Complementary improvements to Cheney Lane. New crossings to complement these.
Thornhill Park & Ride to South Parks Road	Improvements from Ring Road cycle track at Old Headington leading to improved routes around and through John Radcliffe Hospital, continuing down Jack Straw's Lane, Marston Road and linking to University Parks route. Complementary improvements to Stoke Place and Cuckoo Lane. Various new crossings to complement these.

Some priority schemes set out in this Plan seek to implement key parts of these routes, or complement them by providing additional links or improvements. The County proposed routes are expected to be developed over the longer term, as CIL funds become available.

Promoting cycling

Oxford City Council believes that to achieve the objective of getting more people cycling, more needs to be done than just improving cycle routes. There is already work being done to encourage more people to make regular trips by bike, however with the right targeted support, more could be achieved.

The City Council, together with stakeholders, has come up with a package of measures that it believes will encourage more people to cycle. These are listed in Table 6. The list is not exhaustive, and can be updated to reflect the work done by different organisations. Implementation will depend on funding being found. The Oxford Cycle City revenue funding may be used to support this.

Table 6 Promotional measures package

Measure	What is happening and what more needs to be done	Lead organisation and scale of funding required (where known)	Suggested timescale
The Oxford Cycle Challenge and workplace champions	<p>The Challenge involves a number of businesses and organisations who compete to see who can log the greatest number, and length, of journeys. It has previously taken place in the summers of 2010 and 2011. There is an aspiration to again run the challenge as an ongoing initiative, although funding constraints mean this is likely to be scaled down compared with previous years. Part of this process is the encouragement of workplace cycling champions.</p> <p>Oxford Cycle City could provide funding, together with other partners, towards the cost of running the Oxford Cycle Challenge.</p>	GO Active, Oxfordshire Sports Partnership	Sep 2012
School cycle skills training	<p>Some schools work with partners to provide skills training for young cyclists.</p> <p>Partnership working to encourage and support primary & secondary schools to provide cycle training for their students to support the Oxford Cycle City Agenda.</p>	Oxfordshire County Council with appropriate partners	Sep/Oct 2012 & ongoing
Community cycle skills training	<p>Organisations such as the Cyclists' Touring Club and British Cycling offer leader training to run community adult cycling skills training. Oxford Cycle City partners will encourage uptake of this offer by actively recruiting, and working with local councillors and communities to provide effective promotion. This would complement activities that already happens in some schools.</p>	<p>British Cycling, CTC.</p> <p>Where leader training is initiated by the local authority, cost is from around £110 per volunteer leader.</p>	tbc / ongoing

	Oxford Cycle City could provide funding towards leader training of volunteers, who can pass on these skills to the community at schools and community centres.		
	Provide a bike pool to use for volunteer leader training and providing volunteer-led cycle taster sessions for beginners and non-bike owners	GO Active Per 2 bikes: c. £525 for bike purchase plus c. £120 maintenance/ servicing costs p.a. thereafter	tbc with GO Active
Encouraging academic student and staff cycling	Oxford Cycle City partners will work with Oxford University, Oxford Brookes University and, where appropriate, the language schools to establish cycling policies, provide information & set up practical training if resources permit.	Oxford Brookes University, University of Oxford	Sep/Oct 2012 & ongoing
Promotion of cycle route map	TransportParadise and Cyclox have recently produced an updated Oxford Cycle Map. Oxford Cycle City could be used as a platform to highlight the map, and potentially contribute to printing and publishing costs.	TransportParadise/Cyclox (as map 'owner') Cost of 50p per map. £500 would allow initial run of copies for stock in Visitor Centre, Leisure Centres and other community venues.	Summer 2012 and at regular intervals thereafter
Dedicated City Council web page on cycling	City Council website to include bespoke area to provide a 'one-stop shop' providing links to route planners and route maps; link to report problems such as potholes, and promote cycle training opportunities. Link to partner websites, to provide advice on safe cycling, 'troubleshooting' common problems and barriers to cycling.	Oxford City Council, working with various partners	Summer 2012
Promotion of health benefits of cycling	Oxford City Council owns four multi-purpose sports and leisure centres that are managed by Fusion Lifestyle. These centres could host publicity and promotional measures such as route maps, cycling event promotion and the general health benefits of cycling.	GO Active, Oxfordshire Sports Partnership Cyclox charge £1 per map. £1,000 would allow initial run of copies for stock in Leisure Centres plus other community venues (see above).	tbc
Mobile cycle / sustainable transport advice hub	Under the LSTF programme there is likely to be a mobile 'roadshow' style manned exhibition promoting sustainable development in the Headington area. This could be extended to other parts of Oxford with support from Oxford Cycle City.	Oxfordshire County Council Travel Choices	tbc
Promote cycle	Work with Thames Valley Police and Police	Thames Valley Police	tbc

security	Community Support Officers to promote more cycle tagging		
Attract major cycling events	<p>Oxford City Council and Oxfordshire County Council have arranged for the Halfords Cycle Tour, a televised national pro-cycling event, to come to Oxford in May 2012. It is hoped that this will set a precedent for further high-profile cycling events.</p> <p>Oxford also hosts the annual London-Oxford and Birmingham-Oxford charity cycle rides.</p> <p>Such events provide opportunity to promote cycling to the population of Oxford, as part of the Oxford Cycle City campaign.</p>	Oxford City Council, Oxfordshire County Council	As opportunities arise

Summary of plan

Oxford Cycle City is an ongoing initiative that aims to bring together a package of cycle network improvements and promotional measures to encourage more people to cycle in Oxford.

The Oxford Cycle Plan puts forward a number of potential cycle route improvements, and signposts existing and future funding opportunities. The schemes proposed as priorities, over the next four years and longer term, are listed in this plan. A more comprehensive list of improvements is attached as Appendix A. These are grouped according to how they relate to the main road network, or to quieter routes, or links

It is hoped that this plan, and future revisions to it, will form a basis for focusing resources and minds to practical means of encouraging cycling in Oxford.

Appendix A Full list of schemes

Note 1: subject to revision. All financial sums are indicative and subject to update.

Note 2: nearly all £106 sums shown may be spent on non-cycling schemes, subject to County Council

City-wide improvements									
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	Scheme type	High Strategic priority?	L/M/S term		
C1	Repaint cycle lane markings where they have worn away	Could use stakeholder and ward councillor input to identify locations where cycle markings have worn away and need repainting.	Not known - depends on how much work needed.	Commission Oxfordshire Highways or City Works to make good.	Main route	Priority	S		
C2	Provide contra-flow permission for cyclists in 25 one-way streets (see also scheme TCF/R12)	Requires TRO and signage	£125,000	CycloX suggestion	General improvement		M		
C3	Selective removal of obstructive barriers	Use stakeholder knowledge to identify poorly designed cycle-calming barriers for removal or modification. Improvements will need to be balanced with any local concerns about encouraging illegal moped entry etc.	Not known - depends on how much work needed	City Works could carry out work with permission of County Council	General improvement	Priority	S		
C4	Improve/formalise links to Ring Road cycle track from adjacent areas	Conduct audit of poorly maintained links to Ring Road cycle track e.g. dirt tracks. Identify and carry out improvements e.g. hard surfacing.	Not known ahead of investigative work	Sustrans suggested.	General improvement		M		
Littlemore and Rose Hill schemes									
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?			

Appendix A Full list of schemes

LRH/S1	Route branding / signage: Iffley route to City centre from Cowley, Littlemore, & Leys	Route from Cowley, Littlemore, & the Leys via Rose Hill and Iffley to Meadow Lane for accessing City centre, and alternative route via Iffley Lock and Thames towpath	£10,000		Branding	Priority	S
LRH/S2	Route branding / signage: Leys / Littlemore to City centre direct (southern segment) (linked to TCF/S5)	Leys route to Colwey centre and City centre via Sandy Lane West, Littlemore Road & Cowley Road, plus signage from Littlemore to Littlemore Road	£5,000		Branding	Priority	S
LRH/S3	Route branding / signage: better signage to Oxford Science Park	Locations would need to be investigated	£3,000		Branding		S
LRH/F1	Improve Sandy Lane West underpass & Littlemore Road	General improvements to be determined	£450,000		Large		M
LRH/F2	Improve quality of Rose Hill underpass for cyclists	General improvement to lighting and surfacing	£30,000		Quiet		M
LRH/F3	Upgrade Cottessmore Road footbridge and approaches	Ensure footbridge is welcoming to and useable by cyclists.	£100,000		Quiet		M
LRH/R1	Improve access to Oxford Science Park from The Leys and Littlemore	New link from Falcon Road or Knights Road, and improved Minchery Farm rail crossing	£70,000		Quiet		L
		Total all	£668,000				
		Total priorities	£70,000				
Cowley and Blackbird Leys schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	

Appendix A Full list of schemes

CBL/S4	Route branding / signage: better signage to Oxford Business Park	(locations to be investigated)	£3,000				S
CBL/R2	Improve direct route between the Leys and Cowley	Clearer / coloured cycle paths on Barnes Rd / Blackbird Leys Rd / Between Towns Rd and junction priority at Barnes Rd / Between Towns Rd junction	£30,000	Cyclox support improvements to Barnes Road (moving cycle lane away from parked cars, and infill gaps) and Between Towns Road.	Main	Priority	M
CBL/F4	Junction priority at Beauchamp Lane / Between Towns Road / Rymers Lane	Toucan crossing or wide central island with feeder lanes	£30,000		Quiet	Priority	M
CBL/R3	Improve Leys / Tesco / Business Park South route	Underpass from Tesco to Sandy Lane	£450,000		Large		L
CBL/R4	Improve attractiveness of Watlington Road corridor	Colour surface on-carriageway cycle lanes from Pegasus Rd to Grenoble Road Roundabout	£18,000		Main		M
CBL/R22	Improvements to Cowley Rd / Oxford Rd between Magdalen Rd and Oxford Business Park	Options and feasibility being investigated	£600,000	County Council are investigating (Victoria Butterworth)	Main		M
CBL/F14	Improve double intersection for cyclists at Between towns Rd / Oxford Rd / Hollow Way		?	Cyclox suggested	Main	Priority	M
		Total all	£1,131,000				
		Total priorities	£60,000				
Temple Cowley and Florence Park schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
TCF/S5	Route branding / signage: Leys / Littlemore to City centre direct (northern segment) (linked to LRH/S2)	Continuation of signage at Rymers Lane, Cricket Road and Ridgefield Road	£5,000		Branding	Priority	S

Appendix A Full list of schemes

TCF/R5	Quiet route between Temple Cowley and Meadow Lane	Upgrade Footpaths 320/28 and 320/29 and open new section alongside Cavell Road recreation ground	£80,000	COUNTY CIL ROUTE	Quiet		L
TCF/R10	Iffley Road improvements south of Donnington Bridge road	Reorganise parking (TRO) and incorporate cycle link from Boundary Brook to Cavell Road - 350m	£25,000	Cyclox suggestion.	Main		M
TCF/R11	Improve Church Cowley Road for cyclists	1100m of coloured cycle lane surfacing both sides.	£40,000	Cyclox suggestion. COUNTY CIL ROUTE	Main		S
TCF/R12	Introduce 2-way for cyclists in Magdalen Road and Howard Street	Requires TRO and signage	£5,000	Sustrans suggestion		Priority	M
		Total all	£155,000				
		Total priorities	£8,000				
East Oxford schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?		
EO/F5	Thames crossing at Jackdaw Lane	Provide an alternative quiet route between East Oxford and the City centre via the Thames Path (avoiding The Plain), and providing a direct link between East Oxford and Grandpont. New bridge construction linking Aston's Eyot to the towpath at Eastwyck Farm.	£10,000	Initial feasibility work funding only (Total cost of scheme = £2,100,000)	Large	Priority	L
EO/R13a	Donnington Bridge Road improvements to cycle lanes	TRO to remove pavement parking.	£2,000	Pavement parking removal = Cyclox suggestion. Cycle lanes have already been painted.	Main	Priority	M
EO/R13b	Donnington Bridge Road crossing improvements	Iffley Rd crossing to link Addison Crescent with Howard St	£25,000		Quiet	Priority	M

Appendix A Full list of schemes

		Total all	£37,000				
		Total priorities	£12,000				
Churchill Hospital area schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?		
CH/A1	Improve or create routes to and through the Churchill Hospital site	Link from Churchill Drive to Coverley Rd.	£450,000	COUNTY CIL ROUTES	Quiet	Priority	M
CH/R6	Implement proposed Bartlemas Close - Roosevelt Drive link via Warneford Meadows (Churchill Hospital access)	Construct route across the Meadows that is sensitive to the Town Green status to provide links to the Churchill Hospital and Old Road Campus	£200,000	COUNTY CIL ROUTE	Large	Priority	M
CH/R14	Northbound cycle lane, The Slade	Paint cycle lanes in parallel with planned resurfacing. TRO to remove pavement parking.	£2,000	Cyclox suggestion. Resurfacing works, and cycle lanes on the rest of The Slade, are planned for summer 2012	Main		S
		Total all	£652,000				
		Total priorities	£200,000				
Nuffield Orthopaedic Hospital area schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?		
NOH/A2	Improve or create routes to or through the Nuffield Orthopaedic Centre	From Gardiner St to Churchill Drive	£60,000	PART COUNTY CIL ROUTES	Quiet		M
		Total all	£60,000				
		Total priorities	£0				
John Radcliffe Hospital and Marston area schemes							

Appendix A Full list of schemes

Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?
JRM/A3	Improve or create routes to or through the John Radcliffe Hospital	Link from Osler Rd Ivy Lane into JR.	£50,000	PART COUNTY CIL ROUTES	M
JRM/S6	Route branding / signage: Barton link with City centre via JR	Thornhill P+R - Barton - JR - Cuckoo Lane - John Garne Way 'Quiet Route' to link with Parks Route (or alternative via Jack Straw's Lane)	£10,000	Branding	Priority S
JRM/R7	Outbound cycle lane Marston Road		£30,000	COUNTY CIL ROUTE. Cyclox support	Priority S
JRM/R15	Headley Way/Cherwell Drive cycle lanes	Mark advisory cycle lanes (both sides) between Woodlands Rd and Stanton Rd., and on Cherwell Drive. Rebuild roundabouts at JR access and Marston Rd//Marsh Lane/Cherwell Drive junction to continental geometry.	£75,000	COUNTY CIL ROUTE. Cyclox suggestion.	Main M
JRM/F11	Marston Ferry Road cycle lanes	Cycle lanes should be added from the allotments to the approach to Banbury Road.	£2,000	Cyclox suggestion	Main S
		Total all	£167,000		
		Total priorities	£4,000		
St Clements and The Plain schemes					
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?

Appendix A Full list of schemes

SCP/R8a	Improvements to The Plain	Improve Cowley Place junction to give cycle lane Iffley Road - Magdalen Bridge [RM]. Improve approach to roundabout from St Clements [MB]	£35,000	CycloX support	Main	Priority	M
SCP/R8b	Improvements to St Clements Street	Greater cycle priority in St Clements & London Place	£35,000	CycloX support and additionally suggest creation of parking and loading bays in St Clements.	Main		M
SCP/R21	Headington Hill off-road cycle lane	Create an off-road alternative to the Headington Hill cycle lane (either share with footway or route through Headington Hill Park).	£30,000	CycloX suggestion. Future contribution from Oxford Brookes development?	Quiet	High	M
		Total all	£65,000				
		Total priorities	£65,000				
City centre schemes							
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments		High Strategic Priority?	
CC/F6	Botley Road Rail Bridge improvements	Improvements to the safety and useability of the road under the rail bridge by the station. Priority is to improve space for cyclists on the approach to, and passing under the bridge and on the approach to Frideswide Square, City centre-bound.	£15,000	CycloX support.	Main	Priority	S

Appendix A Full list of schemes

CC/P1	Oxford City centre cycle hub	Provide a secure alternative to on-street cycle parking in the City centre, with supporting facilities. A cycle hub is a bespoke indoor cycle park that also incorporates locker and changing facilities, and potentially a bicycle repair shop.	£300,000	There may be opportunity to develop such a facility as part of the future development of the Westgate centre.	General improvement	Priority	M
CC/F7	Bridge across River Isis between Oxpens and Osney Mead	Provide an attractive quiet route between West Oxford and Oxford City Centre West End, an important missing link for the West Oxford Cycle route and alternative to Botley Road at the railway bridge. Would require the construction of a new cycle and footbridge linking the Thames Towpath at Osney Mead to the Oxpens development site.	£10,000	initial feasibility work funding only (Total cost of scheme = £2,100,000)	Large	Priority	L
CC/R16	Introduce 2-way cycling in Pembroke Street	Requires TRO and signage	£2,000		General improvement		S
CC/F12	Improve Woodstock Rd/Banbury Rd junction for cyclists	Would need to consider an appropriate redesign	£3,000	Clr Graham Jones suggested. Could be challenging due to historic generous width of St Giles.	Main		M
CC/F13	Relax restrictions on daytime cycling in Queen Street	To provide a direct daytime link from High Street to the station & West Oxford	£0	County Council are investigating and would cover any cost	General improvement		S
			£330,000				
			£325,000				
Jericho and canal area schemes							

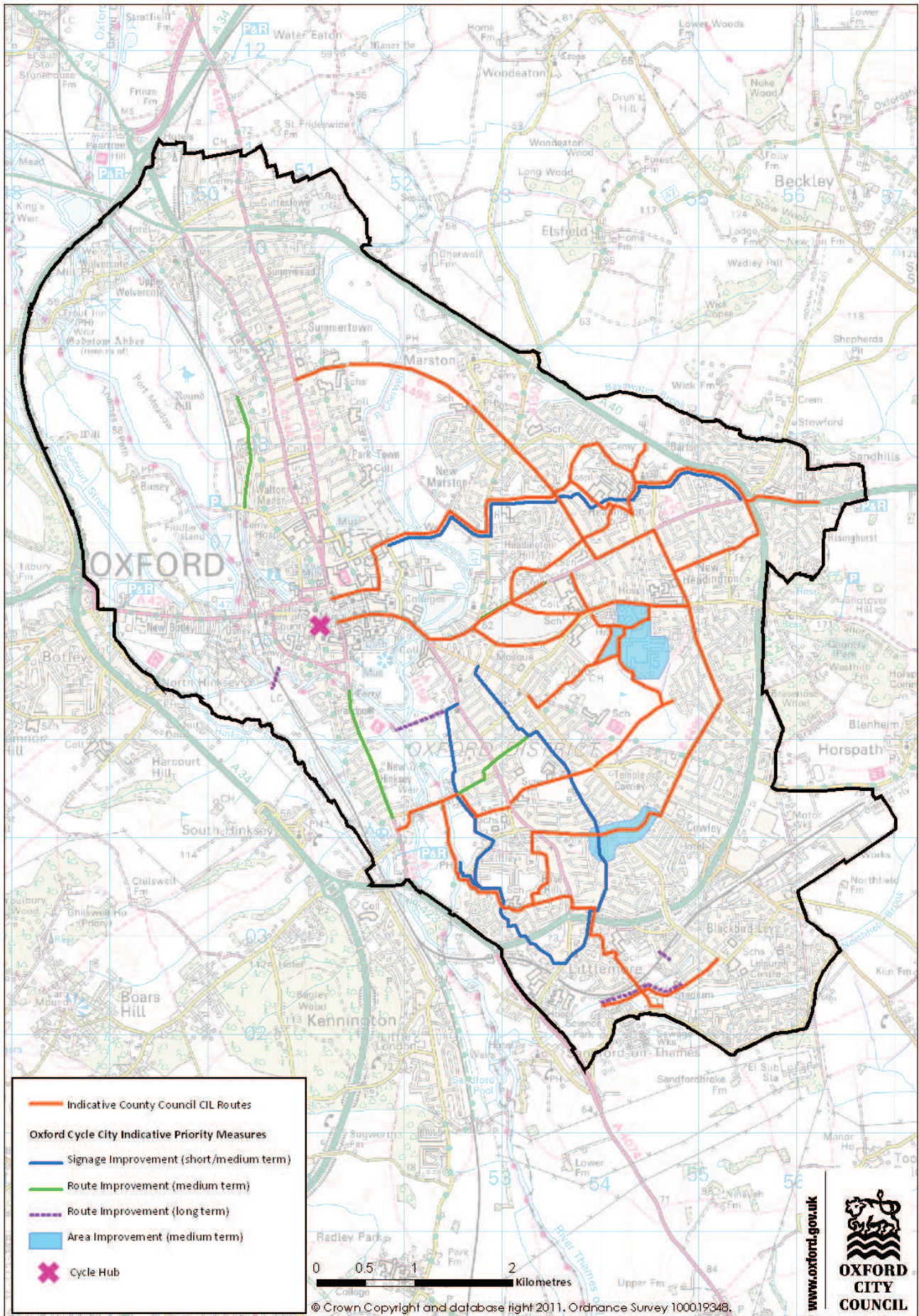
Appendix A Full list of schemes

	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?
JC/F8	Rewley Swingbridge footpath upgrade	Upgrade footpath 320/10 passing under the railway at Rewley Swingbridge to link. This would involve lowering the footpath and providing protection from the river channel, involving significant engineering work.	£200,000	(scheme already being developed?)	Quiet M
JC/F9	New canal crossing to connect Oxford Station / Frideswide Square with Jericho via the Jericho Boatyard development site		£300,000	Sites & Housing DPD Policy SP7 requires any development of Canal side Land here to provide a new bridge over the Oxford Canal for pedestrians and cyclists	Quiet M
JC/A5	Radcliffe Infirmary Quarter area improvements (Woodstock Rd)	Scheme being developed by County Council	£0	Would be funded by ROQ development	General improvement M
		Total all	£500,000		
		Total priorities	0		
St Margarets & Walton Manor area schemes					
Scheme ref	Scheme name	Scheme details	Estimated cost	Comments	High Strategic Priority?
PT/R9	Improve existing Woodstock Road cycle path	Replace gully gratings with cycle friendly gratings	£6,000		Quiet S
PT/R19	Improvements to Woodstock Rd route south of Frenchay Road e.g. extend Woodstock Road main corridor cycle path	Extend pavement cycle track south of Frenchay Road and create southbound cycle track / address narrow sections	£80,000	Clr Graham Jones suggested. Option of shared 2-way pavement/cycleway between Bainton Rd and Little Clarendon St (approx 1.7km)	Quiet M

Appendix A Full list of schemes

				£35,000				
				£0				
Grandpont & New Hinksey schemes								
Scheme ref	Scheme name	Scheme details	Estimated cost		Comments		High Strategic Priority?	
GNH/R17	Inbound cycle lane, Abingdon Road	Paint cycle lane, rebuild 2 refuges, TRO to remove/restrict parking where currently permitted. Could be extended as far as Old Abingdon Rd if feasible to rebuild traffic island in this area.	£20,000		CycloX proposal	Main	High	M
			£20,000.00					
			£20,000.00					
West Oxford schemes								
Scheme ref	Scheme name	Scheme details	Estimated cost		Comments		High Strategic Priority?	
WO/R18	Botley Road improvements	No specific suggestions but may involve relatively minor improvements to improve priority over side roads (particularly outbound) and addressing conflict points	£2,000		Clr Graham Jones suggested	Main		S
			£2,000.00					
			£0.00					

Appendix B Map of proposed Oxford Cycle City priority improvements and 'CIL' routes



Appendix C

The Times Newspaper Cycling Manifesto

- 1 Lorries entering the city centre should be required to fit sensors, audible turning alarms, extra mirrors and safety bars to stop cyclists being thrown under the wheels.
- 2 The 500 most dangerous road junctions must be identified, redesigned or fitted with priority traffic lights for cyclists and Trixi mirrors that allow lorry drivers to see cyclists on their near side.
- 3 A national audit of cycling to find out how many people cycle and how they are killed or injured should be held to underpin effective cycle safety.
- 4 The Highways Agency should earmark 2 per cent of its budget for next-generation cycle routes, providing £100 million a year towards world-class cycling infrastructure. Cities should be graded on the quality of cycling provision.
- 5 The training of cyclists and drivers must improve and cycle safety should become a core part of the driving test.
- 6 The default speed limit in residential areas where there are no cycle lanes should be 20mph.
- 7 Businesses should be invited to sponsor cycleways and cycling super-highways, mirroring the Barclays-backed bicycle hire scheme in London.
- 8 Every city, even those without an elected mayor, should appoint a cycling commissioner to push home reforms.

Risk Register

Risk ID	Risk	Corporate Objective	Gross Risk	Residual Risk	Current Risk	Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts Only)
Category -000- Service Area Code	Risk Title	Opportunity Risk /Threat	Risk Cause	Consequence	Date raised	1 to 6	I P I P I P	
SRR-001-CD	Lack of consistent coordination/ project management for implementing schemes	Threat If there is no specified role to coordinate delivery by the partners involved, there is a risk that some projects may not come to fruition.	There is currently no specifically employed cycling implementation officer who is responsible for spending Oxford Cycle City money.	Non-delivery of schemes. Money dedicated to Oxford Cycle City not spent in an effective manner.	23/05/12	3,5	3 3	Michael Crofton-Briggs
SRR-002-CD	Oxfordshire County Council do not sign up to fundamental elements of the Plan	Threat The County Council are a key delivery partner and could effectively veto some elements of the Plan as Highway Authority.	The County Council have not yet been able to offer formal endorsement of the Oxford Cycle Strategy Plan.	Non-delivery of key elements of the Plan.	23/05/12	3,5	4 2	Michael Crofton-Briggs
SRR-003-CD	Cost estimates are too low for priority	Threat Cost estimates are indicative,	Insufficient resources	Non-delivery of key elements	23/05/12	3,5	4 3	Michael Crofton-

schemes		and as the basis for allocated money, may result in a shortfall for a given scheme.	initially put into costing schemes	of the Plan.											Briggs
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Action Plan Template

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Completed	Date Review
SRR-001-CD	Lack of consistent coordination/ project management for implementing schemes	Michael Crofton-Briggs	Reduce	Identify a lead officer with clear responsibility for overseeing implementation, including liaison with relevant parties, and ensure adequate space in lead officer's work programme. Maintain close liaison with County Council officers and show flexibility in scheme details and delivery milestones where necessary to achieve County buy-in.	CEB meeting	4 July 2012		
SRR-002-CD	Oxfordshire County Council do not sign up to fundamental elements of the Plan	Michael Crofton-Briggs	Reduce	Reduce scope of schemes, or remove some schemes and reallocate funding.	Ongoing	n/a 1 Nov 2012 (anticipated time when scheme designs being finalised)		
SRR-003-CD	Cost estimates are too low for priority schemes	Michael Crofton-Briggs	Contingency		Detailed scheme design stage			



Form to be used for the Full Impact Assessment

Service Area: City Development	Section: Planning Policy	Date of Partial assessment: 24 th May 2012	Key Person responsible for assessment: Matt Bates	Date assessment commenced: 24 th May 2012
Name of Policy to be assessed: Oxford Cycle City Plan				
1. In what area are there concerns that the policy could have a differential impact				
2. Background: The Oxford Cycle City Plan sets out a vision and 'living' programme for the improvement of cycling infrastructure and promotion in Oxford. The strategic vision is to encourage cycling at all levels in				

<p>Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<p>Oxford, and in particular encourage new cyclists. To work towards this objective, the Plan sets out a four-year programme which allocates money already committed by Council, together with planning obligations (Section 106) money, towards improving the cycle network. Revenue funding is potentially available to support promotional measures; these too are set out.</p> <p>It is considered that enabling Oxford residents, workers and visitors to cycle safely and comfortably will have a positive impact on social inclusion and equality. Travelling by bicycle is very low-cost, even taking into account bicycle purchase and maintenance, therefore there are potentially significant benefits for those on low incomes. Oxford Cycle City also links strongly with the City and County Councils' joint role in promoting healthy active communities, for example through the work of Get Oxfordshire Active and the Oxfordshire Sports Partnership.</p> <p>The main perceived problems for the Oxford Cycle City Plan in respect of equalities impact, reflecting officers' knowledge of commonly occurring issues, are:</p> <ul style="list-style-type: none"> ▪ The Plan promotes a 'dual network' which includes improvements to off-road routes, which are often shared with pedestrians. There is a perception that this can compromise the safety and confidence of pedestrians with certain disabilities (mainly sight and mobility impairments), and older people who may feel more vulnerable as pedestrians. ▪ There may also be some perception of gender inequality relating to women as road users (both cyclists and pedestrians), particularly where improvements to on-road cycle paths are not able to fully accommodate cycles with child trailers, or where shared use footways limit the width of pavements for pedestrians which has an impact on those with children, including use of pushchairs. <p>The perceived problems are balanced against the benefits to pedestrians, and particularly wheelchair users and buggy users, of upgrading routes to provide quality level surfacing. By way of example, Sustrans have identified a huge increase in use by walkers and wheelchair users of upgraded routes on the National Cycle Network.</p> <p>The perceived problems are balanced against the benefits to pedestrians, and particularly wheelchair users and buggy users, of upgrading routes to provide quality level surfacing. By way of example, Sustrans have identified a huge increase in use by walkers and wheelchair users of upgraded routes on the National Cycle Network.</p>
<p>3. Methodology and Sources of</p>	<p>As the Cycle Plan has been developed as a collaborative project with stakeholders, there has been little reliance on quantitative data sources. The key references have been from the Census 2001:</p>

<p>Data:</p> <p>The methods used to collect data and what sources of data</p>	<ul style="list-style-type: none"> ▪ comparison of headline Oxford travel-to-work statistics with the ‘benchmark’ reference of Cambridge; ▪ regard to breakdown of cycle as main mode of travel to work by ward, showing significant difference in popularity of cycling across Oxford. <p>In relation to the second point, this has been compared to:</p> <ul style="list-style-type: none"> ▪ The Indices of Deprivation 2010 for Oxford. <p>There is a clear spatial relationship between the popularity of cycling and the relative degree of deprivation (with low levels of cycling evident in more deprived wards). This suggests more potential to improve levels of cycling in more deprived wards, which in turn would improve the deprivation indices through improved physical activity, and benefits to income by dint of cycling being a very low-cost form of transport.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. 	<p>No formal consultation has taken place on the Oxford Cycle City Plan, therefore no consultation has taken place on the EqIA.</p>

<ul style="list-style-type: none"> A statement of what you plan to do next 	
<p>5. Assessment of Impact:</p> <p>Provide details of the assessment of the policy on the six equality strands. There may have been other groups or individuals that you considered.</p>	<p>All equality groups All groups share a fear of crime and conflict, so enhancement of personal safety through better lighting, signage and route information, maintenance, enforcement, and ultimately the higher volumes of usage, are important in planning cycle routes. This can be identified as a generic <i>positive impact</i>.</p> <p>Race There are no identified impacts on race equality.</p> <p>Disability <i>Positive impact:</i></p> <ul style="list-style-type: none"> Improvement of off-road cycle routes can have a positive impact for people with mobility issues, and in particular wheelchair users, as these routes will be well-surfaced, with potential lighting improvements, and are available to those on foot. <p><i>Negative impact:</i></p> <ul style="list-style-type: none"> Opening up access to off-road cycle routes such as shared cycle/footways has an implication for those with sight impairments and mobility issues. People with such disabilities may feel vulnerable in respect of cyclists passing them. <p>Age <i>Positive impact:</i></p> <ul style="list-style-type: none"> Improvement of off-road cycle routes can have a positive impact for older people who are more likely to have mobility issues, as these routes will be well-surfaced, with potential lighting improvements, and are available to those on foot. <p><i>Negative impact:</i></p>

	<ul style="list-style-type: none"> ▪ Opening up access to off-road cycle routes such as shared cycle/footways has an implication for those with mobility issues including age-related. People with such disabilities may feel vulnerable in respect of cyclists passing them. <p>Gender <i>Positive impact:</i></p> <ul style="list-style-type: none"> ▪ Improvement of off-road cycle routes can have a positive impact for users of pushchairs and buggies, as these routes will be well-surfaced, and are available to those on foot. Better maintenance and lighting, and providing a choice of routes, also helps to improve personal security, whether on foot or on a bike, which can be a particular issue for lone women travellers. <p><i>Negative impact:</i></p> <ul style="list-style-type: none"> ▪ Opening up access to off-road cycle routes such as shared cycle/footways may have implications for those travelling on foot with children, either using pushchairs or accompanying young children walking, due to feeling vulnerable to passing cyclists or due to width restrictions for pedestrians. <p>Religious beliefs There are no identified impacts on religious beliefs.</p> <p>Sexual orientation There are no identified impacts on sexual orientation.</p> <p>Low income <i>Positive impact:</i></p> <ul style="list-style-type: none"> ▪ Travelling by bicycle is very low-cost, even taking into account bicycle purchase and maintenance, therefore there are potentially significant benefits for those on low incomes. Cycling also promotes healthy active lifestyles, and may therefore have a positive impact on areas with high health deprivation index rating.
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	<p><i>Negative impact:</i> There are no identified negative impacts on low income groups.</p>
<p>6. Consideration of Measures: This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>There are three main alternative approaches that could have been taken to the preparation of the Oxford Cycle City Plan. These are:</p> <ol style="list-style-type: none"> 1. Target resources at developing the main road cycle network (i.e. removal of on-street parking; reallocation of roadspace to cyclists; creating cycle lanes; junction improvements); 2. Target resources at developing quiet cycle paths and links (i.e. formalising unofficial or poorly-maintained links; improving crossings; improving signage; initial designs for new river crossings); 3. A combination of the above two approaches. <p>Following stakeholder discussion, (3) was ultimately decided as the favoured approach. Therefore the impacts that would have arisen from (1) and (2) are spread are 'spread'. Hence the mitigating effects are:</p> <ul style="list-style-type: none"> ▪ There are only limited new shared cycle paths proposed under the Plan, therefore likely to be only limited conflicts arising between vulnerable pedestrians; ▪ Many improvements focus on improving the network using quieter streets and roads, therefore improving things for less confident cyclists; ▪ Main route cycle improvements are likely to increase the safety of all cyclists, who are recognised as vulnerable road users in their own right. <p>Going forward with implementation of schemes, it will be important to fully recognise the need to provide inclusive environments. Where the City Council is responsible for implementation, it will ensure those designing scheme details are fully aware of the potential impacts and benefits/opportunities for disabled people in particular. Partner organisations will similarly be encouraged to be alert to these issues. Representative groups will be consulted in each case on</p>

	<p>scheme details. Post-implementation, publicity and promotional material should target the concerns of those who otherwise might not use the new routes and facilities.</p>
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.</p>	<p>Actions to monitor on an ongoing basis:</p> <ol style="list-style-type: none"> 1. Access Officer to advise on detailed scheme designs; 2. Disability groups to be consulted on detailed scheme designs. <p>These actions will be monitored on an ongoing basis. There is no fixed timetable for scheme designs, so dates will be reported on retrospectively.</p>
<p>7. Date reported and signed off by the Equalities Board:</p>	
<p>8. Conclusions:</p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>That the benefits for addressing inequality outweigh the perceived negative impacts of increasing opportunities for cycling.</p>

9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated		11. Date copy sent to Equalities Officer in Policy, Performance and Communication	24 th May 2012
.13. Date reported to Scrutiny and Executive Board:			14. Date reported to City Executive Board:	4 th July 2012	12. The date the report on EIA will be published	

Signed Matthew Bates

Signed Michael Crofton-Briggs

Please list the team members and service areas that were involved in this process:

Matt Bates – Planning Policy, City Development
 Jarlath Brine – People and Equalities Business Unit

To: City Executive Board

Date: 4 July 2012

Report of: Head of Corporate Assets

Title of Report: HARCOURT HOUSE, MARSTON ROAD, OXFORD –
SALE OF FREEHOLD INTEREST

Summary and Recommendations

Purpose of report:	To seek authority to enter into a sale of the Council's freehold interest, subject to the existing leases. Also to propose that the City Council will take a lease of a site owned by the purchaser and located on Marston Road, to provide car parking on a temporary basis to support the development of St Clement's Car Park.
Key decision?	No
Single Member decision:	Cllr Ed Turner – Finance, Corporate Property and Strategic Planning
Report approved by:	David Edwards – Executive Director Regeneration and Housing
Finance:	Nigel Kennedy
Legal:	Lindsay Cane
Policy Framework:	A vibrant and sustainable economy, strong and active communities. An efficient and effective Council.
Recommendation(s):	The City Executive Board is RECOMMENDED to: <ol style="list-style-type: none"> 1. Give approval for the sale of the freehold interest as described in this Report, and otherwise on terms and conditions to be approved by the Head of Corporate Property. 2. Note that the City Council will enter into a lease of land owned by the purchaser for a period of up to 2 years for the provision of temporary car parking on terms to be agreed.

- | |
|--|
| <p>3. Note that the Council will terminate negotiations for the joint promotional agreement which was approved by Single Member Decision on 15th August 2011.</p> |
|--|

Appendices

Appendix 1 – Site plan

Appendix 2 – Site plan of car parking provision

Appendix 3 – Report Risk Register

Appendix 4 – Confidential Not To Be Published Appendix

Background

1. The City Council owns the freehold interest of the property known as Harcourt House, which is edged black on the plan at Appendix 1. The majority of the property is let to the Department for Work & Pensions and managed by Telereal Trillium. The lease is for a term of 75 years, expiring on 29th September 2029 (17 years remaining). The rent is fixed at £135 per annum and the tenant is responsible for all repairs and insurance.
2. In the Sites and Housing Development Plan document (preferred options) published in June 2011, the preferred option is to allocate the site for residential and/or student accommodation. It is also allocated in the Oxford Local Plan 2001-2016 for student accommodation and teaching/administration accommodation for Oxford Brookes University. The Head of Corporate Property is also aware that representations have been made to widen the preferred option to include potential use for educational purposes.
3. The property is currently part occupied by the tenant for vehicle hire purposes, part is also occupied by the army cadets and the majority of the site (which is former public sector offices) is vacant.
4. By way of Single Member decision on 15th August 2011 authority was given to enter into a joint promotional agreement with the tenant, which would bring forward the property for sale. This agreement would see the Council work with the tenant to gain planning consent for student accommodation and then sell both the freehold and leasehold interests jointly with the proceeds being split between both parties. This agreement has not been completed and in order to sell to OXCIS the City Council would withdraw from the promotional agreement. OXCIS may decide to work with the tenant to bring forward development of the land early, however the sale is not conditional on any agreement between OXCIS and the tenant.
5. The City Council has, now, received a commercially advantageous offer to purchase the freehold interest, the terms of which are outlined in the Not For Publication Appendix (Appendix 4).

6. As part of the transaction the purchaser will allow the City Council to enter into a lease on its land on Marston Road, which is edged black on Appendix 2.
7. The original joint promotional agreement included for the use of Harcourt House for temporary car parking to support the development of St Clement's Car Park. The proposed new parking provision provides a better alternative and a planning application will be made shortly. This proposal will nullify the requirement to use the Harcourt House site for short term car parking accommodation.
8. Subject to the consideration of a detailed planning application in due course, Planning Officers have indicated that they believe that this site is a suitable option for the provision of temporary car parking.

Environmental Implications

9. No direct implications arising out of this proposal.

Risk Implications

10. A risk assessment has been carried out and is attached as Appendix 3.

Financial Implications

11. The sale of the freehold interest is commercially advantageous compared to the option of the joint promotional agreement. The disposal generates a significant capital receipt.

Planning Implications

12. Planning consent will be required for the use of the temporary car parking by the public. An application will be submitted shortly.

Legal Implications

13. The power to dispose of land is contained within Section 123 of the Local Government Act 1972 for best consideration. The transaction on the basis contained within the Not for Publication Appendix fulfils the requirement.

Equalities

14. There are no equalities implications arising out of this Report.

Conclusion

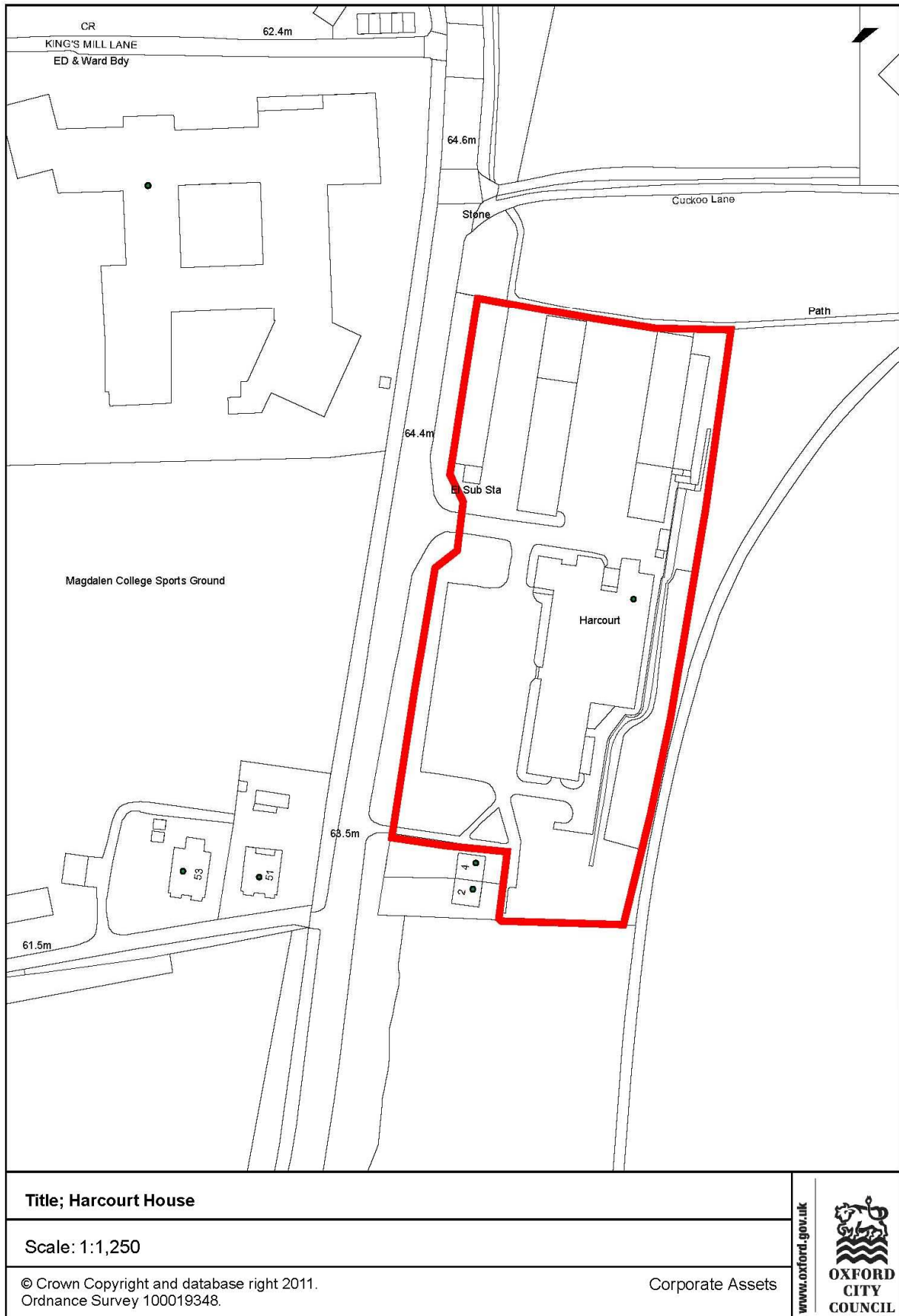
15. The sale of the freehold interest of the Harcourt House premises is linked into the ability to lease the proposed temporary car park. The sale of the

site will bring forward a capital receipt and is commercially advantageous.

Name and contact details of author: Jane Winfield
Corporate Property
jwinfield@oxford.gov.uk
Extension: 2551

Version number: 1

Appendix 1 – Site Plan



Appendix 2 – Site plan of car parking provision

192



NOTES:
 1. © Crown Copyright and database right 2011. Ordnance Survey 100019346
 2. Do not scale off this drawing

KEY:

-  Site Boundary Limits
-  Existing parking bays
-  Existing Vegetation / trees

CORPORATE PROPERTY
 Building Design & Construction
 Town Hall
 St. Aldate's
 Oxford OX1 1BX
 Switchboard: 01865 249811
 Fax: 01865 252775



Client: —

Project title
**OXCIS CAR PARK
 MARSTON ROAD, OXFORD**

Drawing title
EXISTING SITE LAYOUT

Drawn by S.T.	Scale 1:250 at A2	Checked by —	Approved by —
Date May 2012	Drawing number C0514/05/01		Rev .

Appendix 3

CEB Report Risk Register

Risk Score **Impact Score:** 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic
Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Q	Q	Q	Q	I	P		
193	1. Failure to complete the sale and leasing of car park	3	3	Purchaser attempts to renegotiate or title issues come to light	Mitigating Control: Detailed Heads of Terms agreed and close liaison throughout the sale Reduce transaction to be legally documented as a matter of urgency.	2	2	Action: Further management of risk – Jane Winfield Instruct external solicitors to negotiate documentation – Jane Winfield	Outcome Required: The transaction successfully completed Milestone: August 2012	1	2	3	4	I	P
	2. Failure to gain planning consent for temporary car parking	2	2	Local planning authority failed to gain consent.	Pre application consultation with local planning authority	1	1	External consultants to prepare planning application – Jane Winfield Mitigating control: Close liaison with local planning authority – Jane Winfield	Outcome planning consent granted Milestone: July 2012						

CITY EXECUTIVE BOARD

Wednesday 4 April 2012

COUNCILLORS PRESENT: Councillors Price (Leader), Cook, Coulter, McManners, Smith, Tanner and Timbs.

91. APOLOGIES FOR ABSENCE

Councillors Lygo and Turner.

92. DECLARATIONS OF INTEREST

The following declarations of interest of the type mentioned were made by the councillors referred to below:-

Councillor Smith – personal interest – homelessness grants insofar as any grants were for the benefit of the Night Shelter – Council appointee to various related outside bodies – minute 97 refers

93. PUBLIC QUESTIONS

As provided for in Constitution Procedure Rule 12.7 questions from members of the public were received, taken as read and answers given. The questions and answers are attached to the signed copy of the minutes.

94. SCRUTINY COMMITTEE REPORTS

Two Scrutiny reports (previously circulated, now appended) as follows were submitted:-

- (1) Scrutiny Select Committee report on public health
- (2) Scrutiny report on Corporate Plan targets (minute 97 refers)

Resolved, on the Scrutiny Select Committee report on public health:-

- (1) To endorse each of the recommendations of the Select Committee, namely:-
 - (a) To support the expansion of the “Tweenager” project (costings to be explored further) initially in regeneration areas across the City, utilising Community Centres as well as Leisure Centres wherever possible, and that this be linked to the budget proposal for a 3 year post to deliver greater use of Oxford City Council facilities by schools;
 - (b) To actively and financially support a further extension of outreach work and free taster sessions by Fusion within Community Centres and other community facilities, including the provision of information on leisure and well-being initiatives and further to explore concessions at leisure

centres for those people who wished to progress further following a taster session;

- (c) To agree the principle of supporting communities to help themselves and to explore further through the Council's partnerships the possible establishment of a community health project run by a local community for the benefit of that local community;
- (2) To invite the Select Committee to draw up an action plan containing timescales for taking forward the recommendations;
- (3) To thank all of the officers and councillors who had been involved in the project to date.

95. HOUSING STRATEGY - CONSULTATION OUTCOME

The Head of Housing and Communities submitted a report (previously circulated, now appended).

Resolved:-

- (1) To RECOMMEND Council to adopt into the Council's Policy Framework the Housing Strategy for 2012-2015 that forms Appendix 2 to the report;
- (2) Subject to the adoption by Council of the Housing Strategy, to approve the Housing Strategy Action Plan for 2012-2015 that forms Appendix 3 to the report to deliver the Strategy.

96. HOUSING BENEFIT RISK BASED VERIFICATION POLICY

The Head of Customer Services submitted a report (previously circulated, now appended).

Resolved to adopt the process of risk based verification for housing benefit and Council Tax benefit claims in accordance with the policy the report describes.

97. PREVENTING HOMELESSNESS GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS - 2012/13

The Head of Housing and Communities submitted a report (previously circulated, now appended).

Resolved:-

- (1) To RECOMMEND Council to allocate the Communities and Local Government's Homelessness Directorate grant and to decide in the Board's own right to allocate the Council's budget for the purpose of meeting the Council's homelessness objectives as follows:-

Communities and Local Government's Homelessness Directorate grant

- (a) Street Services and Reconnection Team (Broadway Homelessness and Support) - £235,000
- (b) Reconnection and Referral Co-ordinator (Under 25s) (in the process of assigning it to a provider) - £37,245
- (c) Reconnection Rent (O'Hanlon House) - £512
- (d) Six subsidised Beds for Under 25s (Simon House) - £4,243
- (e) Six subsidised Beds for Under 25s (Lucy Faithful House) - £4,179
- (f) Mental Health Practitioner at Luther Street – £25,000
- (g) Two Education, Training and Employment Workers (Aspire) - £60,519
- (h) One specialist Alcohol Worker (O'Hanlon House) - £8,555
- (i) One Multiple Needs Hostel worker (Elmore Community Services) - £40,757
- (j) Service Broker – Big Issue Foundation - £25,000
- (k) Homelessness Liaison Police Officer (for two years with an operating budget of £5,000 for each year) - £90,000
- (l) Elmore Team ASB Services - £8,690
- (m) Additional Home Choice Gold Top-up - £20,000
- (n) Continuation of Enhanced Options - £50,000
- (o) Fraud Investigation - £80,000
- (p) Supplementing Discretionary Housing Payments - £100,000

City Council's Homelessness Grants budget

- (a) O'Hanlon House Day Centre – homeless hostel for 25+, jointly commissioned with Supporting People - £133,432
- (b) One Foot Forward – homeless hostel for 16-25 year olds, jointly commissioned with Supporting People - £42,992
- (c) Elmore Community Services – Complex Needs Floating Support Service for clients in Oxford City Council temporary and permanent stock - £40,757
- (d) Elmore Community Services, Anti Social Behaviour Service – £11,310
- (e) The Gatehouse – café for the homeless - £9,502

- (f) Steppin' Stone – day centre providing emergency provision and meaningful activity - £55,000
 - (g) Simon House Hostel – provision of respite beds at an abstinence based hostel - £11,596
 - (h) Emmaus Oxford Furniture Store – recycling store attached to the Emmaus Community £25,000
 - (i) Aspire Oxfordshire – social enterprise providing work opportunities for homeless and ex-homeless people - £112,690
- (2) That the Head of Housing and Communities be given delegated authority to allocate the £252,300 unallocated balance of the Communities and Local Government grant money and to make changes if necessary to the allocations of the City Council's homelessness grants budget.

98. ANNUAL LETTINGS PLAN - ALLOCATIONS PERCENTAGE 2012/13

The Head of Housing and Communities submitted a report (previously circulated, now appended).

Resolved:-

- (1) To RECOMMEND Council to agree the Housing Lettings Plan for 2012/13 as set out in Appendix 2 to the report;
- (2) To note performance against the Housing Lettings Plan for 2011/12 as set out in Appendix 1 to the report;
- (3) To ask the Strategic Director, City Regeneration and the Head of Housing and Communities to brief Oxford's MPs on the effect of Government housing policies on housing need in Oxford, and so to advise those local organisations offering housing advice.

99. PLAYING PITCHES AND OUTDOOR PITCHES STRATEGY - CONSULTATION OUTCOME

The Head of Leisure and Parks submitted a report (previously circulated, now appended).

Resolved to approve the Playing Pitches and Outdoor Sports Strategy that forms Appendix 4 to the report for immediate implementation.

100. CULTURE STRATEGY - CONSULTATION

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended).

Resolved:-

- (1) To approve for consultation in the way and to the timescale referred to in paragraphs 11 and 12 of the report the draft Culture Strategy appended to the report;
- (2) To record the Council's thanks to Laura Worsfold, Culture Team Leader who had recently left the Council's employ and who had played an instrumental part in the draft Strategy now before the Board and who had developed arts and culture partnerships to mutual benefit.

101. FUSION ANNUAL SERVICE PLAN 2012/13

The Head of Leisure and Parks submitted a report (previously circulated, now appended).

Resolved:-

- (1) To endorse Fusion Lifestyle's 2012/13 Service Plan for the management of the Council's leisure facilities as set out in Appendix 2 to the report;
- (2) In relation to paragraph 3.1 of the report, and the standard references to 5% increases in participation for various target groups, to ask the Head of Leisure and Parks to establish benchmarks for participation by those groups in order that the Council could gauge progress against informed targets.

102. ENVIRONMENTAL DEVELOPMENT ENFORCEMENT POLICY

The Head of Environmental Development submitted a report (previously circulated, now appended).

Resolved to approve the Environmental Development Enforcement Policy that forms Appendix 1 to the report for immediate implementation.

103. THE GREEN DEAL - DELIVERY

The Executive Director, City Services submitted a report (previously circulated, now appended).

Resolved:-

- (1) That the Council should take a partnership approach to the implementation of the Green Deal and work with partners to form what Green Deal Plus arrangements for the reasons referred to in paragraph 3.5 of the report;
- (2) To authorise officers to make grants available from Green Deal funding in the Council's budget in line with the criteria set out in paragraph 3.7.1 of the report.

104. RAMSAY HOUSE, ST EBBE'S STREET - LETTING

The Head of Corporate Assets submitted a report (previously circulated, now appended).

In relation to paragraphs 8-12 of the report the Executive Director, City Services reported that the £300,000 capital budget for the replacement comfort cooling system could be met from planned maintenance and that there was therefore no need for the Board to make a capital bid to Council.

Resolved to:-

- (1) Agree to the proposed letting of the second floor of Ramsay House, 10 St Ebbe's Street to Natural Motion Limited on the terms contained in the not for publication appendix to the report and otherwise on terms and conditions to be approved by the Head of Corporate Assets:
- (2) Grant authority to the Head of Corporate Assets to vary the proposed tenant terms provided the transaction continued to represent best consideration;
- (3) Agree that the £300,000 cost of a replacement comfort cooling system be met from the planned maintenance programme.

105. LOCAL DEVELOPMENT SCHEME 2011-2014 - AMENDMENTS

The Head of City Development submitted a report (previously circulated, now appended).

Resolved to :-

- (1) Approve the amendments to the Oxford Local Development Scheme 2011-14 for submission to the Secretary of State as referred to in 6 – 13 of the report;
- (2) Agree that the Local Development Scheme 2011-14 (as amended) will take effect four weeks after submission unless the Secretary of State intervenes and requests more time or more work to be done;
- (3) Authorise the Head of City Development to make any necessary editorial corrections to the document prior to submission to the Secretary of State.

106. CORPORATE PLAN 2012 - 2016 - TARGETS

The Head of Business Improvement and the Head of Policy, Culture and Communications submitted a report (previously circulated, now appended).

Resolved:-

- (1) To RECOMMEND Council to agree the proposed Corporate Plan targets for 2012-2016 as set out in Appendix 1 to the report;
- (2) In relation to the recommendations in the Scrutiny Committee report, to decide as follows:-
 - (a) Recommendation 1 – agreed but with a higher target for apprenticeships
 - (b) Recommendation 2 – agreed
 - (c) Recommendation 3 – agreed
 - (d) Recommendation 4 – agreed insofar as deletion of the target was concerned and to consider what target, if any, might replace it
 - (e) Recommendation 5 – not agreed because in all the circumstances the target was considered realistic
 - (f) Recommendation 6 – not agreed because the target was considered to be sufficiently realistic
 - (g) Recommendation 7 – agreed
 - (h) Recommendation 8 – agreed but with different revised targets to those suggested
 - (i) Recommendation 9 – agreed that the nature of the target needed to be refreshed
 - (j) Recommendation 10 – agreed insofar as deletion of the target was concerned but not to set a revised target at this stage
 - (k) Recommendation 11 – not agreed insofar as the nature and place of the target was concerned but to agree to change the targets themselves over the four year period of the Plan
 - (l) Recommendation 12 – not agreed at the target levels recommended
 - (m) Recommendation 13 – agreed
 - (n) Recommendation 14 – agree to change the 2014/15 residual household waste target from 440kg to 430kg and to introduce a new target for household waste recycled and composted
 - (o) Recommendation 15 – agreed
 - (p) Recommendation 16 – agreed
 - (q) Recommendation 17 – not agreed because the target was considered to be realistic

- (r) Recommendation 18 – not agreed because there had been insufficient time to consider and respond to this recommendation but to record that once the Council's educational attainment work was more fully formed a target would be appropriate
- (s) Recommendation 19 - not agreed because there had been insufficient time to consider and respond to this recommendation

107. REGULATION OF INVESTIGATORY POWERS ACT - CHANGES TO ARRANGEMENTS

The Head of Law and Governance submitted a report (previously circulated, now appended).

Resolved to:-

- (1) Approve the appointment of the Head of Law and Governance as the Council's Senior Responsible Officer for the purposes of the regulation of investigatory powers under the Regulation of Investigatory Powers Act;
- (2) Authorise the Head of Law and Governance to appoint a co-ordinating officer for the purposes of the regulation of investigatory powers under the Regulation of Investigatory Powers Act;
- (3) Note the Council's amended Regulation of Investigatory Powers policy document as set out in the Appendix to the report.

108. FUTURE ITEMS

Nothing was raised under this item.

109. MINUTES

The minutes of the meeting held on 8th February were approved as a correct record.

110. MATTERS EXEMPT FROM PUBLICATION

Resolved to exclude the press and public from the meeting during consideration of the items in the exempt from publication part of the agenda in accordance with the provisions in Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972 and that, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Summary of business transacted by the Board after passing the resolution contained in minute 110

The Board received and noted the contents of not for publication appendix to the report on the letting of Ramsay House, 10 St Ebbe's Street (minute 111 refers). It agreed to the letting of the premises to Natural Motion Limited.

111. RAMSAY HOUSE, ST EBBE'S STREET - LETTING

Resolved to note the contents of the not for publication appendix to the report on the letting of Ramsay House, 10 St Ebbe's Street (minute 104 refers) and to agree to the letting of the premises to Natural Motion Limited.

The meeting started at 5.00 pm and ended at 6.25 pm

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CITY EXECUTIVE BOARD

Monday 23 April 2012

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Cook, Coulter, Lygo, Smith and Tanner.

112. APOLOGIES FOR ABSENCE

None received.

113. DECLARATIONS OF INTEREST

No declarations of interest were received

114. PUBLIC QUESTIONS

There were no public questions.

115. SCRUTINY COMMITTEE REPORTS

There were no Scrutiny Committee reports

116. RISK MANAGEMENT STRATEGY

The Head of Finance submitted a report (previously circulated, now appended) concerning the updated Risk Management Strategy.

Resolved to approve the Risk Management Strategy as presented, with the following amendments:-

- (1) There would be a fully worked out embedded training programme;
- (2) The training programme would be reported to Audit and Governance Committee annually.

117. COUNCIL-WIDE PROPERTY IMPROVEMENTS - PROCESS FOR IN-YEAR AMENDMENTS

The Head of Corporate Assets submitted a report (previously circulated, now appended).

It was resolved to:-

1. Note and welcome the report and the proposals for capital spending on General Fund and Housing property improvements for 2012/13;

2. Grant project approval to the capital programme spend on corporate priorities as outlined in the report for General Fund and Housing properties, subject to the Head of Finance confirming that funding is available for these proposals;
3. Approve the methodology proposed for in-year amendments to the agreed programme as outlined in the report, whereby the Head of Corporate Assets, following consultation with other Heads of Service as appropriate to the property concerned, will then consult with the Head of Finance and the Executive Member for Finance, Corporate Assets and Strategic Planning or the Executive Member for Housing Needs (as appropriate to the properties concerned and as necessary and appropriate to meet the requirements of the Council's Constitution and Financial Regulations) in order to seek approval to the amendments prior to implementation. Amendments will then be incorporated into the revised capital programme reported to City Executive Board as part of the regular quarterly financial monitoring report;
4. Note the paragraphs relating to the replacement of the comfort cooling system at Ramsay House (paragraphs 10 and 11) and support the principle of this work being funded partly from the budget now no longer required for 1, Floyds Row (vired to this project under delegated authority by the Head of Finance) and partly from the capital programme as shown in Appendix 3;

118. FLOYDS ROW - LEASE RENEWAL

The Head of Corporate Assets submitted a report (previously circulated, now appended).

Members of City Executive Board thanked officers for their hard work and diligence in this matter.

Resolved to approve the lease renewal as detailed in the report and appendix, (and otherwise on terms and conditions to be approved by the Head of Corporate Assets).

119. MATTERS EXEMPT FROM PUBLICATION

Resolved to exclude the press and public from the meeting during consideration of the items in the exempt from publication part of the agenda in accordance with the provisions in Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972 and that, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Summary of business transacted by the Board after passing the resolution contained in minute 119

The Board received and noted the contents of not for publication appendix to the reports at item 7 (minute 118 refers).

120. FLOYD'S ROW - LEASE RENEWAL

City Executive Board approved the terms of the lease of the Government Buildings, Floyds Row, St Aldate's as described in Appendix 3 to the report.

The meeting started at 4.30 pm and ended at 4.45 pm

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Regulations 2000.

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