

Agenda

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City Executive Board

Date: **Wednesday 11 December 2013**

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, Strategic Partnerships and Economic Development
Councillor Ed Turner	Finance, Efficiency and Strategic Asset Management
Councillor Susan Brown	Benefits and Customer Services
Councillor Colin Cook	City Development
Councillor Steven Curran	Youth and Communities
Councillor Pat Kennedy	Education, Crime and Community Safety
Councillor Mark Lygo	Parks and Sports
Councillor Mike Rowley	Leisure Services
Councillor Scott Seamons	Housing
Councillor John Tanner	Cleaner, Greener Oxford

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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 pecuniary interests they may have in any of the following agenda items. Guidance is contained at the end of these agenda pages.

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 on a day so that there are 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

1 - 4

The following scrutiny committee reports have been, or will be, submitted to this meeting:-

- Community Engagement Strategy
- Housing Strategy Refresh
- Treasury Management Mid Year Review

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

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

6 FINANCE, PERFORMANCE AND RISK - QUARTER 2 PROGRESS 2012/13

5 - 50

Lead Member: Councillor Executive Board Member for Finance and Efficiency

Report of the Head of Finance and the Head of Business Improvement and Technology.

This report sets out the financial and non-financial performance of the Council as at the end of September 2013 (the Second Quarter of the financial year 2013/14). It also sets out the position in respect of the risks on the Council's Corporate Risk Register. The Board is being asked to:-

- (1) Note the financial position and performance of the Council for the second quarter of 2013/14 and also the position of risks outstanding as at 30th September 2013;
- (2) Note a virement, approved by the Head of Finance under delegated authority, being the introduction into the 2013/14 Housing Revenue Account Capital Programme of a £0.250 million budget for "Green Energy", and further funding associated with this project being included in the 2014/15 Budget consultation;
- (2) Note that it will be a priority to transfer at year-end the reported £2.262m General Fund projected surplus, together with the £0.800m previously transferred from the in-year risk contingency budget, to a specific Earmarked Reserve to fund the Capital Programme in the absence of further planned capital receipts

7 TREASURY MANAGEMENT - MID-TERM REVIEW 2013/14

51 - 58

Lead Member: Councillor Executive Board Member for Finance and Efficiency

Report of the Head of Finance

This report concerns the performance of the treasury management function up to the end of September 2013 (the first half of the financial year 2013/14). It asks the Board to note the half year performance and to note the Council's Investment Strategy for the remainder of the financial year 2013/14.

8	BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2014/15 TO 2017/18 AND 2014/15 BUDGET	59 - 196
	Lead Member: Councillor Executive Board Member for Finance and Efficiency	
	Report of the Head of Finance	
	This report will present the Council's Medium Term Financial Strategy and draft Budget for 2014/15 to go out to consultation.	
9	CORPORATE PLAN 2014-18 - CONSULTATION	197 - 256
	Lead Member: Councillor Executive Board Member for Corporate Governance and Strategic Partnerships	
	Report of the Head of Policy Culture and Communications	
	This report concerns the draft Corporate Plan for 2014-2018. It asks the Board to agree the draft Plan for consultation. The consultation outcome will be reported back to the Board in February 2014.	
10	AIR QUALITY ACTION PLAN - CONSULTATION OUTCOME AND ADOPTION	257 - 320
	Lead Member: Councillor Executive Board Member for Cleaner, Greener Oxford	
	Report of the Head of Environmental Development	
	This report sets out the key issues raised during consultation on the Council's draft Air Quality Action Plan. Appendices to the report set out the consultation responses and Council officers' responses to them.	
	The Board is being recommended to adopt the Air Quality Action Plan as contained in an Appendix to the report.	
11	JERICO CANALSIDE SUPPLEMENTARY PLANNING DOCUMENT - ADOPTION	321 - 424
	Lead Member: Councillor Executive Board Member for City Development	
	Report of the Head of City Development	
	This report sets out the key issues raised during consultation on the Jericho Canalside Supplementary Planning Document. An appendix	

to the report sets out a table of changes proposed as a result of consultation.

The Board is being recommended to adopt the Jericho Canalside Supplementary Planning Document as contained in an Appendix to the report and to authorise the Head of City Development, with the Board Member, to make any necessary editorial corrections to the document prior to final publication. The Board is also being asked to endorse the accompanying Strategic Environmental Assessment Screening Report and the Equalities Impact Assessment.

12	COMMUNITY ENGAGEMENT PLAN 2014-2017 - DRAFT FOR CONSULTATION	425 - 502
	Lead Member: Councillor Executive Board Member for Corporate Governance and Strategic Partnerships	
	Report of the Executive Director Community Services	
	This report asks the Board to comment on a draft Community Engagement Plan and seeks Board authority to consult on the Plan (amended in the light of Board comments if any).	
13	HOUSING ACTION PLAN- REFRESH	503 - 520
	Lead Member: Councillor Executive Board Member for Housing	
	Report of the Head of Housing and Property	
	This report concerns a refresh of the Council's Housing Strategy Action Plan. It reports upon consultation with stakeholders and recommends updates in certain Action Plan targets.	
14	HOUSING STOCK - ENERGY EFFICIENCY IMPROVEMENT	521 - 534
	Lead Member: Councillor Executive Board Member for Housing	
	Report of the Head of Housing and Property	
	This report seeks approval for funding and procurement of a project optimising the available Energy Company Obligation (ECO) funding to improve the energy efficiency of the Council's hard to treat housing stock. More specifically it asks the Board to:-	
	(1) Grant project approval for the Council's involvement in the project to utilise ECO funding, in combination with funding supplied by the Council, to improve the energy efficiency of the Council's hard to heat housing;	
	(2) Note the officer virement of £250k from the underspend in the 2013/14 Housing Revenue Account capital programme and the inclusion of a further £250k in the draft 2014/15 Housing	

Revenue Account budget to fund the Council's contribution to this project;

(3) Grant delegated authority to the Executive Director, Housing and Regeneration, to authorise the Council's entry into all appropriate contracts required to implement this project;

(4) Agree that if ECO funding is not successful, that alternative proposals for the work to proceed be brought back for member consideration.

15 LIVING WAGE - OXFORD

535 - 544

Lead Member: Board Member, Corporate Governance and Strategic Partnerships

Report of the Head of Human Resources and Facilities.

This report presents a method for reviewing and uplifting the rate of the Oxford Living Wage. The report recommends a particular way in which this might be done and that it should be done in April each year following notification of changes to the London Living Wage in the previous November.

16 OUTSIDE BODIES - APPOINTMENTS

545 - 546

Lead Member: Board Member, Corporate Governance and Strategic Partnerships.

Report of the Head of Law and Governance.

This report recommends the Board to appoint representatives to two outside bodies to fill vacancies caused by the resignation of former Councillor Alan Armitage.

17 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.

18 MINUTES

547 - 550

Minutes of the meeting held on 13th November 2013.

19 MATTERS EXEMPT FROM PUBLICATION

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

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

DECLARING INTERESTS

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

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

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

Members' Code of Conduct and public perception

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

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

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To: City Executive Board

Date: 11th. December 2013

Report of: The Scrutiny Finance Panel

Title of Report: TREASURY MANAGEMENT

Summary and Recommendations

Purpose of report: To report the comments and recommendations of the Scrutiny Finance Panel on Treasury Management.

Key decision: No

Scrutiny Lead Member: Councillor Simmons.

Executive Lead Member: Councillor Turner.

Policy Framework: Efficient, Effective Council.

Recommendation(s): For the City Executive Board to say if it agrees or disagrees with the following recommendation.

Recommendation 1

The Finance Scrutiny Panel has serious concerns about the Co-operative Banks current position and their recent statements. The Panel wishes to see an urgent review of their position as the Council's in-house bank to allow for more informed choices to be made.

Recommendation 2

Should a change of in house bank prove prudent or necessary; to ensure that ethical standards and investment remain part of the specification.

Recommendation 3

To provide to the Panel in 6 months time a review of the performance of the Council's non specified investments considering in particular, diversity and mix, returns and a benchmark across the public sector for the percentage of funds allocated to this type of investment.

To provide options based on this to increase returns. □

Introduction

1. The Scrutiny Finance Panel considered the Treasury Management position at Qtr.2 2013 – 2014. They were supported in their debate by Anna Winship and Nigel Kennedy; the Panel would like to thank her for their time and advice.
2. The Panel was pleased to see good performance against prudential indicators and that the budget investment target is still expected to be met despite falling average return rates. A number of recommendations are presented for consideration by the City Executive Board.

Conclusions and Recommendation

3. The position of the Co-operative as the in-house bank was discussed by the Panel and officers assured members that risks were low because our use was only as a transactional bank. Members were concerned by the public statements made by the Co-operative Bank indicating that they were considering withdrawing from the Local Authority Market and agreed that this in itself posed a risk for the Council. The Panel wished to see urgent consideration of our relationship with the Co-operative Bank in an effort to produce a “managed” process.

Recommendation 1

The Finance Scrutiny Panel has serious concerns about the Co-operative Banks current position and their recent statements. The Panel wishes to see an urgent review of their position as the Council’s in-house bank to allow for more informed choices to be made.

Response from Officers

Officers have met with the Co-operative Bank and they have confirmed they will honour their existing contracts up until expiry. However, they have indicated they will be reducing the level of dedicated support available to authorities; sooner rather than later.

The Council’s contract runs until March 2016.

Due to the Cooperatives credit rating we have not invested funds with them for some time. The bank is used primarily to process daily transactions, such as bank credits, direct debits, cheques and cash. Minimal funds are held overnight.

Changing banks is a significant project and will take around 9months allowing for the tender process and implementation. It will also incur cost: a reasonable estimate being @ £40k. However, in light of the withdrawal of support to authorities it is proposed that the Council start the tender process in July 2014 with a view to having a new bank in place by April 2015,

Recommendation 2

Should a change of in house bank prove prudent or necessary; to ensure that ethical standards and investment remain part of the specification.

Response from Officers

The tender process for procuring the services of a new bank will include ethical standards as part of the requirement and evaluation criteria.

4. The City Executive Board at the last meeting did not agree to reconsider the level of unspecified investments upwards from 25% and also to take out Building Societies from this set. In explanation officers said it would not be prudent to have more than 25% of the City Councils investments in unspecified categories because by definition these are more risky. Consideration would however be given to adjusting the balance of these investments towards those producing higher yields.
5. The Panel noted that extra funds have been invested into property bonds which take level up from £3m to £5m and that officers are currently looking for further opportunities in this market to increase the amount to £10m and diversify the investment.
6. Given increasing levels of investment funds and the significantly higher rates of return produced within the unspecified investment portfolio the Panel would like to see more consideration in this area.

Recommendation 3

To provide to the Panel in 6 months time a review of the performance of the Council's non specified investments considering in particular, diversity and mix, returns and a benchmark across the public sector for the percentage of funds allocated to this type of investment.

To provide options based on this to increase returns.

Response from Officers

Performance of the Council's non specified investments will be reported to the panel as part of the quarterly reporting process.

Initial benchmarking from other Local Authorities through our Sector Benchmarking group indicates that a level of 25% of average investments held in non-specified is at the maximum level, other authorities hold between 5% and 25%.

Comments from the Board Member

7. Comments at the meeting.

Name and contact details of author:-

Name: Patricia Jones on behalf of the Scrutiny Committee
Job title: Principal Scrutiny Officer
Service Area: Law and Governance
Tel: 01865 252191 e-mail: phjones@oxford.gov.uk

List of background papers: None

Version number: 1

To: City Executive Board

Date: 11th December 2013 **Item No:**

Report of: Head of Finance
Head of Business Improvement and Technology

Title of Report: Integrated Report 2nd Quarter 2013/2014

Summary and Recommendations

Purpose of report: To update Members on Finance, Risk and Performance as at the end of Quarter 2, 30th September 2013.

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendation(s):

The City Executive Board is requested to:

- a) Note the financial position and performance of the Council for the second quarter of 2013/14 and also the position of risks outstanding as at 30th September 2013.
- b) Note a virement, approved by the Head of Finance under delegated authority, being the introduction into the 2013/14 HRA Capital Programme a £0.250 million budget for “Green Energy” and further funding associated with this project being included in the 2014/15 Budget Consultation.
- c) Note that it will be a priority to transfer at year-end the reported £2.262m GF projected surplus, together with the £0.800m previously transferred from the in-year risk contingency budget, to a specific Earmarked Reserve to fund the Capital Programme in the absence of further planned capital receipts.

Appendix A - Corporate Integrated Report

Appendix B - City Regeneration Integrated Report

Appendix C - Organisational Development and Services Integrated Report

Appendix D - Community Services Integrated Report

Appendix E - September Finance Performance Report

Appendix E1 – General Fund September Forecast Outturn

Appendix E2 – Capital Programme September Forecast Outturn

Appendix E3 – HRA September Forecast Outturn

Appendix E4 – General Fund September Year to Date Position

Background

1. Historically Finance, Performance and Risk have been reported separately to the City Executive Board with little documented consideration of the interrelationship of these three key elements of management information.
2. An integrated reporting approach is one which enables a more holistic picture to be presented and understood. It is a concept many local authorities are now turning towards producing.
3. Appendices A to D are the Council's four Q2 Integrated Performance Reports, the first being the overall Corporate position for the authority and the remaining three relating to each one of the Council's Directorates. They have been produced using CorVu the Council's performance management system and utilise a Red, Amber and Green reporting methodology. Appendix E and associated outturn statements are September's Finance Performance report.

Principles of the Integrated Report

4. The key principles applied in producing the report are:
 - Exception reporting utilising clear graphical summaries, followed by narrative which focuses only on those issues that requires attention.
 - Associated narrative which pulls together and makes the links between risk, finance and performance to form a holistic view and incorporating trend data.
 - CorVu will be used to create the base data for the report from existing information (i.e. no additional work created for Services).
 - Some entries for performance monitoring and risk monitoring are shown as "no data". What this means when referring to performance measures is the indicator is not required to be calculated for the period reported. For risk it is because the previous quarterly measurement was not undertaken so no assessment of the risk being increased or reduced is possible.
 - The distinction between a summary Corporate-level view and Directorate-level picture of performance is retained and the latter enhanced by the inclusion of, service plan target performance
 - The detail of the existing finance report will be appended to the integrated report as it is needed to enable decisions to be taken at executive level (authorisations, virements etc)

5. The following tolerances apply to the financial dials:

Green - Forecast outturn is within 100% of the latest approved budget.

Amber - Forecast outturn is within 100% - 105% of the latest approved budget.

Red - Forecast outturn is over 105% of the latest approved budget. Performance in this area is a potential concern and will be commented on within the report.

What Do the Dials Show?

6. Several items are displayed below each dial.

Budget	This is the monetary value of the Latest Budget for the above dial.
Forecast	This is the projected outturn position i.e. what we think the year-end spend will be.
Variance	Difference between the Latest Budget and the Projected Outturn (Forecast).
Prev Qtr	The projected outturn estimated at the time of the previous quarter.
Movement	Change in projected outturn for the previous quarter with the projected outturn for the current quarter. Please note that the projected outturn for the previous quarter can be retrospectively revised if additions/transfers to latest budget levels have taken place during the interim.

Performance Summary

7. This section is broken down into 3 sub-sections;

- I. Current quarter's information on performance targets broken down between the RAG categories.
- II. A summary of the previous quarter's position.
- III. Direction of Travel table displaying the movement between categories from one quarter to the next.

Risk Management

8. This section is similarly broken down into the same 3 sub-sections;

- I. Current quarter's information on performance targets broken down between the RAG categories.
- II. A summary of the previous quarter's position.
- III. Direction of Travel table displaying the movement between categories from one quarter to the next.

Financial Implications

9. Detailed financial analysis and narrative is provided at Appendix E of the attached Integrated Report. The financial implications arising from the transfer of non-dwelling assets from the HRA to the GF, reported and approved by Council on 30 September 2013, has been reflected on the financial statements provided.
10. Briefly summarising the General Fund is currently predicted to show a £2.262 million favourable variance against the latest budget position, the HRA conversely is estimated to be £0.421 million adverse but this is manageable due to reduced revenue contributions towards funding of capital spend arising as a result of re-phasing the HRA capital programme, together with further re-profiled phasing of GF capital expenditure totalling £11.890 million. Members should be reassured that this re-phasing of spend is not predominately to do with staff capacity issues but has been heavily influenced by a number of external factors outside of the Council's control.

Legal Implications

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

Name and contact details of author:-

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Job title: Head of Finance, Head of Business Improvement and Technology

Service Area / Department: Finance, Business Improvement and Technology

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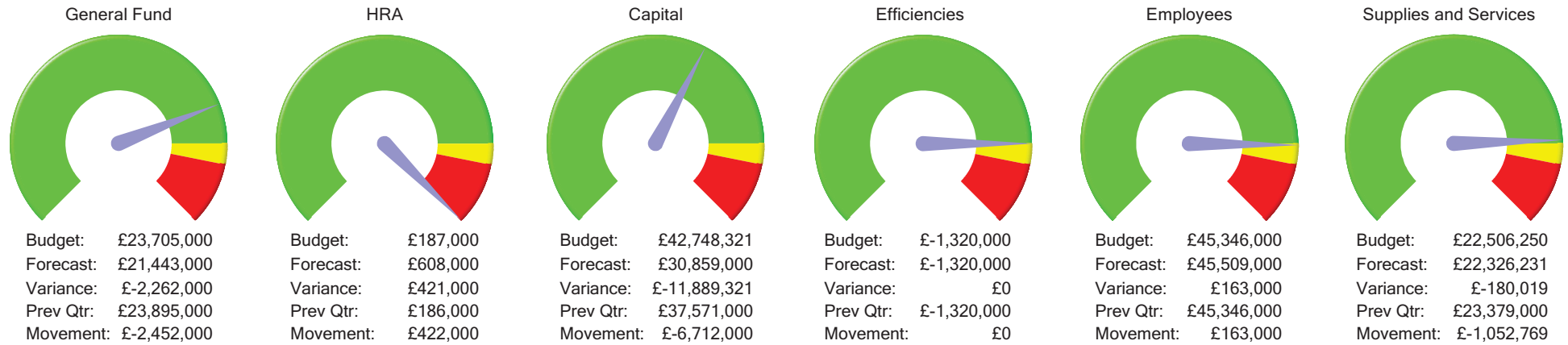
List of background papers:

Version number:

Appendix A

Corporate Integrated Report Q2 2013/14

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	1 (25%)	0 (0%)	3 (75%)
Meeting Housing Need	0 (0%)	2 (33%)	1 (17%)	3 (50%)
Strong and Active Communities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	1 (20%)	4 (80%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	4 (100%)
Total	0 (0%)	4 (18%)	3 (14%)	15 (68%)
Previous Quarter	0 (0%)	4 (18%)	3 (14%)	15 (68%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	2 (50%)	1 (25%)	1 (25%)
Meeting Housing Need	0 (0%)	0 (0%)	1 (17%)	5 (83%)
Strong and Active Communities	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	2 (40%)	1 (20%)	2 (40%)
An Efficient and Effective Council	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Total	0 (0%)	5 (23%)	6 (27%)	11 (50%)

Risk Management

Ref:	Category	Description	Previous		Current		Trend	Declined to red?
			P	I	P	I		
CRR-019	ICT Resilience	Resilience of ICT function - managing projects and improvements alongside business as usual	3	4	3	4	→	
CRR-022	Welfare Reform	Changes to legislation regarding Welfare Reform will impact financially, directly and indirectly on the Council	3	4	3	4	→	
CRR-023	Managing Capital Projects and Contract Management	The need to ensure efficient management of capital projects and contracts	3	4	3	4	→	
CRR-020	Robustness of Medium Term Financial Plan	Medium Term Financial Plan savings not delivered and pressures not accurately recorded	3	3	3	3	→	
CRR-024	Emergency Planning and Business Continuity	Failure to ensure Emergency Planning and Business Continuity procedures are in place, tested and robust	3	3	3	3	→	
CRR-025	Health & Safety of People	Health & Safety of People	3	3	3	3	→	
CRR-026	Health & Safety of Property	Health & Safety of Property	3	3	3	3	→	
CRR-027	Fraud	Risk of fraud against the council	3	3	3	3	→	
CRR-028	Data Protection	Risk of breaching the Data	3	3	3	3	→	

CORPORATE SUMMARY

1 OVERALL SUMMARY POSITION

The GF financial position of the authority does appear to be suitably robust at the moment, enhanced by the asset transfer initiative. HRA activity continues to be strong with significant spend earmarked in forthcoming financial years. The major concern is again delivery of capital projects as significant re-phasing of schemes have had to be undertaken. Whilst many reasons are deemed to be external to the organisation better planning of spend is nonetheless a focus for the authority moving forward.

The delivery of capital projects is an identified corporate risk and progress in mitigating the internal causes of these delays is something that is being addressed. Improvements in understanding and planning for external influences that impact on delivery are however needed.

Slippages in capital spend, particularly those associated with new affordable housing has similarly impacted on the corporate performance indicator of Meeting Housing Need.

2 FINANCE OVERALL

General Fund

The financial position is looking particularly favourable resulting from a variety of factors that have reduced the original budgeted net spend for the year down by approximately £3m. This is summarised as follows;

Activity	£m
Net impact of HRA asset transfers (transferred to Reserves)	1.322
Service Areas Variance against Latest Budget	0.050
Local Cost of Benefits	0.342
Additional Interest from Internal Borrowing (updated rates)	0.371
Additional Investment Income (increased cash balances)	0.196
Reduced Risk Contingency (actioned in August 2013)	0.800
Total	3.081

HRA

The HRA outturn position has changed significantly as a result of the asset transfers and updated HRA Business Plan financial assumptions as approved by CEB on 11 September 2013.

As such much of the changes reported were predicted. However, a further review of the internal interest rate to be applied for historic HRA borrowing suggests that a further expenditure adjustment of £371k is required for the HRA, with the respective credit to the GF part of the favourable analysis shown above.

Over the medium term the HRA is planning to embark on some ambitious capital spend, particularly for new affordable housing, Tower Blocks and Estates Regeneration.

Capital

Significant reductions in capital spend forecasts have been reported as at Q2. Appendix E1 details the authority's programme by service area and highlights the main areas of re-phasing.

It should be noted that performance in this area is not being hampered by capacity issues but primarily rather external factors outside of the Council's control.



Efficiencies

Whilst these are being achieved in full it is worth noting that £245k of the planned £1,320k will be achieved via alternative mitigating actions.

3 PERFORMANCE OVERALL

Overall the Council's performance against its corporate targets is good with 16 (72%) delivering as planned. Three (14%) are below target but within acceptable tolerance limits, and three (14%) are off target. Exceptions to targeted performance are set out in the section below.

Quarter 2 compares favourably with Quarter 1 where 15 (68%) of targets were achieved or exceeded and four (18%) were off target.

Corporate Performance indicator Exceptions

Red:

Vibrant and Sustainable Economy: The number of training places and jobs created through Council investment projects - September performance of 315 is currently behind its profiled target of 350 largely due to delays in commencing the competition pool construction. September data includes 14 on-site jobs, and arrangements are in hand to collect monthly reports from all major construction contracts.

Meeting Housing Need: Capital investment in Council housing - Capital investment programmes relating to the Council's own stock are going well and are anticipated to achieve full spend by year end. There are some profiling issues relating to the spend on new Council Housing from the AHP

programme and Barton development but both will deliver the outputs in terms of numbers of new housing within the agreed overall timescales.

Meeting Housing Need: Number of affordable homes for rent delivered - Completion of 4 units at Balfour Road is anticipated in October, which will meet the annual target for this measure

Amber:

Meeting Housing Need: Number of new rough sleepers spending a second night on the streets - The rough sleeper count in August counted three new rough sleepers spending a second night on the street. The total count was 14 (9 of which were new to rough sleeping).

Strong and Active Communities: September performance was recorded as 3,972 against a profiled target of 4,000. More recent data shows that this target is on track to be met by the end of the year.

Cleaner Greener Oxford: The number of enforcements carried out as a result of environmental offences - Performance for September is 450 against a profiled target of 498. September was a month of ground work for the Rose Hill Cleaner, Greener campaign and Cowley Road trade waste operation. October's mid-month figures are already at September's level and the Rose Hill campaign commenced on the 14th which will generate more enforcement activities. This improved performance should be reflected in the quarter 3 report.

4 RISK OVERALL

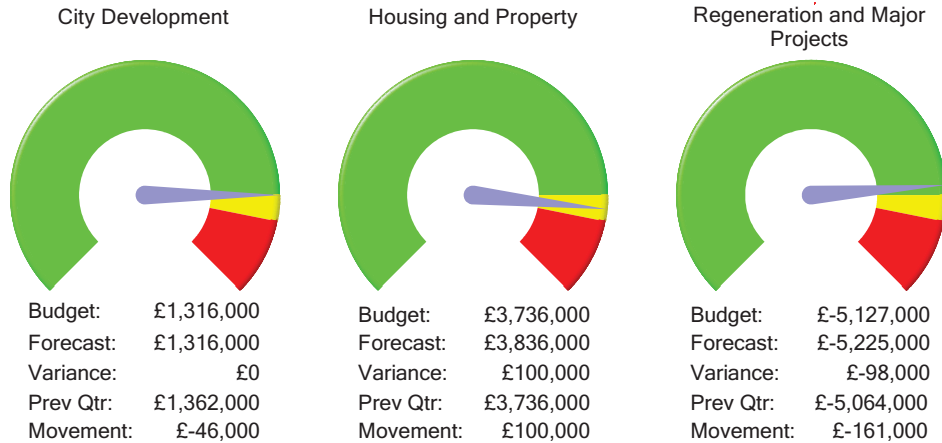
Corporate Risk Exceptions

The Corporate risk register has been reviewed thoroughly since the first quarter of the year and this has now identified three red risks. These are in relation to: resilience of the ICT function; changes to legislation regarding Welfare Reform and the need to ensure efficient management of capital projects and contracts. Each of these risks has been allocated with a number of mitigating actions, which heads of service are proactively managing to reduce the risk.

Appendix B

City Regeneration Integrated Report Q2 2013/14

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Housing and Property	0 (0%)	1 (13%)	0 (0%)	7 (88%)
Regeneration and Major Projects	0 (0%)	1 (13%)	0 (0%)	7 (88%)
Total	0 (0%)	3 (16%)	1 (5%)	15 (79%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Housing and Property	0 (0%)	0 (0%)	6 (86%)	1 (14%)
Regeneration and Major Projects	0 (0%)	0 (0%)	5 (56%)	4 (44%)
Total	0 (0%)	0 (0%)	17 (71%)	7 (29%)

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (16%)	1 (5%)	15 (79%)

Service	No Data	Red	Amber	Green
Previous Quarter	1 (4%)	5 (17%)	11 (31%)	9 (26%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Housing and Property	0 (0%)	1 (13%)	4 (50%)	3 (38%)
Regeneration and Major Projects	0 (0%)	1 (13%)	5 (63%)	2 (25%)
Grand Total	0 (0%)	3 (16%)	9 (47%)	7 (37%)

Direction of Travel

Service	No Data	Declining	No change	Improving
City Development	0 (0%)	1 (13%)	7 (88%)	0 (0%)
Housing and Property	0 (0%)	0 (0%)	4 (57%)	3 (43%)
Regeneration and Major Projects	0 (0%)	0 (0%)	7 (78%)	2 (22%)
Total	0 (0%)	1 (4%)	18 (75%)	5 (21%)

CITY REGENERATION DIRECTORATE

Directorate Overview

For the Directorate as a whole 15 (79%) of performance measures are on target with 1 (5%) below target but within tolerance limits and 3 (16%) off target, which replicates performance seen in quarter 1. The Financial performance of the Directorate has improved over the quarter but concerns and issues do still remain over the longer term especially related to Homelessness spend, the delivery of efficiency savings and Building Control fees projections. Risks predominately relate to the delivery of capital projects.

Summarising the challenges of meeting the budget savings and targets set in the Council's MTFP are becoming more challenging in certain areas along with staff turnover in Building Control and Housing and Projects that has increased the risks associated with capital programme delivery.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £ (0.73) million. This is adverse against the latest budget position by £0.002 million (Q1 it was £0.109 million adverse).

City Development

Previous monitoring reports had suggested that the outturn position for City Development was adverse due to predominately under achievement of Building Control fees. However, due to staff turnover savings and improved Planning Fees income it is now anticipated that the adverse position previously reported can be mitigated this financial year. There is nonetheless still an underlying issue that the ambitious Building Control income figure may continue to be unrealistic for 2014/15 onwards.

Housing

The GF Housing service, now called Housing and Property, incorporates the transferred Garages expenditure and income from the HRA, together with the Building Design and Construction team from the Regeneration and Major Project's service area. Part of the Council's 2013/14 efficiency savings was an intention to deliver £0.100 million from the combined transferred Building Design and Construction and Major Projects teams. Given the issues and timing associated with the transferred team it is now envisaged that the efficiency savings will now not be delivered until 2014/15. Hence an adverse variance of £0.100 million is being reported at Q2. That said this is expected to be offset by mitigating activities within Regeneration and Major Projects detailed in Appendix E. The remaining services within Housing and Property were tasked with delivering £0.213 million of efficiencies this financial year and so far it is anticipated that these will be delivered.

Regeneration and Major Projects

Similar to the garages mentioned above, the commercial properties within the HRA have likewise been transferred to the GF, within the Regeneration and Major Projects service level. A number of net beneficial projected outturn revisions to the original budgeted position have materialised during the year that are primarily being used to mitigate the non-achievement of the £0.100 million efficiency targets identified for the Design and Construction/Major Project teams within Housing and Property.

2. Directorate Performance - Exceptions:

City Development

Net additional homes provided - September performance was 36 against a profile target of 108. Housing completions are still sluggish, but a number of schemes are going through the planning process or have recently gained planning permission. It is anticipated that this will start to work through to increased construction activity in 2014.

Processing of planning applications; other application types - Performance of 83% is just below target (85%). Additional effort is currently focused on improving performance to ensure it is back on target soon.

Regeneration and Major Projects

Rental Income Arrears - Arrears are roughly in line against a target of 5%. A review of the profiling associated with measuring arrears collection has been reviewed since Q1 so that collection estimates are now aligned to when bills are raised after the quarter day.

Housing and Property

Number of affordable homes delivered (gross) - Completion of 4 units at Balfour Road is expected early October 2013 which will meet the annual target.

3. Risk Performance- Exceptions

5

City Development

There are no red risks within this service area.

Housing

There are no red risks within this service area.

Regeneration and Major Projects

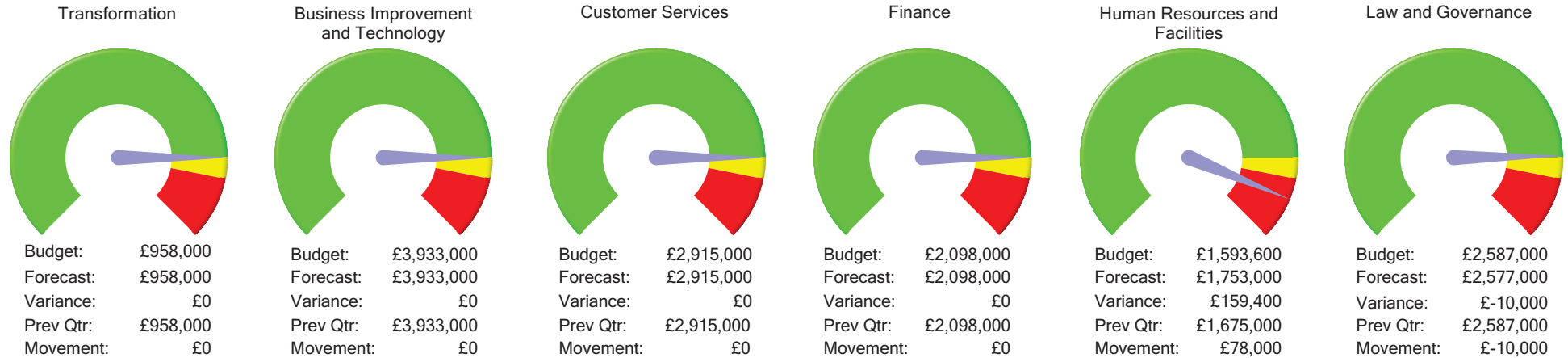
There are no red risks within this service area.

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Appendix C

Organisational Development and Services Integrated Report Q2 2013/14

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	2 (33%)	0 (0%)	4 (67%)
Customer Services	0 (0%)	2 (29%)	4 (57%)	1 (14%)
Finance	0 (0%)	5 (31%)	3 (19%)	8 (50%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	0 (0%)	11 (31%)	7 (20%)	17 (49%)
Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	8 (24%)	5 (15%)	20 (61%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	2 (22%)	0 (0%)	3 (33%)	4 (44%)
Customer Services	0 (0%)	0 (0%)	4 (40%)	6 (60%)
Finance	0 (0%)	0 (0%)	4 (57%)	3 (43%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	2 (33%)	0 (0%)	3 (50%)	1 (17%)
Total	4 (11%)	0 (0%)	16 (43%)	17 (46%)
Service	No Data	Red	Amber	Green
Previous Quarter	2 (5%)	1 (3%)	23 (39%)	12 (25%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Customer Services	0 (0%)	3 (43%)	0 (0%)	4 (57%)
Finance	0 (0%)	2 (13%)	7 (44%)	7 (44%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Grand Total	0 (0%)	8 (24%)	10 (30%)	15 (45%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	2 (22%)	0 (0%)	4 (44%)	3 (33%)
Customer Services	0 (0%)	2 (20%)	5 (50%)	3 (30%)
Finance	0 (0%)	1 (14%)	5 (71%)	1 (14%)
Human Resources and Facilities	0 (0%)	1 (20%)	4 (80%)	0 (0%)
Law and Governance	1 (20%)	0 (0%)	3 (60%)	1 (20%)
Total	3 (8%)	4 (11%)	21 (58%)	8 (22%)

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole 17 (49%) of performance measures are on target with 7 (20%) below target but within tolerance limits and 11 (31%) off target. This represents a decline in performance from quarter 1.

With regards to Finance performance the Directorate continues to project a year-end adverse position due to worsening income figures within Facilities Management. Details are listed below. There is nothing to report for risk.

Summarising, performance and finance need some urgent attention to ensure both are in line with annual targets. Risks management, whilst static at the moment may start to rise if improvements in finance and performance don't materialise in the remaining months of the financial year.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £14.223 million, which is adverse against the latest budget by £0.149 million and has arisen predominately from within Human Resources and Facilities. As at Q1 the projected outturn variance for this Directorate was £0.081 million, so the position has worsened over the quarter.



Business Improvement and Technology

There is no projected year-end variance being reported for this service area as at the end of September Q2.

Customer Services

Similarly Customer Services are reporting year-end spend to be in line with the latest budget position and such no variances are being reported at this stage for this service area.

Finance

Likewise Finance is estimated to be spending in line with the latest budget position and no year-end variances are reported as at Q2.

Human Resources and Facilities

With regards to Human Resources and Facilities there is a £0.159 million adverse year-end variance being reported as at the end of September:

		£m
Vending machine settlement	-	0.030
Review of Town Hall Café contract	-	0.024
Post Room Income	-	0.070
Corporate Training Underspend	-	(0.015)

Town Hall income shortfall

- $\frac{0.050}{0.159}$

Law and Governance

This service area is projecting a slight underspend of £ (0.010) million as at the half year stage.

2. Directorate Performance - Exceptions

Business Improvement and Technology

ICT contract savings - One-off telephony savings of £22,000 have been identified for 2013/14, but this falls just short of the profiled target of £25,000. Further work is in progress to identify additional savings including rationalisation of mobiles, reviewing providers and options for exploiting alternative technologies to fixed line phones.

Average number of days to manage a full EU open tender - Performance is 205 days against a profiled target of 117 days. Three tenders are responsible for the excessive timeline out of four tenders concluded within the preceding 12 months. It is felt that this can be attributed to the fact that the procurement process was commenced too early and that the project was not ready. To address this, a new process will be implemented in October 2013 where the Procurement Team will agree timelines with its customers and will not commence the Invitation to Tender process until it is satisfied that the project is ready to proceed using a gateway process.

Customer Services

Percentage of Business Rates Collected - Collection rate for the year to date is 60.06%. This is marginally down on last year's equivalent of 60.18% and below the profiled target of 61%. In collection terms we are £807,000 short of the profiled target. Additional resources will be used to recover the deficit as the retention of Business Rates for the council has added importance. However the percentage collected can be volatile, depending on the addition and deletion of rateable values within the financial year and can impact the collection rate, depending on when the changes are actioned.

Percentage of Council Tax collected - Collection rate for the year to date is 56.66%. This is very close to last year's equivalent of 56.8% and below the profiled target of 58%. In cash collection terms we are £940k short of the profiled target. We are currently reviewing recovery routines to ensure we can maximise income collection within year and recover at the earliest opportunity.

Percentage of rent collected - Year to date performance is 94.26% against a profiled target of 95.05%. The drop in collection levels has been expected after having included additional tenants in the Direct Payments Project (DPP) and follows the trend seen when implementing Phase 1 of the project. Collection levels increased after a couple of months in Phase 1 and are expected to rise again once the Phase 2 customers start to make payments. The Rents team are specifically targeting all accounts in arrears below 6 weeks over the next four weeks via phone or letter whilst continuing to work with the accounts with the highest arrears. The DPP Group work with tenants on the scheme and those affected by the under occupancy charge (bedroom tax) by providing support, sign posting money advice and educating tenants on the need to maintain rent payments to embed a culture of payment to the rent account.

Time to process new benefits claims - Year to date performance is 22.55 days compared to a target of 14 days. In September, we undertook data cleansing which identified a number of claims that needed to be put into payment, resulting in a number of claims with a high number of days to process. We do not expect to uncover any more of these claims but will identify any cases by running regular reports. We also had a number of staff using up their leave entitlement and will look at ways of reducing this impact for next year. We are blitzing new claims so that we are dealing with claims

on the day they are received and will be chasing information at the start of the claim, to try and reduce the overall days to process.

Time to process changes in circumstances -September performance was 10.53 days and is close to the target of 10 days, but year to date performance is at 12 days. We are focussing resources to look at ways to reduce the days to process to ensure we are on target at the end of the year by managing the age profile of the allocated/unallocated work.

Customers' getting through first time on Councils Main Service lines - Year to date performance was 92.45% against a target of 95%. A new telephony system was implemented at the end of September, resulting in limited information for the month. The new system is a step forward for the Contact Centre and provides better reporting which will enable us to gain a greater understanding of the performance. In addition, as part of the project we have reviewed the telephone options and reduced them from 7 to 4, working with customers to ensure they are clear and understandable. The system is also providing more self-serve options for customers, allowing them to listen to information messages rather than speak to a member of the team if this is not needed.

Finance

Percentage of invoices paid on time - A small improvement has been seen to take year to date performance to 93.32% against a target of 98%. Higher performance is anticipated as the Council's Procure to Pay (P2P) system is rolled out.

Numbers of returned Social Housing dwellings through criminal proceedings - No cases have been progressed to date against a profiled target of 2. The criminal offence of subletting only became law in mid-October. There are 2 cases of suspected subletting currently under investigation which now may result in criminal prosecution cases.

Housing Benefit Security; Number of investigations per 1000 caseload - a long-term absence in the team has affected performance, resulting in 24.45 investigations against a profiled target of 28. A plan is in place to close HBMS cases by the end of October.

Housing Benefit Security; Number of prosecutions and sanctions per 1000 caseload - Prosecution performance has similarly been affected by staff absence, resulting in 2.10 prosecutions against a profiled target of 4.0. While a number of cases are in preparation or due to go to prosecution it is possible that the annual target will not be met.

Percentage of orders issued electronically - Performance has improved recently due to the roll-out of P2P, and will increase further, but at September stands at 54% against a target of 80%.

Percentage of debtors on direct debits - performance has improved to 16% since quarter 1, but is still currently below the target of 20%. Garden waste renewals are being made available by direct debit, with 21% of customers choosing to pay in this way.

Investment return above base rate - Performance of 0.83% is above the target of 0.50%. We have now placed investments in a property fund which is paying a higher return which will bring up the average rate before the year end.

Percentage of remittance advices emailed - work continues to request email information from suppliers to improve performance here, but year to date performance of 87% is still below the target of 90%.

Human Resources and Facilities

Income from Town Hall and Museum operations - Income to date is £352,724 against a profiled target of £429,856. September saw the best results for the cafe since the new supplier took over. Room hire income is up over 50% year on year and income from catering and equipment also increasing on the back of this. Despite this, performance is off target due to re-profiling to better represent the timing required for income to meet the end of year target.

Percentage of black and ethnic minority employees - The figure of 6.2% has remained stable during the past two months. Recruitment trends indicate that 15% of shortlisted Black and Minority Ethnic (BME) applicants were offered posts in the first quarter of 2013 compared with 10% during 2012/13. An Unconscious Bias workshop was presented to managers in September and the Management Team also held a diversity workshop that led to some formative actions agreed.

3. **Risk Performance- Exceptions**

Business Improvement and Technology

There are no red risks in this service area.

Customer Services

There are no red risks in this service area.

Finance

There are no red risks in this service area.

Human Resources & Facilities Management

There are no red risks in this service area.

Law & Governance

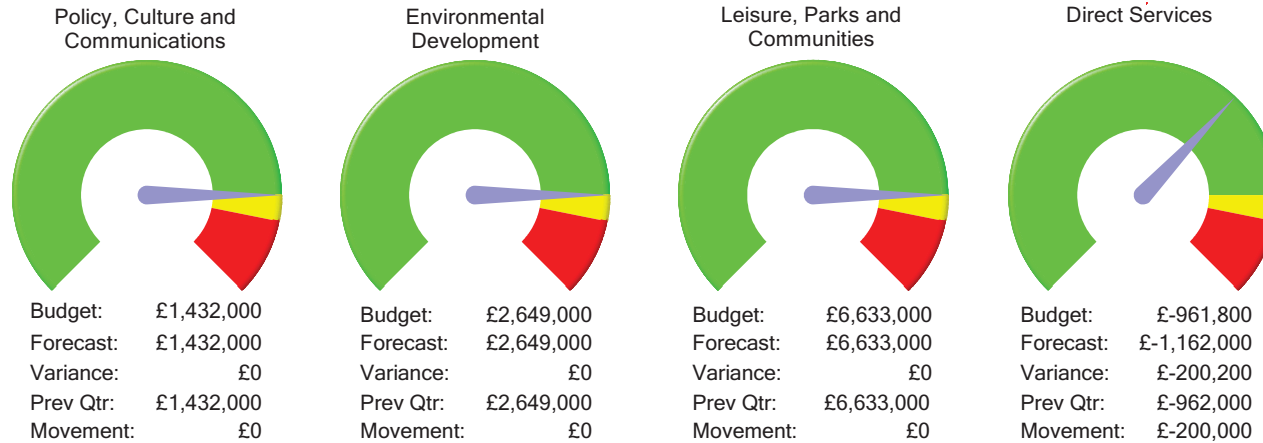
There are no red risks in this service area.

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Appendix D

Community Services Integrated Report Q2 2013/14

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	0 (0%)	9 (100%)
Environmental Development	0 (0%)	0 (0%)	0 (0%)	7 (100%)
Leisure Parks and Communities	0 (0%)	4 (25%)	1 (6%)	11 (69%)
Policy Culture and Communications	0 (0%)	1 (7%)	0 (0%)	14 (93%)
Total	0 (0%)	5 (11%)	1 (2%)	41 (87%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	6 (13%)	3 (6%)	38 (81%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Direct Services	0 (0%)	4 (44%)	2 (22%)	3 (33%)
Environmental Development	0 (0%)	2 (29%)	2 (29%)	3 (43%)
Leisure Parks and Communities	0 (0%)	2 (13%)	10 (63%)	4 (25%)
Policy Culture and Communications	0 (0%)	1 (7%)	5 (33%)	9 (60%)
Grand Total	0 (0%)	9 (19%)	19 (40%)	19 (40%)

Risk Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Environmental Development	1 (11%)	0 (0%)	6 (67%)	2 (22%)
Leisure Parks and Communities	0 (0%)	0 (0%)	7 (70%)	3 (30%)
Policy Culture and Communications	0 (0%)	0 (0%)	4 (80%)	1 (20%)
Total	1 (3%)	0 (0%)	23 (72%)	8 (25%)

	No Data	Red	Amber	Green
Previous Quarter	1 (3%)	3 (9%)	20 (39%)	8 (21%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Direct Services	0 (0%)	1 (13%)	5 (63%)	2 (25%)
Environmental Development	0 (0%)	3 (38%)	4 (50%)	1 (13%)
Leisure Parks and Communities	0 (0%)	0 (0%)	9 (90%)	1 (10%)
Policy Culture and Communications	0 (0%)	0 (0%)	4 (80%)	1 (20%)
Total	0 (0%)	4 (13%)	22 (71%)	5 (16%)

COMMUNITY SERVICES DIRECTORATE

Directorate Overview

For the Directorate as a whole 4 (87%) of performance measures are on target with 1 (2%) below target but within tolerance limits and 5 (11%) off target. This compares favourably with quarter 1 performance of 38 (81%) performance measures on target and 6 (13%) off target. Finance performance has by enlarge remained static save for a favourable projection associated with Direct Services and risk measures have likewise remained unchanged.

Summarising, overall performance as at Q2 is satisfactory with no major finance or risk issues being identified. Performance management in some areas does need attention if 2013/14 targets are to be achieved.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £9.552 million, which continues to be £ (0.200) million favourable against the latest budget and is all, predicted to materialise from within Direct Services, who have continued to be successful at winning external contracts. At Q1 no variance against the latest budget was forecast.

Policy, Culture and Communications

PCC is estimated to be spending in line with the latest budget position and no year-end variances are reported as at Q2.

Environmental Development

Similarly Environmental Development Services are reporting year-end spend to be in line with the latest budget position and such no variances are being reported at this stage for this service area.

Leisure, Parks and Communities

There is no projected year-end variance being reported for this service area as at the end of September Q2.

Direct Services

A breakdown of the Direct Services position is shown below;

Budget Pressures

NNDR uplifts on Direct Services buildings	-	£0.100m
Non-achievement of Horspath Rd Depot rental saving	-	£0.115m
Motor Transport under recovery	-	£0.185m
		<u>£0.400m</u>

Mitigating Action

Vacancies and over budgeting on Pensions	-	£0.250m
Motor Transport Auction	-	£0.050m
Additional car park income	-	£0.050m
External work won by Streetscene Service	-	£0.100m
Additional engineering income	-	£0.150m
		<u>£0.600</u>

2. Directorate Performance - Exceptions

Policy, Culture and Communications

Increase advertising revenue through Your Oxford - Revenue is currently £3,249 against a profiled target of £6,500. A new advertising pack has been developed for Your Oxford, the marketing database expanded and a more co-ordinated marketing campaign carried out. However, it must be noted that many advertisers compare our prices with daily or weekly local publications, which typically have a much shorter shelf life and lower market penetration, but which offer lower prices. We have had to offer special discounts to some advertisers to promote uptake of advertising space. September performance reflects this position, but does not reflect the additional advertising sold in October.

Leisure, Parks and Communities

Continuously improve our approach to people and equalities - Training is further embedding within the service, but performance of 1.21 days per employee is currently below the profiled target of 1.75. The completion of the revised service Learning and Development plan will also further embed and improve performance.

Increase satisfaction with parks - Results of the winter 2012 talkback survey show that satisfaction has decreased to 81% against the target for the year of 90%. Whilst this is still high, we are back to 2009/10 figures. The poor summer weather could be a factor for the lower score.

Reduce subsidy per user in leisure centres - Subsidy per user year to date is £0.60 and above the profiled target of £0.53. Whilst the management fee paid to Fusion has not changed the number of visits to facilities year to date is lower than profiled.

Reduce the cost of parks per household - 2013/14 data is not available until December. The 2012/13 end of year figure was £41 compared to a target of £40. However this still compares favourably to a national benchmark average cost of £61 per household.

To increase participation at our leisure centres by target groups - Year to date participation by this key user group shows 240,731 visits compared with 250,135 visits in the same period last year, which represents a 3% decrease against a 5% target increase. In 2012/13 there was more than a 110 per cent increase in visits by this target group when compared with 2009/10. Fusion have improved marketing and promotion for facilities, introduced offers to encourage visits and are widely promoting schemes, activities and offers (including our Bonus Concessionary offer for those less able to afford to participate).

3. Risk Performance- Exceptions

Policy, Culture and Communications

There are no red risks within this service area.

Environmental Development

There are no red risks within this service area.

Leisure, Parks and Communities

There are no red risks within this service area.

Direct Services

There are no red risks within this service area.

Budget Monitoring as at 30th September 2013

- **Appendix E1:** September 2013 monitoring – General Fund Forecast Outturn
- **Appendix E2:** September 2013 monitoring – Capital Programme Forecast Outturn
- **Appendix E3:** September 2013 monitoring – Housing Revenue Account Forecast Outturn
- **Appendix E4:** September 2013 monitoring – General Fund year to date position

EXECUTIVE SUMMARY

1. This report sets out the Council's projected outturn position as at the 30th September 2013 and highlights major variances to the approved budget. In summary;
 - The General Fund Revenue account shows a favourable variation to the latest budget of £2.262 million. In contrast this was £0.190 million adverse at Q1.
 - The HRA is reporting a £0.421 million adverse position as at Q2. The Q1 projected outturn variance was £0.001 million favourable.
 - The latest General Fund Capital outturn projection suggests a £7.669 million favourable variance against the latest budget. The Q1 projection was £0.125 million favourable.
 - Similarly, the HRA Capital programme is showing a favourable variance as at the end of September, Q2, namely £4.221 million. The Q1 projection was nil.
 - The collection rate for Council Tax arrears is 97.91% as at the end of September 2013, slightly up on August's position of 97.80% and the cumulative year-end position for 2012/13 of 97.01%. At Q1 the performance was 97.58%.
 - The collection rate for Business Rates arrears is 98.23% as at the end of September 2013, again slightly up on August's position of 98.17% and the cumulative year-end position for 2012/13 of 97.04%. At Q1 the performance position being reached was 97.73%.
 - The collection rate for HB Overpayments is 85.21% as at the end of September 2013. This is higher than the 82% target set for 2013/14 and higher than the 79.80% achieved twelve months ago. At Q1 the collection rate was 81.37%.
 - The payment of invoices within 30 days now stands at 93.32% slightly down from the 93.53% achieved last month. The performance target being reached at Q1 was 96.54% just below the 97% target set for the year.
 - HRA total arrears were £1.674 million as at the end of September, they were £1.241 million for the same period 12 months ago. HRA total arrears were £1.462 million at the end of August and £1.250 million at Q1.
2. The Latest Budgets have been re-aligned to reflect virement requests approved by the Head of Finance/Council up to the end of September in accordance with the Council's Financial Regulations. This includes along with the normal day to day virements predominately from Earmarked Reserves, the budget changes arising from Council approving the recommendations within the HRA transfer of assets report, submitted to Council on 30 September 2013 that also incorporated revisions to HRA Business Plan assumptions and revised interest rates for internal borrowing. The value of which totals £ (1.322) million. This has been identified to be moved to Earmarked Reserves.
3. As part of the monitoring process Finance staff have met and had budget monitoring discussions with Cost Centre Managers and Heads of Service to verify the current

budgetary position. The following forecast variances have been identified and these are commented on and explained more fully within the body of the report.

GENERAL FUND OUTTURN

4. Appendix E1 sets out the General Fund revenue outturn position as at the end of September 2013, broken down by Service Area. Table 1 below details the summarised General Fund position and compares the September projected outturn position with that reported last month and as at Quarter 1.

Table 1 General Fund Revenue

GF Outturn Report 13/14 @ Q2 30th Sept,2013	Approved Budget (per Budget book)	Latest Budget	Actual YTD	% Budget Spent to Q2 30th Sept,2013	Projected Outturn @ Q2 30th Sept,2013	Outturn Variance Q2	Reported Last Month	Mvt from Reported Last Month	Outturn Variance Q1	Mvt from Q1
	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
Directorates										
City Regeneration	(283)	(75)	(1,725)	2296%	(73)	2	15	(13)	109	(107)
Community Services	8,296	9,752	5,369	143%	9,552	(200)	(200)			(200)
Organisational Dev & Corp Services	13,066	14,084	6,613	47%	14,233	149	81	68	81	68
Directorate Total Excl SLA's & Capital Charges	21,079	23,761	10,256	43%	23,712	(49)	(104)	55	190	(239)
SLA's & Capital Charges	(1,182)	(891)	930	(104%)	(891)					
Corporate Accounts	2,793	1,576	(825)	(52%)	685	(891)		(891)		(891)
Contingencies	2,336	1,247		0%	1,247					
Total Corporate Accounts & Contingencies	5,130	2,823	(825)	101%	1,932	(891)		(891)		(891)
Net Expenditure Budget	25,027	25,693	10,361	40%	24,753	(940)	(104)	(836)	190	(1,130)
Transfer to / (from) Ear Marked Reserves		(1,988)	(1,811)	91%	(3,310)	(1,322)		(1,322)		(1,322)
Net Budget Requirement	25,027	23,705	8,550	131%	21,443	(2,262)	(104)	(2,158)	190	(2,452)
Funding										
External Funding (RSG)	8,219	8,219	3,904	47%	8,219					
External Funding (NNDR Retention)	5,661	5,661	2,831	50%	5,661					
Council tax	11,228	11,228	5,614	50%	11,228					
Less Parish Precepts	(154)	(154)	(94)	61%	(154)					
Collection Fund Surplus	73	73	37	50%	73					
Total Funding Available	25,027	25,027	12,291	259%	25,027					
(Surplus) / Deficit for year		(1,322)	(3,741)	283%	(3,584)	(2,262)	(104)	(2,158)	190	(2,452)

5. **City Regeneration Directorate** - The Directorate is currently estimated to have a projected outturn position of £ (0.73) million. This is adverse against the latest budget position by £0.002 million (Q1 it was £0.109 million adverse).
6. Previous monitoring reports had suggested that the outturn position for **City Development** was adverse due to predominately under achievement of Building Control fees. However, due to staff turnover savings and improved Planning Fees income it is now anticipated that the adverse position previously reported can be mitigated this financial year. There is nonetheless still an underlying issue that the ambitious Building Control income figure may continue to be unrealistic for 2014/15 onwards.
7. The GF Housing service, now called **Housing and Property**, incorporates the transferred Garages expenditure and income from the HRA, together with the Building Design and Construction team from the Regeneration and Major Project's service area. Part of the Council's 2013/14 efficiency savings was an intention to deliver £0.100 million from the combined transferred Building Design and Construction and Major Projects teams. Given the issues and timing associated with the transferred team it is now envisaged that the efficiency savings will now not be delivered until 2014/15. Hence an adverse variance of £0.100 million is being reported at Q2. That said this is expected to be offset by mitigating

activities within Regeneration and Major Projects reported overleaf. The remaining services within Housing and Property were tasked with delivering £0.213 million of efficiencies this financial year and so far it is anticipated that these will be delivered.

8. Similar to the garages mentioned above, the commercial properties within the HRA have likewise been transferred to the GF, within the **Regeneration and Major Projects** service level. A number of net beneficial projected outturn revisions to the original budgeted position have materialised during the year that are primarily being used to mitigate the non-achievement of the £0.100 million efficiency targets identified for the Design and Construction/Major Project teams within Housing and Property. The £ (0.098) million favourable projected outturn variance is made up from the following:

	£'000
Additional Commercial Income (rent reviews)	(160)
Covered Market Rent Reviews	(78)
NNDR Recovery on Commercial Properties	(30)
Bury Knowles House Service Charges	(20)
Insurance Recharges	(10)
Responsive Repairs/Other Recharges – Covered Market	(16)
Northway Centre/Barton Centre Business Rates	17
Consultants Fees – Covered Market	34
Gloucester Green Market Pitches	30
Westgate Fees	50
Service Charges Barton Centre	65
Other	20
Total	(98)

9. **Community Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £9.552 million, which continues to be £ (0.200) million favourable against the latest budget and is all, predicted to materialise from within Direct Services, who have continued to be successful at winning external contracts. At Q1 no variance against the latest budget was forecast.

10. A breakdown of the **Direct Services** position is shown below;

Budget Pressures

NNDR uplifts on Direct Services buildings	-	£0.100m
Non-achievement of Horspath Rd Depot rental saving	-	£0.115m
Motor Transport under recovery	-	<u>£0.185m</u>
		<u>£0.400m</u>

Mitigating Action

Vacancies and over budgeting on Pensions	-	£0.250m
Motor Transport Auction	-	£0.050m
Additional car park income	-	£0.050m
External work won by Streetscene Service	-	£0.100m
Additional engineering income	-	<u>£0.150m</u>
		<u>£0.600m</u>

11. **Policy, Culture and Communication, Environmental Development and Leisure, Parks and Communities** are all reporting a nil projected outturn variance against their latest approved budget as at the end of September.

12. **Organisational Development and Corporate Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £14.223 million, which is adverse against the latest budget by £0.149 million and has arisen predominately from within Human Resources and Facilities. As at Q1 the projected outturn variance for this Directorate was £0.081 million, so the position has worsened over the quarter.
13. With regards to **Human Resources and Facilities** there is an adverse year-end projection of £0.159 million.
14. **Business Improvement and Technology, Customer Services and Finance** are all predicting nil projected outturn variances for their service areas as at Q2.
15. **Law and Governance** are projecting a slight underspend of £ (0.010) million as at the half year stage.

CORPORATE ACTIVITIES

16. A number of updates have taken place in relation to several items budgeted within the **Corporate Accounts** area of the GF as at the end of Q2.
17. Firstly, the Council has budgeted £0.200 m being the predicted Oxford City Council cost of Local Cost of Benefits. The activity in this area is volatile, significant in value and difficult to ordinarily predict. However, it is now estimated that a year-end surplus of £ (0.142) m may materialise, thus creating a projected outturn variance of £ (0.342) m against the latest budget position.
18. An analysis of this revised position is provided in the table below:

	£m
Estimated Annual Benefit Expenditure	66.172
Estimated Subsidy Entitlement	(64.608)
Estimated cost	<u>1.564</u>
Less	
Current Year Recovered HB Overpayments	<u>(1.931)</u>
Initial Local Cost of Benefits	(0.367)
Add	
Potential Increase in Bad Debts Provision	<u>0.225</u>
Local Cost of Benefits	<u>(0.142)</u>

19. Clearly, the movement on over £66m of benefits awarded each year can be significant and slight deviations from current performance could significantly change the projections currently made. Furthermore, the year-end estimate is predicated on current collection rates for HB Overpayments being maintained through the second half of the financial year. If performance drops, arrears will increase and additional contributions to the bad debts provision will be required, ultimately reducing the surplus shown above.
20. An element of the HRA Asset Transfers report indicated a desire to introduce an equitable long term interest rate associated with the HRA's internal borrowing position. This move has received the support from both the Council's technical advisor's Sector and the Council's external auditor's Ernst and Young.
21. Previously the HRA has in the past borrowed resources from the Council's GF resources to undertake capital improvements to Council dwellings. Collectively this borrowing amounts to approximately £23m. Under the old housing subsidy regime the interest rate the GF

could apply to this borrowing was heavily influenced by central government and invariably did not represent an equitable charge. Since the introduction of self-financing within the HRA it is now deemed correct to revise this interest rate to better reflect the real cost of long term borrowing enjoyed by the HRA.

22. The CEB report in September suggested revising the interest rate to increase the GF **Item 8 Interest Receivable** by £0.632m. However, further revisions to the interest rate now suggest that a further £0.371m could be earned bringing the projected outturn estimate to £7.792m. The contra entries for these revised changes are reflected in the HRA statement reported later on in this document.
23. The attached Capital statement does indicate that further re-profiled adjustments to the Council's 2013/14 programme are predicted. These revised spending profiles will inevitably increase cash surpluses to be invested during the remainder of the financial year. Whilst it is anticipated that movements in the Council's investment performance rate are unlikely the increased volume of cash should nonetheless generate additional **Investment Income** of approximately £0.196m. This is slightly offset by £0.018m of **Interest Payable** namely additional interest earned from increased HRA cash balances.
24. Summarising, the above adjustments suggest a projected outturn favourable variance of £ (0.891) m for the Corporate Accounts activities.

ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

25. The Council's budget identifies £1.320 million of efficiencies, £0.183 million of service reductions and £1.692 million of additional income for 2013/14. As at the end of September £1.970 million had been achieved to date and it is anticipated that the remainder of savings and efficiencies/fees and charges planned for this year will be delivered, save for the following exceptions:

Efficiencies

26. Housing and Property - £0.100 million employee savings. However, increased income from the commercial property portfolio is anticipated to mitigate this position.
27. Regeneration and Major Projects - £0.030 million additional income from Gloucester Green market. This has likewise been mitigated by additional commercial income.
28. Direct Services - £0.115 million associated with Horsepath Road rental savings arising from delays associated with re-purchasing the site lease. However, mitigating activities have been identified as detailed in paragraph 10 above.

Fees and Charges

29. Policy, Culture and Communications - £0.015 million of additional income generated from poster board income. Likewise to above mitigating savings elsewhere in the service will be undertaken during the year.

Table 2 – Savings and Efficiencies as at 30th September 2013

	Efficiencies				Service Reductions				Fees and Charges				%
	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Policy, Culture & Communications					(19)	(19)		(21)	(43)	(30)	13	(25)	57%
Finance	(125)	(125)		(63)	(60)	(60)		(30)					0%
Business Improvement & Technology	(51)	(51)		(26)									0%
Law & Governance	(45)	(45)		(23)					(5)	(5)		(3)	50%
Human Resources & Facilities	(98)	(98)		(49)					85	85		43	50%
Customer Services	(30)	(30)		(15)					(13)	(13)		(7)	50%
Organisational Development and Corporate Services	(349)	(349)	0	(175)	(79)	(79)	0	(51)	24	37	13	9	38%
Direct Services	(300)	(185)	115	(145)					(899)	(899)		(516)	57%
Leisure & Parks	(133)	(133)		(67)					(34)	(34)		(17)	50%
Environmental Development	(115)	(115)		(115)	(54)	(54)		(54)	(7)	(7)		(4)	50%
Community Development Team	(44)	(44)		(22)									
Community Services	(592)	(477)	115	(349)	(54)	(54)		(54)	(940)	(940)	0	(536)	57%
City Development	(33)	(33)		(17)	(50)	(50)		(25)	(140)	(140)		(57)	41%
Housing & Property	(313)	(213)	100	(107)									0%
Regeneration & Major Projects	(33)	(3)	30	(34)					(636)	(636)		(318)	50%
City Regeneration	(379)	(249)	130	(158)	(50)	(50)		(25)	(776)	(776)	0	(375)	48%
Mitigating Savings		(245)		(245)						(13)		(13)	
Total	(1,320)	(1,320)	245	(926)	(183)	(183)	0	(130)	(1,692)	(1,692)	13	(915)	54%

CONTINGENCIES, RESERVES AND BALANCES

30. Of the number of **Contingencies** budgeted by the Council for 2013/14 we have already adjusted this during the first 6 months of the financial year for the absorption of £0.957m Homelessness Preventative Grant within the NNDR Retention, the transfer of £0.150m earmarked for City Deal projects to City Development and a reduction of £0.800m from the risks and pressures contingency that were achieved in 2012/13. This still leaves a revised contingency position of £1.247m detailed as follows:

i. Pensions provisions top up	-	£0.118m
ii. Provision for pressures, high risk etc.	-	£0.668m
iii. Homelessness	-	£0.400m
iv. Redundancy Costs	-	£0.011m
v. Disabled Transport	-	£0.050m

31. The original Redundancy Costs contingency budget was £0.250m but this has all been utilised save for £0.011m as at the end of September. It is anticipated that further transfers from the Council's £1.670m Earmarked Reserve for this activity will be required during the second half of the financial year and this will be overseen by the Head of Finance in accordance with the Council's Financial Regulations.

32. That said no plans to utilise the remaining items that make up the Contingencies section of the GF budget are currently in place. Thus, if no spending commitments are received during the second half of the financial year a further c. £1.2m of budgeted resources would become available to carry forward or re-direct.

33. The Council's original net budget requirement for 2013/14 was £25.027m. Following the financial benefits of the HRA asset transfers and the current total projected variance for the Council's Directorates, together with the favourable budget position now projected for Corporate Accounts activity, the budget requirement is now estimated to be £21.443m. This still assumes the c. £1.2m balance of as yet unused Contingencies mentioned above, will in fact be utilised before the end of the 2013/14 financial year.

HRA OUTTURN

34. The summarised HRA position as at 30th September 2013 is set out in Table 3 and detailed in the attached Appendix E3. The table below exemplifies the major movements commented on in the following paragraphs.

35. The HRA Latest Budget now reflects the budget adjustments arising from the non-dwelling asset transfers, revised 2013/14 HRA Business Plan financial assumptions and amended interest rate for internal borrowing as approved by Council on 30 September 2013. The projected outturn position incorporates some further revisions that have been identified since this meeting.

Table 3 – Housing Revenue Account HRA

HRA Outturn Report 13/14 @ 30th September,2013	Approved Budget (per Budget book)	Latest Budget	Actual YTD	Budget YTD	% Budget Spent to Q2 30th Sept,2013	Projected Outturn @ 30th Sept,2013	Outturn Variance Q2	Outturn Variance Q1	Mvt from Q1
	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's
Dwelling Rent	(38,824)	(39,435)	(20,287)	(20,127)	51%	(39,435)	0	0	0
Service Charges	(1,040)	(1,040)	(532)	(520)	51%	(940)	100	0	100
Shops/Garages/Furniture/Other Rent	(2,333)	(725)	(437)	(363)	60%	(725)	0	0	0
Major Project Team Fees	(621)	(321)	(62)	(61)	19%	(321)	0	300	(300)
Net Income	(42,818)	(41,521)	(21,317)	(21,070)	51%	(41,421)	100	300	(200)
General Management	4,218	4,469	2,055	2,169	46%	4,469	0	0	0
Special Management	2,515	2,355	924	1,054	39%	2,355	0	0	0
Other Management	2,584	2,591	991	1,030	38%	2,591	0	(24)	24
Bad Debt Provision	500	400	105	105	26%	350	(50)	0	(50)
Responsive & Cyclical Repairs	9,991	9,965	4,489	4,774	45%	9,965	0	23	(23)
Interest Paid	7,060	7,421	3,771	3,710	51%	7,792	371	0	371
Depreciation	8,267	5,625	2,813	2,813	50%	5,625	0	0	0
Total Expenditure	35,135	32,826	15,147	15,655	46%	33,147	321	(1)	322
Net Operating Expenditure/(Income)	(7,683)	(8,695)	(6,170)	(5,415)	71%	(8,274)	421	299	122
Interest Received	(56)	(32)	(16)	(16)	50%	(32)	0	0	0
Other HRA Reserve Adjustments	37	37	141	148	378%	37	0	(300)	300
Revenue Contribution to Capital	10,830	8,876	4,438	4,438	50%	8,876	0	0	0
Total Appropriations	10,812	8,882	4,563	4,570	51%	8,882	0	(300)	300
Total HRA (Surplus)/Deficit	3,130	187	(1,607)	(845)	-859%	608	421	(1)	422

Income

36. **Dwelling Rents** are £0.160 million more favourable than the projected budget for the end of September. This has primarily arisen due to lower void numbers, together with reduced turnaround times. 40 RTB disposals have now been estimated to occur during the financial year with a total of 18 completions occurring as at the end of September. Despite the favourable position mentioned above it is still regarded prudent to currently report a nil projected year-end dwelling rent variance at this stage.

37. The projected outturn figure for **Service Charge** income has been revised down by £0.100 million in line with that reported last month. This has arisen as a result of the leaseholder element of service charge income to be collected in 2013/14 being slightly too optimistic following a reconciliation of the 2012/13 accounts recently undertaken and sent out to leaseholders at the end of September 2013. That said Housing Services are nonetheless undertaking a review of the service charge process, engaging some external consultancy advice and it is anticipated that in the future opportunities to recover further contributions to costs incurred for leaseholders and associated tenants will be realised once a revised process for the communication, collation and recovery of service charges is introduced.

38. The **Shops/Garages/Furniture and Other income** budget has been revised downwards following the transfer of the non-dwelling assets from the HRA to the GF. The income level associated with the remaining activities appears to be on target and no projected year-end variance is estimated as at month 6.

39. The previously reported £0.300 million adverse variance associated with the **Major Project Team Fees** has now been resolved through the revised HRA BP assumptions approved by

Council in September. This situation originally arose following a review of capital activities actually undertaken by the Major Project Team that determined half of the fees could not be capitalised. It was agreed that the issue for 2013/14 would be resolved from using HRA balances that had been increased in 2012/13 from Building Services surpluses. For 2014/15 onwards the Head of Housing has now resolved the position through revised modelling of the HRA BP assumptions.

Expenditure

40. The **General Management, Special Management and Other Management** activities are all slightly under spending as at the end of September. However, it is anticipated that spend will increase during the second half of the financial year and therefore no projected year-end variance is currently being reported.
41. It is planned that a large element of the Former Tenant Arrears will be written off soon. That said Council approved a £0.100 million reduction in contributions to the HRA **Bad Debts Provision** for dwelling arrears. Since then a further reduction of £0.050 million is deemed prudent that now brings the projected outturn position to £0.350 million. This figure is still deemed adequate given the level of write offs planned and the historical level of write offs experienced for the HRA during the last 3 financial years.
42. A significant review of the **Responsive and Cyclical Repairs** elements has been undertaken as at the end of September by the head of Housing and Head of Direct Services. It is recognised that spend associated with responsive repairs is slightly behind the projected position as at the end of September. However, this has been as a result of a favourable warm summer and it is expected that higher volume of repairs will be demanded during the winter months that will make use of the slippage experienced. Furthermore, external groundwork's activity is similarly lower as at September but a new programme of works has been agreed that will fully utilise the £0.625 million 2013/14 budget by year-end.
43. Whilst a review of the repairs and maintenance budget has been undertaken it is not envisaged to project any year-end variances at this stage.
44. As previously reported in paragraph 22 a further revision of the **Interest Paid** by the HRA for its internal borrowing from the GF has taken place. The adjusted interest rate now estimated has resulted in an additional £0.371 million of interest being paid for 2013/14. This is deemed to be both equitable and affordable for the HRA.

Appropriations

45. Due to reductions now planned to take place for the 2013/14 HRA capital programme, together with the utilisation of additional capital receipts/grants the **Revenue Contributions to Capital** figure has been reduced accordingly as part of the adjustments approved by Council on 30 September 2013.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

46. A capital budget position, approved for the General Fund and HRA Capital Programme for 2013/14 is shown in summary at Table 4 below. Appendix E2 attached shows the Capital Programme on a scheme by scheme basis.

47. A significant review of several key capital schemes has taken place since August's monitoring statement and now indicates that the projected capital outturn position is a further £11.890 million lower as at the end of September than the Latest Budget position.

General Fund Capital Programme

48. A review of the recent adjusted schemes by Service Area is provided in the following paragraphs.

49. **City Development's** capital projects are primarily those funded from s106 receipts. Recent reductions in anticipated spend total a net £0.476 million and are associated with the following projects:

- i. Cycle Oxford £0.118 million – delays in producing an agreed scheme.
- ii. Woodfarm/Headington Community Centre £0.020 million – work now anticipate to take place in 2014/15.
- iii. Work of Art (Said Business School) £0.050 million - work now anticipate to take place in 2014/15.
- iv. Headington Environmental Improvements £0.060 million - work now anticipate to take place in 2014/15.
- v. Work of Art (Shotover View) £0.014 million - work now anticipate to take place in 2014/15.
- vi. West End Partnership £0.217 million – contribution to be made to County Council for Frideswide Square improvements anticipated to take place after March 2014.

50. **Housing and Property** now incorporates the capital schemes previously managed by the Building Design and Regeneration Team that has now been aligned with the Major Projects Team, managed by the Head of Housing and Property. Similarly, some revised outturn positions have been determined as part of the Q2 monitoring exercise and these are detailed below:

- I. Offices for the Future £0.119 million increase – extra costs associated with additional works to the Town Hall, car park improvements and expenditure associated with the stand alone generators.
- II. Rose Hill Community Centre £0.326 million reduction – construction costs associated with project will now not commence until 2014/15.
- III. Investment Broad Street £0.127 million reduction – scheme slipped into 2014/15.
- IV. Investment Miscellaneous City Centre Properties £0.059 million reduction – the estimated underspend associated with these works will go towards funding Offices for the Future overspend mentioned above.
- V. Investment Other Properties £0.327 million reduction – related to planned works for Outer City, St Michael's Street, Ship Street, George Street, Broad Street that will now all take place next financial year, save for the £0.028 million underspend for Outer City that will now likewise contribute towards the overspend for Offices for the Future.
- VI. Templar Square Refurbishment £0.020 million increase – estimated cost of the scheme came in higher than budgeted. There is a potential start on site date earmarked for mid-December.
- VII. Town Hall Conference System Refurbishment £0.266 million reduction – scheme delayed with start date now in 2014/15.
- VIII. Homelessness Property Acquisitions £0.500 million reduction – this scheme was only approved in September 2013 but given the associated Management

Contract that is still yet to be procured it is unlikely any acquisitions will occur this financial year.

- IX. Garages £0.117 million increase – new budget needed to accommodate roofing works planned for several garage blocks. This budget is needed following the HRA asset transfers.

51. Similarly, further reductions in capital projects for **Leisure, Parks and Communities** schemes are now predicted.

- i. New Build Completion Pool £0.961 million reduction – delays caused by Judicial Review.
- ii. Leisure Centre Improvement Work £0.447 million reduction – works now planned to take place in 2014/15.
- iii. Sports Pavilions £0.092 million increase - estimated Year 1 costs now expected to exceed budgetary provision. An additional capital bid has been submitted for 2014/15 to accommodate the anticipated increase in scheme budgets.

HRA Capital Programme

52. The HRA programme has similarly reduced significantly as detailed in the following paragraphs.

- i. External Adaptations £0.170 million - anticipated reduction is on top of £0.100 million reductions that were transferred to the capital Heating Budget to install an additional 42 boilers during 2013/14.
- ii. HCA New Build £3.141 million – this is a re-phasing of the budget as most spend will now occur in 2014/15. All 112 properties need to be delivered by March 2015.
- iii. Homes at Barton £0.600 million – only a nominal £0.100 million is needed for consultancy costs during 2013/14.
- iv. Horsepath Road Depot £0.700 million - a revised price for the buyout of the lease has resulted in capital budget savings being realised.

53. On the funding side half of the £2.4 million HCA grant is now expected to be received in 2013/14, £1.145 million retained RTB capital receipts and £1.293 million of previously reserved housing receipts have also been incorporated into funding the 2013/14 HRA capital programme.

Table 4 – Capital Programme as at 30th September 2013

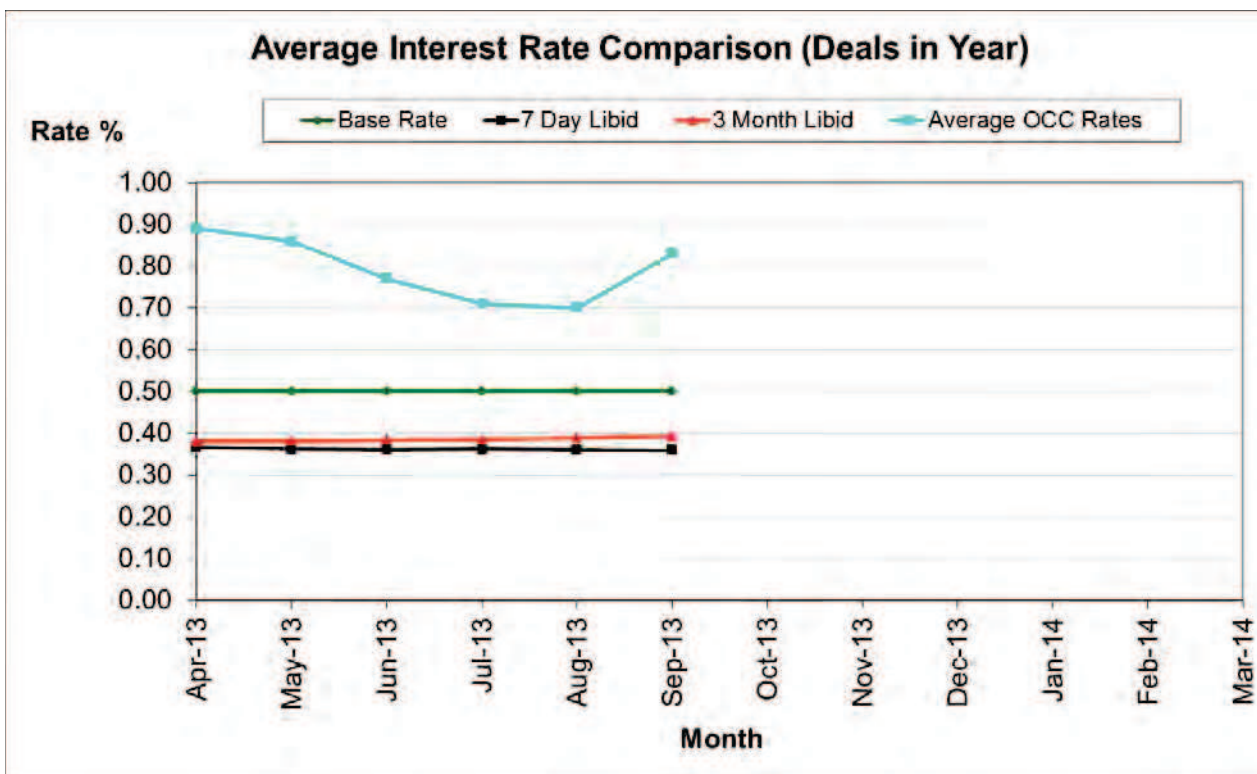
Capital Budget and Spend as at 30th September 2013

Capital Scheme	Latest Budget	Spend to 30th September 2013	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th September 2013	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
Policy Culture & Communications	718,000	3,616	0	3,616	0%	718,000	0	0	0
City Development	694,824	38,696	36,460	2,236	6%	218,861	(475,962)	(480,250)	4,288
Environmental Development (Including Community Safety)	906,610	267,007	395,765	(128,758)	29%	906,610	0	0	0
Leisure, Parks & Communities	50,915	0	0	0	0%	50,915	0	0	0
Corporate Assets (Now Housing & Property)	10,180,149	980,317	1,333,789	(352,895)	10%	4,331,360	(5,848,789)	(5,966,411)	117,622
Customer Services	126,958	20,850	60,000	(39,150)	16%	126,958	0	0	0
Leisure, Parks & Communities	6,931,562	708,986	936,986	(227,999)	10%	5,615,412	(1,316,150)	(1,408,150)	92,000
Direct Services	3,348,690	785,816	892,750	(31,934)	23%	3,320,824	(27,866)	0	(27,866)
Business Improvement & Technology	591,575	365,293	282,314	82,979	62%	591,575	0	0	0
GF Total	23,549,283	3,170,582	3,938,063	(691,904)	13%	15,880,515	(7,668,768)	(7,854,811)	186,044
Housing Revenue Account	19,199,038	3,456,337	3,655,066	(198,729)	18%	14,978,038	(4,221,000)	(3,465,000)	(756,000)
Grand Total	42,748,321	6,626,919	7,593,129	(890,633)	16%	30,858,553	(11,889,768)	(11,319,811)	(569,956)

PERFORMANCE INFORMATION

54. There are a number of additional key performance indicators that need to be assessed along with the financial performance information to provide an overall financial health check position for the authority as at the end of September 2013. These additional indicators are detailed as follows:

Investment Performance



55. Interest investment income is currently generating a return of 0.83% and this performance is expected to remain for the remainder of the year. As such no change to the investment income budget is forecast as at the end of September.

Creditor Payment Times

56. During September 2013 the percentage of creditor invoices paid on time was 94.04% compared to the target of 98%. The cumulative position for the year is slightly lower at 93.32%, it was 93.75% as at the end of August.

Table 5 – Creditor Invoice Payment Performance by Service Area as at 30th September 2013

BVPI008 - Invoices paid within 30 days September 2013										
Service Area	Total Invoices	Undisputed	Ove 30 Days	% Over	% Intime	YTD Total Invoices	YTD Undisputed	YTD Over 30 Days	YTD % Over	YTD % Intime
S31 ICT	0	0	0	0.00%	0.00%	0	5	0	0.00%	100.00%
S32 Finance	21	20	0	0.00%	100.00%	252	241	5	2.07%	97.93%
S14 Corporate Property	101	94	2	2.13%	97.87%	813	734	24	3.27%	96.73%
S23 Direct Services	364	356	10	2.81%	97.19%	2,991	2,932	121	4.13%	95.87%
S41 Community Development	29	29	4	13.79%	86.21%	533	520	23	4.42%	95.58%
S02 Transformation	4	3	0	0.00%	100.00%	38	35	2	5.71%	94.29%
S34 Law & Governance	21	21	0	0.00%	100.00%	270	263	19	7.22%	92.78%
S22 Leisure & Parks	47	46	1	2.17%	97.83%	484	450	33	7.33%	92.67%
S33 Human Resources & Facilities	22	19	3	15.79%	84.21%	481	458	37	8.08%	91.92%
S13 Housing	91	87	6	6.90%	93.10%	715	697	62	8.90%	91.10%
S24 Housing Revenue Account	69	66	13	19.70%	80.30%	737	700	63	9.00%	91.00%
S11 City Development	9	8	2	25.00%	75.00%	171	162	18	11.11%	88.89%
S01 Policy, Culture & Communications	21	21	3	14.29%	85.71%	319	299	43	14.38%	85.62%
S12 Environmental Development	44	42	4	9.52%	90.48%	386	374	54	14.44%	85.56%
S03 Business Improvement	7	5	0	0.00%	100.00%	135	108	16	14.81%	85.19%
S21 Customer Services	7	5	1	20.00%	80.00%	173	161	24	14.91%	85.09%
Totals	857	822	49	5.96%	94.04%	8,498	8,139	544	6.68%	93.32%

57. The above table indicates that collectively as at the half year stage of the financial year the authority has paid 544 undisputed invoices beyond our 30 day target. Performance is actually deteriorating and the likelihood we will reach our target of 98% by year end seem remote.

58. The value associated with the 49 invoices paid late in September was just under £0.124m, Payments were made on average at day 45, some 15 days above our target of 30 days.

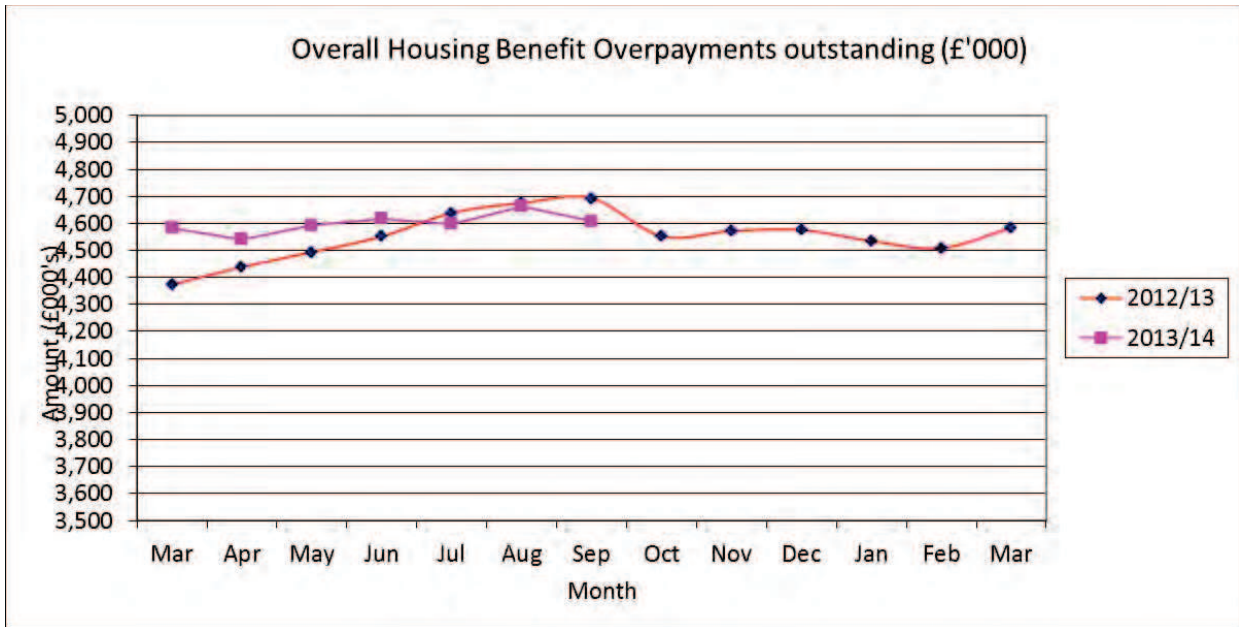
59. Significant enhancements in authorising invoices for payment are needed, especially those service areas positioned towards the bottom of the above table if payments times, especially for local suppliers, are going to improve.

Housing Benefit Overpayments

60. The overall total of HB Overpayments outstanding decreased during September from £4.663 million to £4.610 million. Thus, September's outstanding value is 1.77% less than the same period twelve months ago.

61. Overpayments raised during September totalled £0.214 million with £0.252 million being recovered. These were through a combination of deductions/offsets of Housing Benefit, or cash payments received.

62. Write-offs actioned during the month totalled £0.013 million. Current collection rate is 85.21%. This is below this in excess of this year's target of 82% and well up on the equivalent figure of 79.8% twelve months ago.

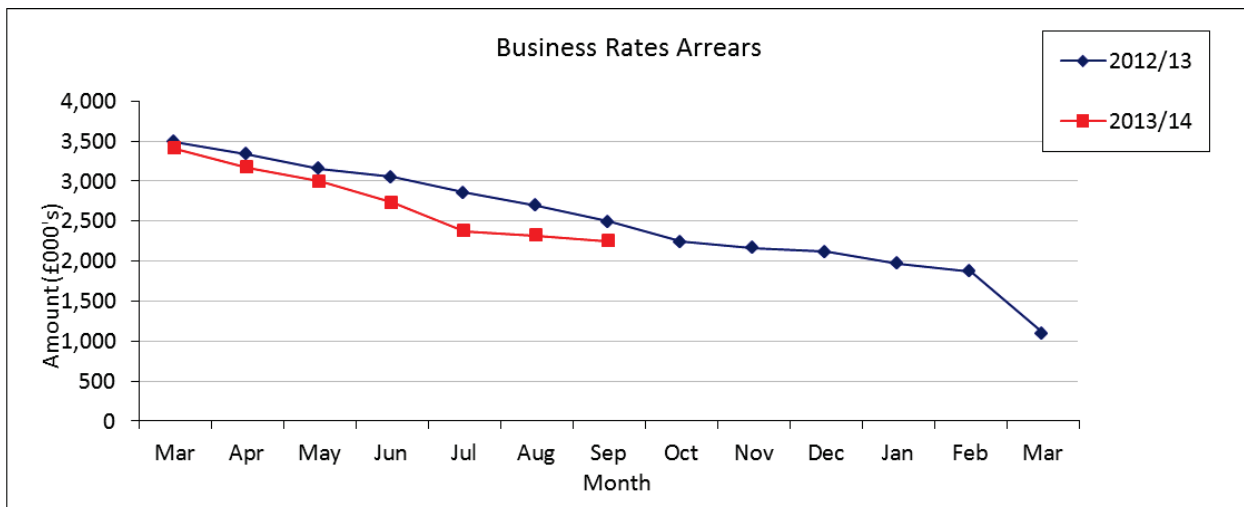


Business Rates

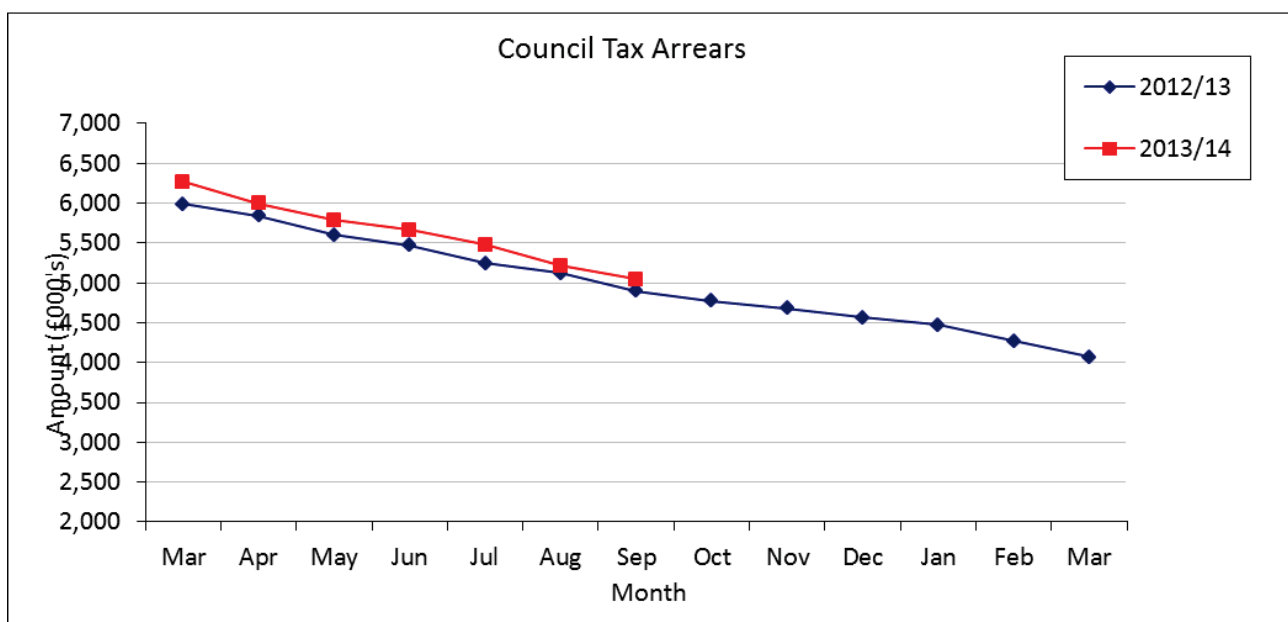
63. Arrears of non-domestic rates carried forward on April 1st 2013 were £3.409 million. This was approximately £0.081 million (2.3%) down on the corresponding figure twelve months earlier as evidenced on the graph below.

64. During September arrears fell by a further £0.073 million thus providing a new overall arrears figure of £2.246 million as at the end of the month. Payments received totalled £0.103 million, however refunds awarded during September amounted to £0.041 million. These mainly resulted from credit adjustments (backdated exemptions and other reliefs). Write-offs processed during the period amounted to £0.010 million.

65. The cumulative collection rate for 2012/13 was 97.04%. This had moved to 98.23% for the period to the end of September. The 2013/14 collection rate was 60.06% at the end of the period, which was 0.12% down on last year's equivalent of 60.18%. In monetary terms at the end of September performance was £0.807 million down compared to our target of 61% for September.



Council Tax Arrears Collection

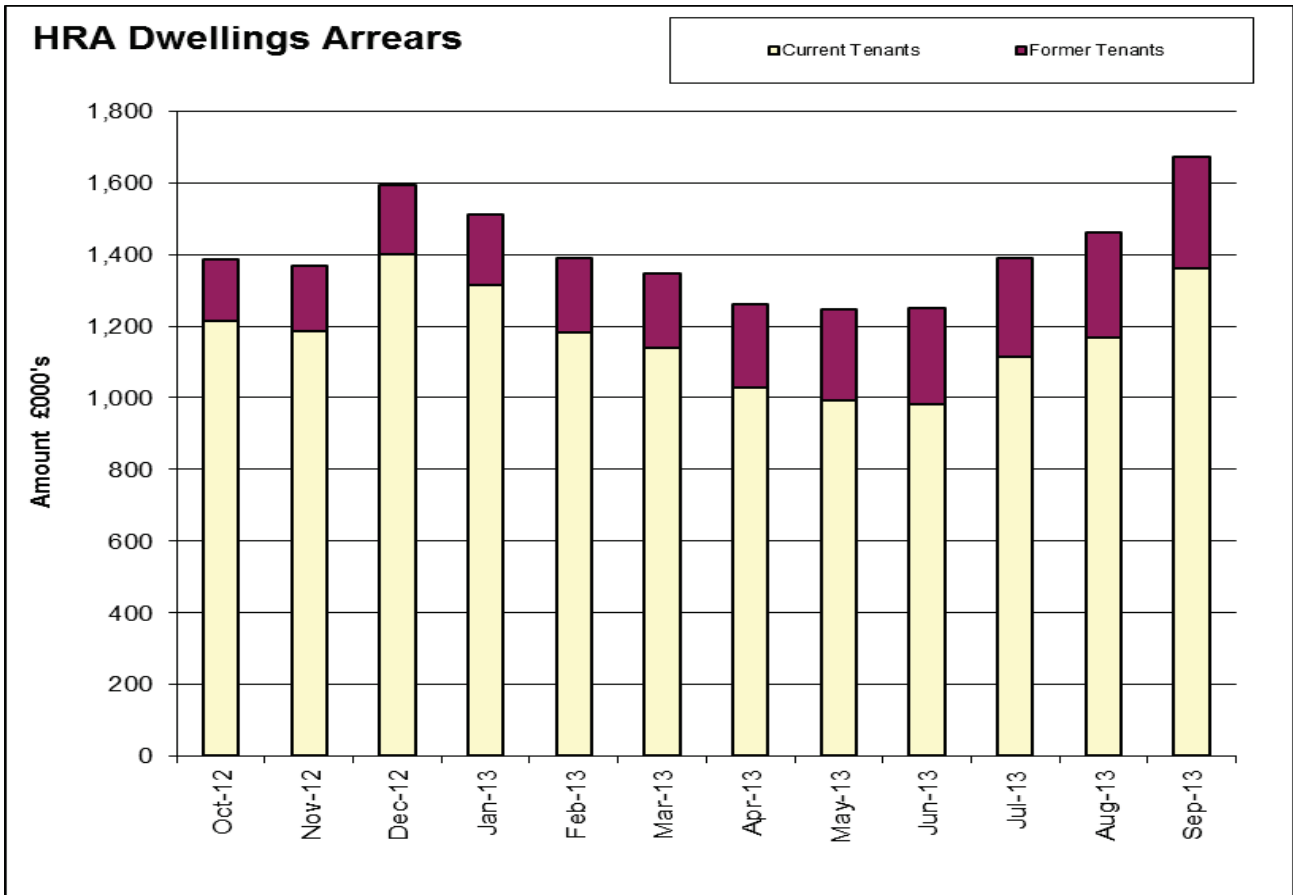


66. Arrears carried forward at the beginning of the financial year were £6.269 million, a 4.7% increase on the corresponding figure twelve months earlier. That total included outstanding Court Costs of £0.574 million.
67. During September arrears fell by £0.171 million reducing the overall total to £5.045 million at the end of the month. The main reason for this decrease was write-offs processed during the month that equated to £0.063 million. Payments received during the month amounted to £0.093 million but a total of £0.022 million was refunded. Debit adjustments, namely retrospective discounts, exemptions etc., of £0.008 million were granted in September and costs written-off totalled £0.006 million.
68. The collection rate for 2012/13 had moved on from 97.01% (at 31/03/13) to 97.91% as at the end of September.
69. The current year collection rate for the month of September was 56.66%, which was very close to last year's equivalent of 56.80% but down on the profiled end of September collection target of 58%. In cash collection terms we were £0.940 million down against the target for the year to date.

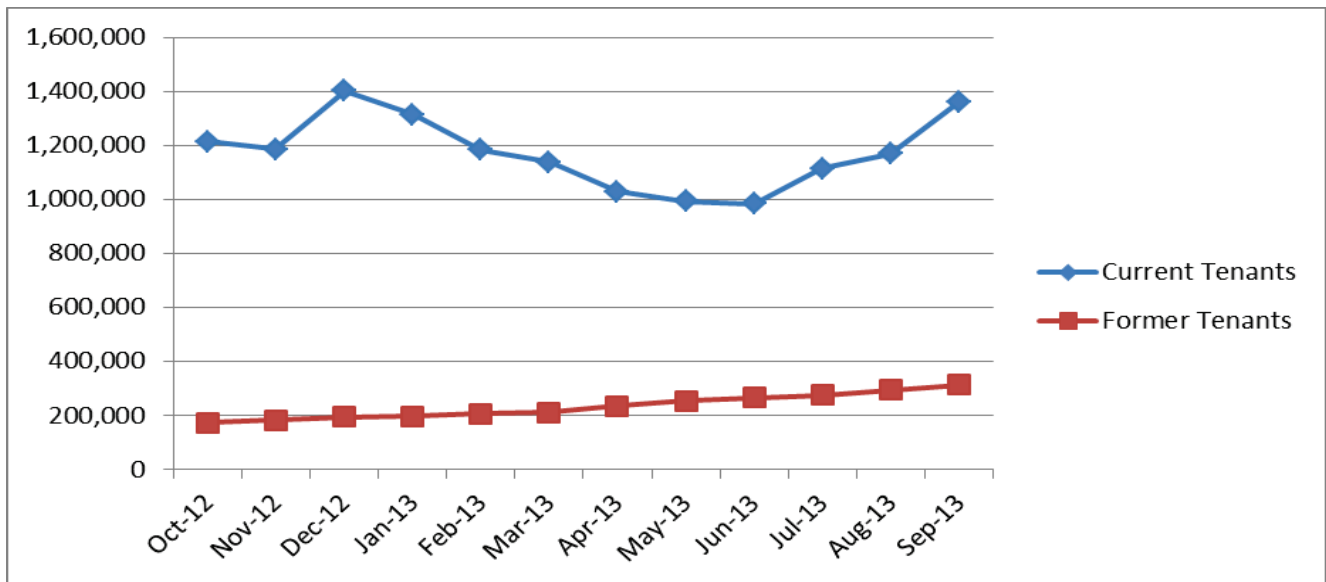
Housing Rent Arrears

70. Analysis of current and former tenant rent arrears is shown below for the 12 month period ending 30th September 2013.

Analysis 1 - HRA Rent Arrears Current Tenants and Former Tenants



Analysis 2 - HRA Rent Arrears Current Tenants and Former Tenants



71. Total arrears (dwellings, garages and Rechargeable Repairs) stands at £1.674 million, an increase on last month's position of £0.212 million.

72. Former tenant arrears stood at £0.313 million as at the end of September 2013, which is £0.020 million higher than that reported for August. This has occurred as a result of several tenants that have recently vacated their property and doing so with substantial arrears associated with their rent accounts. Former tenant arrears are £0.159 million higher than 12 months ago.

73. The Council has estimated £0.350 million as its HRA bad debt provision contribution for the year.

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GF Outturn Report 13/14 @ Q2 30th Sept,2013		Approved Budget (per Budget book)	Latest Budget	Expenditure	Income	Actual YTD	Budget YTD	% Budget Spent to Q2 30th Sept,2013	Projected Outturn @ Q2 30th Sept,2013	Outturn Variance Q2	Reported Last Month	Mvt from Reported Last Month	Outturn Variance Q1	Mvt from Q1
		£000's	£000's	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
Directorates														
City Development		947	1,316	1,595	(1,159)	436	428	33%	1,316		30	(30)	46	(46)
Housing & Property		3,164	3,736	3,028	(1,018)	2,010	2,215	54%	3,836	100		100		100
Regeneration & Major Projects		(4,394)	(5,127)	1,887	(6,058)	(4,171)	(3,974)	81%	(5,225)	(98)	(15)		(83)	(161)
City Regeneration		(283)	(75)	6,510	(8,235)	(1,725)	(1,332)	2296%	(73)	2	15	(13)	109	(107)
Policy, Culture & Communication		1,399	1,432	843	(252)	591	623	41%	1,432					
Environmental Development		2,318	2,649	2,301	(981)	1,320	1,378	50%	2,649					
Leisure, Parks & Communities		3,641	6,633	4,555	(1,096)	3,459	3,491	52%	6,633					
Direct Services		(1,546)	(962)	19,680	(19,682)	(2)	221	0%	(1,162)	(200)	(200)			(200)
Community Development Team		2,483						0%						
Community Services		8,296	9,752	27,379	(22,010)	5,369	5,713	143%	9,552	(200)	(200)			(200)
Transformation Fund			958	170		170	158	18%	958					
Business Improvement & Technology		4,148	3,933	1,767	(21)	1,746	1,785	44%	3,933					
Customer Services		2,864	2,915	2,388	(636)	1,752	1,760	60%	2,915					
Finance		2,027	2,098	1,102	(120)	982	1,004	47%	2,098					
Human Resources & Facilities		1,487	1,594	1,257	(437)	820	804	51%	1,753	159	81		81	78
Law & Governance		2,539	2,587	1,417	(274)	1,143	1,183	44%	2,577	(10)		(10)		(10)
Organisational Dev & Corp Services		13,066	14,084	8,101	(1,489)	6,613	6,694	47%	14,233	149	81	68	81	68
Directorate Total Excl SLA's & Capital Charges		21,079	23,761	41,990	(31,734)	10,256	11,075	43%	23,712	(49)	(104)	55	190	(239)
SLA's & Capital Charges		(1,182)	(891)	930		930	(446)	(104%)	(891)					
Corporate Accounts														
Local Costs of Benefits		200	200	32,730	(33,111)	(381)	100	(191%)	(142)	(342)		(342)		(342)
Corporate & Democratic Core		3,483	3,483	560		560	1,741	16%	3,483					
Item 8 interest receivable		(6,789)	(7,421)		(3,711)	(3,711)	(3,710)	50%	(7,792)	(371)		(371)		(371)
MRP - Asset Transfer			417	209		209	209	50%	417					
Transfer to Capital Reserve		(434)	(329)		(165)	(165)	(164)	50%	(329)					
Investment Income		(467)	(467)		(146)	(146)	(234)	31%	(663)	(196)		(196)		(196)
Interest Payable		7,114	7,114	3,557		3,557	3,557	50%	7,132	18		18		18
New Homes Bonus		(1,685)	(1,685)		(748)	(748)	(842)	44%	(1,685)					
CRC Allowances		75	75				38	0%	75					
Inflation on Utilities		125	125				63	0%	125					
Homelessness Expenditure		957						0%						
Promotion of Economic growth (City Deal)		150						0%						
Payment to Parish Councils (Precepts)		24	24				12	0%	24					
Revenue implications of Capital Bids		41	41				20	0%	41					
Contingencies														
Pensions provision top-up		168	118				59	0%	118					
Provision for Pressures, recessions & high risks		1,468	668				334	0%	668					
Homelessness Contingency		400	400				200	0%	400					
Redundancy costs contingency		250	11				5	0%	11					
Disabled Transport Contingency		50	50				25	0%	50					
Total Corporate Accounts & Contingencies		5,130	2,823	37,055	(37,881)	(825)	1,412	101%	1,932	(891)		(891)		(891)
Net Expenditure Budget		25,027	25,693	79,975	(69,614)	10,361	12,042	40%	24,753	(940)	(104)	(836)	190	(1,130)
Transfer to / (from) Ear Marked Reserves			(1,988)		(1,811)	(1,811)	(994)	91%	(3,310)	(1,322)		(1,322)		(1,322)
Net Budget Requirement		25,027	23,705	79,975	(71,425)	8,550	11,047	131%	21,443	(2,262)	(104)	(2,158)	190	(2,452)
Funding														
External Funding (RSG)		8,219	8,219		3,904	3,904	4,110	47%	8,219					
External Funding (NNDR Retention)		5,661	5,661		2,831	2,831	2,830	50%	5,661					
Council tax		11,228	11,228		5,614	5,614	5,614	50%	11,228					
Less Parish Precepts		(154)	(154)	(94)		(94)	(77)	61%	(154)					
Collection Fund Surplus		73	73		37	37	37	50%	73					
Total Funding Available		25,027	25,027	(94)	12,385	12,291	12,513	259%	25,027					
(Surplus) / Deficit for year			(1,322)	80,069	(83,810)	(3,741)	(1,466)	283%	(3,584)	(2,262)	(104)	(2,158)	190	(2,452)

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Capital Budget and Spend as at 30th September 2013										
Capital Scheme	Latest Budget	Spend to 30th September 2013	Profilled Budget	Variance to Profilled Budget	% Spend Against Latest Budget	Projected Outturn at 30th September 2013	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend	
	£	£	£	£		£	£	£	£	£
B0075 Stage 2 Museum of Oxford Development	393,000	3,616	0	3,616	1%	393,000	0			
G6013 Urban Broadband	325,000	0	0	0	0%	325,000	0			
Policy Culture & Communications	718,000	3,616	0	3,616	0%	718,000	0	0	0	0
F1323 Bridge Over Fiddlers Stream	60,016	10,267	10,000	267	17%	60,016	0	0		
F6013 Bullington Community Centre - Enhancement of Community Facilities	1,537	0	0	0	0%	1,537	0			
F7008 Landscaping Work at Lamersh Road	14,460	674	460	214	5%	14,460	0			
F7015 Cycle Oxford	194,503	26,755	25,000	1,755	14%	78,000	(118,503)		(118,503)	
F7006 Work of Art - Littlemore	1,580	0	0	0	0%	1,580	0			
F7007 Woodham / Headington Community Centre - Improvements	19,887	0	0	0	0%	0	(19,887)		(19,887)	
F7009 CCTV Gipsy Lane Campus	60,000	0	0	0	0%	60,000	0			
F7010 Work of Art Said Business School	50,000	0	0	0	0%	0	(50,000)		(50,000)	
F7011 Headington Environmental Improvements	60,000	0	0	0	0%	0	(60,000)		(60,000)	
F7012 Rose Hill Recreation Ground Improvements	0	0	0	0	0%	0	0			
F7019 Work of Art Rose Hill	1,000	1,000	1,000	0	100%	5,288	4,288			4,288
F7020 Work of Art Shotover View	14,635	0	0	0	0%	0	(14,635)		(14,635)	
NEW Sunnymede Park - Enhancement of Play Area Facilities	-	0	0	0	0%	0	0			
M5014 West End Partnership	217,225	0	0	0	0%	0	(217,225)		(217,225)	
City Development	694,824	38,696	36,460	2,236	6%	218,861	(475,962)	(480,250)	4,288	
E3511 Renovation Grants	47,020	2,031	19,425	(17,394)	4%	47,020	0	0		
E3521 Disabled Facilities Grants	816,590	264,976	376,340	(111,364)	32%	816,590	0	0		
E3553 Carbon Reduction	-	0	0	0	0%	0	0			
G6014 CCTV Project	25,000	0	0	0	0%	25,000	0			
G6015 CCTV Rosehill Parade	18,000	0	0	0	0%	18,000	0			
Environmental Development (Including Community Safety)	906,610	267,007	395,765	(128,758)	29%	906,610	0	0	0	0
G1013 Dawson Street Gardens	19,000	0	0	0	0%	19,000	0			
G3013 Diamond Place car park footpath extension	6,324	0	0	0	0%	6,324	0			
G3014 East Oxford Community Association Improvements	4,280	0	0	0	0%	4,280	0			
G4006 Florence Park Community Centre Kitchen	1,411	0	0	0	0%	1,411	0			
G3015 NE Marston Croft Road Recreation Ground	19,300	0	0	0	0%	19,300	0			
NEW South Oxford Community Centre Cafe										
NEW St Ebbes Deaf and Hard of Hearing Centre										
Leisure, Parks & Communities	50,915	0	0	0	0%	50,915	0	0	0	0
Leisure Centres										
A4808 Blackbird Leys LC Improvements	-	0	0	0	0%	0	0			
A4814 Leisure Centre substantive repairs	370,900	54,394	92,725	(38,331)	15%	370,900	0			
Offices for the Future										
Q2000 Offices for the Future	90,000	9,481	10,000	(519)	11%	208,481	119,481			119,481
Community Centres										
B0033 Community Centres	367,170	10,113	49,795	(39,682)	3%	367,170	0			
B0034 Rose Hill Community Centre	576,300	48,899	151,000	(102,101)	8%	250,000	(326,300)		(326,300)	
NEW East Oxford Project										
NEW Jericho Community Centre										
Covered Market										
B0010 Covered Market signage improvements	33,000	32,433	33,000	(567)	98%	32,433	(567)		(567)	
B0027 Covered Market - Improvements & Upgrade to Roof	56,900	4,022	5,000	(978)	7%	56,900	0			
B0028 Covered Market - New Roof Structures to High St Entrances	113,200	5,127	5,000	127	5%	113,200	0			
B0036 Investment - Covered Market	188,540	58,293	58,350	(57)	31%	188,540	0			
B0063 Covered Market Replacement Sprinkler System	125,200	85,887	65,000	20,887	69%	125,200	0			
B0064 Covered Market - Improvements to Emergency Lighting		0	0	0						
Investment Properties										
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	27,000	0	0	0	0%	27,000	0			
B0040 Investment - Broad Street	217,280	10,526	135,000	(124,474)	5%	90,000	(127,280)		(127,280)	
B0041 Investment - Misc City Centre Properties	67,480	1,802	3,000	(1,198)	3%	8,631	(58,849)		(58,849)	
B0044 Investment - Outer City	47,200	2,513	2,200	313	5%	19,513	(27,687)		(27,687)	
B0045 Investment - St. Michael's Street	38,250	9,897	9,250	647	25%	29,897	(9,353)		(9,353)	
B0046 Investment - Ship Street	75,720	3,929	4,000	(71)	5%	10,000	(65,720)		(65,720)	
B0043 Investment George Street	101,000	0	0	0	0%	50,500	(50,500)		(50,500)	
B0072 23-25 Broad Street	350,000	0	0	0	0%	200,000	(150,000)		(150,000)	
M5015 Old Fire Station	102,000	101,423	102,000	0	99%	102,000	0			
Miscellaneous Council Properties										
B0037 Car Parks	296,100	20,067	32,000	(11,933)	7%	296,100	0			
B0052 Miscellaneous Properties	90,000	46,577	48,000	(1,423)	52%	66,577	(23,423)		(23,423)	
B0060 Feasibility Studies Depot Relocation	-	0	0	0	0%	0	0			
B0073 Clearing Channels under Fineswide Bridge	5,000	0	0	0	0%	5,000	0			
B0078 Allotments	3,000	0	0	0	0%	3,000	0			
B0079 Street Sports Sites	8,110	0	0	0	0%	8,110	0			
B0077 Direct Services Depots	150,000	0	0	0	0%	150,000	0			
B0090 Templars Square Refurbishment/Relocation	10,000	0	0	0	0%	30,000	20,000		20,000	
B0081 Westgate Temporary Car Park	300,000	0	0	0	0%	300,000	0			
NEW Bury Knowle House										
Parks & Cemeteries										
B0048 Leisure - Cemeteries	55,200	16,526	15,000	1,526	30%	55,200	0			
B0050 Leisure - Depots	43,800	0	0	0	0%	43,800	0			0
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	54,600	18,925	18,000	925	35%	54,600	0			
B0067 Fencing Repairs across the City	172,000	77,846	108,000	(30,154)	45%	172,000	0			
B0071 Parks Properties (H&S works)	50,719	50,719	50,719	0	100%	50,719	0			
NEW Parks & Leisure Toilets										
Town Hall										
B0054 Town Hall	335,480	40,097	97,750	(57,653)	12%	338,500	1,020			1,020
B0068 Town Hall - Conference System Refurbishment	333,000	36,389	33,000	3,389	11%	66,389	(266,611)		(266,611)	
B0078 Town Hall Improvements (OFFF2)	200,000	152,945	174,000	(21,055)	76%	200,000	0			
B0074 R & D Feasibility Fund	125,000	81,486	32,000	49,486	65%	125,000	0			
Housing Projects										
Garages										
N5019 Homelessness Property Acquisitions	5,000,000					0	(5,000,000)		(5,000,000)	
Corporate Assets (Now Housing & Property)	10,180,149	980,317	1,333,789	(352,895)	10%	4,331,360	(5,848,789)	(5,966,411)	117,622	
C3041 New server for telephone system	-	0	0	0	0%	0	0			
C3042 Customer First Programme	126,958	20,850	60,000	(39,150)	16%	126,958	0			
Customer Services	126,958	20,850	60,000	(39,150)	16%	126,958	0	0	0	0
A1300 Playground Refurbishment	72,587	25,062	36,294	(11,232)	35%	72,587	0			
A1301 Play Barton	20,000	0	0	0	0%	20,000	0			
A4810 New Build Completion Pool	4,060,900	128,756	382,917	(254,161)	3%	3,100,000	(960,900)		(960,900)	

Capital Budget and Spend as at 30th September 2013										
Capital Scheme	Latest Budget	Spend to 30th September 2013	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 30th September 2013	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend	
	£	£	£	£		£	£	£	£	£
A4815 Leisure Centre Improvement Work	447,250	0	0	0	0%	0	(447,250)	(447,250)		
A4830 Develop new burial space	100,000	0	0	0	0%	100,000	0			
A4818 Lye Valley & Chiswell Valley Walkways	124,000	60,000	0	60,000	48%	124,000	0			
A4816 Sports Pavilions	1,089,800	112,874	134,800	(21,926)	10%	1,181,800	92,000		92,000	
B0051 Leisure - Pavilions	460,300	261,086	290,625	(29,539)	57%	460,300	0			
A4820 Upgrade Existing Tennis Courts	48,180	29,975	9,180	20,795	61%	48,060	(1,120)		(1,120)	
A4821 Upgrade Existing Multi-Use Games Area	83,170	82,195	83,170	(975)	99%	83,170	0			
A4824 Meadow lane Skate Park	-	1,120	0	1,120		1,120	1,120		1,120	
A3129 Donnington Recreation Ground Improvements	44,375	0	0	0	0%	44,375	0			
A4826 Parks Works	100,000	7,918	0	7,918	8%	100,000	0			
A4827 Cowley Outdoor Gym	70,000	0	0	0	0%	70,000	0			
A4828 Valentia Road Playground	10,000	0	0	0	0%	10,000	0			
A4829 Oxford Spire Academy	200,000	0	0	0	0%	200,000	0			
NEW Pavilions Grey Water Harvesting										
NEW Horspath Athletics Ground										
NEW Three Artificial Turf Cricket Wickets										
Leisure, Parks & Communities	6,931,562	708,986	936,986	(227,999)	10%	5,615,412	(1,316,150)	(1,408,150)	92,000	
F0011 Play & Display Parking in the Car Parks	84,000	0	33,600	(33,600)	0%	84,000	0			
F0012 P & R Purchase of Capital Items - Peartree, Redbridge	135,000	0	0	0	0%	135,000	0		0	
F0014 Purchase of ANPR for use in car park enforcement	31,166	40,300	31,166	9,134	129%	40,300	9,134		9,134	
R0005 MT Vehicles/Plant Replacement Programme	2,741,579	680,103	671,413	8,690	25%	2,741,579	0			
T2269 Toilet improvements	176,945	65,413	81,572	(16,158)	37%	139,945	(37,000)		(37,000)	
T2270 Bin stores for council flats to assist recycling	-	0	0	0	0%	0	0		0	
T2273 Car Parks Resurfacing	80,000	0	0	0	0%	80,000	0			
T2274 Gloucester Green Car Park Waterproofing	100,000	0	75,000	0	0%	100,000	0			
Direct Services	3,348,690	785,816	892,750	(31,934)	23%	3,320,824	(27,866)	0	(27,866)	
C3039 ICT Infrastructure	212,522	189,240	106,261	82,979	89%	212,522	0		0	
C3044 Software Licences	176,053	176,053	176,053	0	100%	176,053	0		0	
C3045 Mobile Working	98,000	0	0	0	0%	98,000	0			
C3046 System Integration Capability	25,000	0	0	0	0%	25,000	0			
C3047 Oracle 11g Upgrade	25,000	0	0	0	0%	25,000	0			
C3048 Server 2008 Upgrade for Idox	25,000	0	0	0	0%	25,000	0			
C3049 Source Code Management	15,000	0	0	0	0%	15,000	0			
C3050 Tree Management Software	15,000	0	0	0	0%	15,000	0			
Business Improvement & Technology	591,575	365,293	282,314	82,979	62%	591,575	0	0	0	
GF Total	23,549,283	3,170,582	3,938,063	(691,504)	13%	15,880,515	(7,668,768)	(7,854,811)	186,044	
External Contracts										
N6384 Tower Blocks	500,000	27,972	30,000	(2,028)	6%	640,000	140,000		140,000	
N6387 Controlled Entry	210,000	34,400	35,000	(500)	16%	210,000	0			
N6393 External Doors	200,000	35,132	35,000	132	18%	200,000	0			
N7020 External Adaptations	250,000	81,220	81,000	220	32%	250,000	0			
N7018 Minox	19,000	1,287	2,000	(713)	7%	0	(19,000)		(19,000)	
N6394 Windows	250,000	83,727	84,000	(273)	33%	250,000	0			
N6389 Drain-proof works (K&B)	80,000	90,203	90,000	203	100%	160,000	70,000		70,000	
N6392 Roofing	150,000	67,320	87,000	320	45%	150,000	0			
N6386 Structural	125,000	66,175	67,000	(825)	53%	125,000	0			
N7028 Non Dwelling HRA Assets	117,000	0	0	0	0%	0	(117,000)		(117,000)	
New Energy Efficiency Initiatives	-	0	0	0	0%	250,000	250,000		250,000	
N7026 Communal Areas	150,000	0	0	0	0%	150,000	0			
N7027 Environmental Improvements	100,000	18,728	19,000	(274)	19%	166,000	66,000		66,000	
New Build										
N7029 HCA New Build	7,744,000	305,421	305,000	421	3.9%	4,603,000	(3,141,000)		(3,141,000)	
N7031 Homes at Barton	650,000	11,486		11,486	2%	50,000	(600,000)		(600,000)	
N7011 Cardinal House Refurbishment	-					0				
N7032 Estate Enhancements and Regeneration	500,000	42,840	50,000	(7,160)	9%	500,000	0			
N7030 Horspath Road Depot	2,200,000	0		0	0%	1,500,000	(700,000)		(700,000)	
NEW Contribution to Ross Hill										
Internal Contracts										
N6385 Adaptations for disabled	822,500	323,777	356,143	(32,366)	39%	652,500	(170,000)		(170,000)	
N6390 Kitchens & Bathrooms	2,612,879	1,238,867	1,217,602	21,265	47%	2,612,879	0			
N6391 Heating	1,351,024	583,262	676,883	(93,601)	43%	1,351,024	0			
N6388 Major Works	840,500	293,958	391,873	(97,715)	35%	840,500	0			
N6396 Electrics	317,135	150,566	147,785	2,781	47%	317,135	0			
Housing Revenue Account	19,199,038	3,456,337	3,655,066	(198,729)	18%	14,978,038	(4,221,000)	(3,465,000)	(755,000)	
Grand Total	42,748,321	6,628,919	7,593,129	(960,633)	16%	30,858,553	(11,889,768)	(11,319,811)	(569,858)	
Financing - General Fund										
Capital Receipts	8,772,922									
Direct Revenue Funding	2,808,799									
General Fund Revenue Contributions additional	1,732,999									
Revenue Reserves	5,656,000									
Developer Contributions	938,200									
Heritage Lottery fund for Town Hall	100,000									
Arts Council & HLF	250,000									
Government Funding	456,197									
Government Grants	92,587									
Prudential Borrowing for Vehicles	2,741,579									
Total General Fund Financing	23,549,283									
Financing - HRA										
MRR	19,199,038									
External Contributions										
Total HRA Financing	19,199,038									

HRA Outturn Report 13/14 @ 30th September,2013	Approved Budget (per Budget book)	Latest Budget	Actual YTD	Budget YTD	% Budget Spent to Q2 30th Sept,2013	Projected Outturn @ 30th Sept,2013	Outturn Variance Q2	Outturn Variance Q1	Mvt from Q1
	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's
Dwelling Rent	(38,824)	(39,435)	(20,287)	(20,127)	51%	(39,435)	0	0	0
Service Charges	(1,040)	(1,040)	(532)	(520)	51%	(940)	100	0	100
Shops/Garages/Furniture/Other Rent	(2,333)	(725)	(437)	(363)	60%	(725)	0	0	0
Major Project Team Fees	(621)	(321)	(62)	(61)	19%	(321)	0	300	(300)
Net Income	(42,818)	(41,521)	(21,317)	(21,070)	51%	(41,421)	100	300	(200)
General Management	4,218	4,469	2,055	2,169	46%	4,469	0	0	0
Special Management	2,515	2,355	924	1,054	39%	2,355	0	0	0
Other Management	2,584	2,591	991	1,030	38%	2,591	0	(24)	24
Bad Debt Provision	500	400	105	105	26%	350	(50)	0	(50)
Responsive & Cyclical Repairs	9,991	9,965	4,489	4,774	45%	9,965	0	23	(23)
Interest Paid	7,060	7,421	3,771	3,710	51%	7,792	371	0	371
Depreciation	8,267	5,625	2,813	2,813	50%	5,625	0	0	0
Total Expenditure	35,135	32,826	15,147	15,655	46%	33,147	321	(1)	322
Net Operating Expenditure/(Income)	(7,683)	(8,695)	(6,170)	(5,415)	71%	(8,274)	421	299	122
Interest Received	(56)	(32)	(16)	(16)	50%	(32)	0	0	0
Other HRA Reserve Adjustments	37	37	141	148	378%	37	0	(300)	300
Revenue Contribution to Capital	10,830	8,876	4,438	4,438	50%	8,876	0	0	0
Total Appropriations	10,812	8,882	4,563	4,570	51%	8,882	0	(300)	300
Total HRA (Surplus)/Deficit	3,130	187	(1,607)	(845)	-859%	608	421	(1)	422

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Subjective Analysis of YTD spend (@ Q2 30th Sept,2013)

	Latest Budget	Actual	Var	Latest Budget	Actual	Var	Latest Budget	Actual	Var	Latest Budget	Actual	Var	Latest Budget	Actual	Var	Latest Budget	Actual	Var	Latest Budget	Actual	Var			
	Employees			Premises			Transport			Supplies & Services			External Income			Internal Income			Other			Total		
City Development	1,357	1,361	4	0	0	0	10	7	(3)	233	227	(6)	(1,172)	(1,159)	13	0	0	0	0	0	0	428	436	8
Housing	1,344	1,398	54	218	197	(21)	15	15	0	1,289	1,144	(145)	(901)	(1,018)	(117)	0	0	0	249	274	25	2,214	2,010	(204)
Regeneration & Major Projects	342	305	(37)	1,044	1,024	(20)	8	7	(1)	119	367	248	(5,672)	(6,058)	(386)	0	0	0	183	183	0	(3,976)	(4,172)	(196)
City Regeneration	3,043	3,064	21	1,262	1,221	(41)	33	29	(4)	1,641	1,738	97	(7,745)	(8,235)	(490)	0	0	0	432	457	25	(1,334)	(1,726)	(392)
Policy Culture and Comms	377	423	46	2	1	(1)	1	1	0	474	418	(56)	(231)	(251)	(20)	0	0	0	0	(1)	(1)	623	591	(32)
Environmental Development	1,783	1,735	(48)	10	20	10	29	29	0	412	517	105	(813)	(933)	(120)	(43)	(47)	(4)	0	0	0	1,378	1,321	(57)
Leisure, Parks amd Communities	1,802	1,737	(65)	402	457	55	256	260	4	1,609	1,604	(5)	(927)	(966)	(39)	(146)	(130)	16	496	496	0	3,492	3,458	(34)
Direct Services	10,304	9,629	(675)	3,095	3,131	36	2,671	2,593	(78)	3,989	4,300	311	(6,834)	(7,113)	(279)	(13,030)	(12,569)	461	27	27	0	222	(2)	(224)
Community Development			0			0			0			0			0			0			0	0	0	0
Community Services	14,266	13,524	(742)	3,509	3,609	100	2,957	2,883	(74)	6,484	6,839	355	(8,805)	(9,263)	(458)	(13,219)	(12,746)	473	523	522	(1)	5,715	5,368	(347)
Transformation	55	73	18	0	17	17	1	1	0	172	79	(93)	0	0	0	0	0	0	0	0	0	228	170	(58)
Bus Improvement & Technology	832	827	(5)	0	0	0	1	2	1	996	938	(58)	(43)	(21)	22	0	0	0	0	0	0	1,786	1,746	(41)
Customer Services	1,834	1,995	161	19	20	1	3	4	1	328	369	41	(423)	(636)	(213)	0	0	0	0	0	0	1,761	1,752	(10)
Finance	886	832	(54)	(1)	0	1	2	1	(1)	247	268	21	(129)	(120)	9	0	0	0	0	0	0	1,005	981	(25)
Human Resources & Facilities	998	1,005	7	29	32	3	2	20	18	143	200	57	(368)	(429)	(61)	0	0	0	0	(8)	(8)	804	820	16
Law and Governance	1,275	1,247	(28)	22	24	2	4	2	(2)	158	144	(14)	(276)	(274)	2	0	0	0	0	0	0	1,183	1,143	(40)
Org Dev & Corp Services	5,880	5,979	99	69	93	24	13	29	16	2,044	1,998	(46)	(1,239)	(1,480)	(241)	0	0	0	0	(8)	(8)	6,767	6,611	(157)
Grand Total	23,189	22,567	(623)	4,840	4,923	83	3,003	2,941	(62)	10,169	10,575	406	(17,789)	(18,978)	(1,189)	(13,219)	(12,746)	473	955	971	16	11,148	10,253	(895)

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To: City Executive Board
Date: 11th December 2013
Report of: Head of Finance (Section 151 Officer)
Title of Report: TREASURY MANAGEMENT HALF YEAR
PERFORMANCE REPORT 2013/14

Summary and Recommendations

Purpose of report: To report on the performance of the treasury management function for the 6 months to 30th September 2013.

Key Decision? No

Executive lead member: Councillor Ed Turner

Policy Framework: Sustaining financial Stability

Recommendations / Points to note:

- 1) That the City Executive Board notes the performance of the treasury management function for the first six months of 2013/14; and
- 2) The Investment Strategy for the remainder of 2013/14

Appendices

Appendix 1 – Investments as at 30th Sept

Investment Performance 2013/14

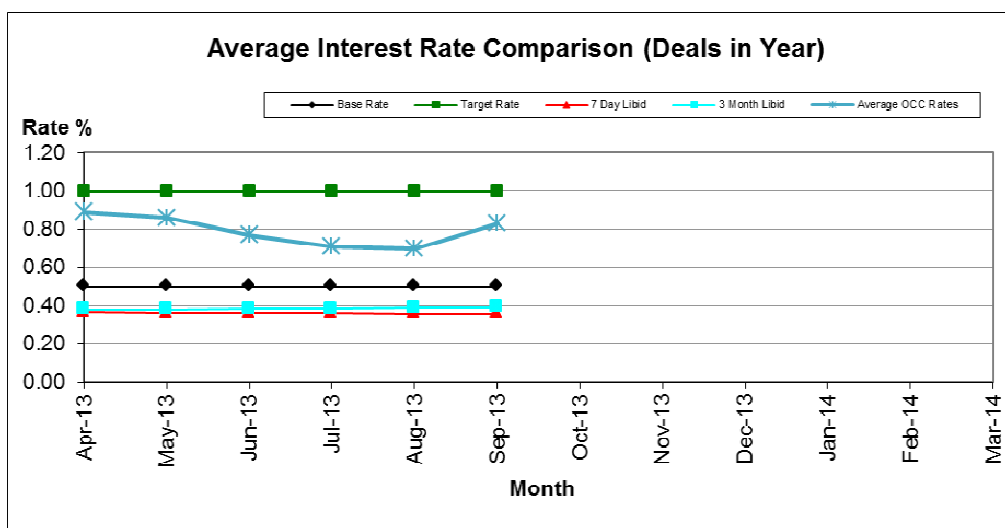
1. The cumulative average rate of return on investments to 30th September 2013 was 0.79%- 0.21% below the treasury performance indicator target of 1%. The cumulative return has decreased due to higher rated, longer term investments being repaid and having to be replaced by lower rated, longer term investments.
2. The Council's investment balances have remained fairly constant over the second quarter of the financial year, averaging around £64m at the beginning of July 2013 and £63m at the end of September 2013. However, cash balances have increased by 45% since March 2013; this is due to slippages on the capital program and deferral of expenditure. The Council has also transferred £7m from the HRA balance into the General Fund; which has been earmarked for capital projects which will produce a revenue return for the Council and all expenditure will be picked up as the

Council sets its budget for 2014/15 and reviews the medium term financial strategy

- The amount of investment interest included in the Council's budget for 2013/14 is £460k, and we continue to predict that we will achieve this position.

Average Interest Rate Comparison Graph

- The graph below compares our in-house average rate of return for each month to the Bank of England's Base Rate and our benchmark interest rates:



- Clearly, the Council's average monthly return is significantly above our benchmark interest rates and the Bank of England's Base Rate. Whilst the Council's monthly investment return dropped during the first quarter of the year due to decreased market rates resulting in maturing loans being reinvested at a lower rate, the monthly return increased again towards the end of the second quarter and this was primarily due to the high yielding return achieved by the CCLA Property Fund.

Icelandic Investments

- In October 2008, the Icelandic banks Landsbanki, Kaupthing and Glitnir collapsed and the UK subsidiaries of the banks, Heritable and Kaupthing Singer and Friedlander went into administration. The authority had £4.5 million deposited across 2 of these institutions, with varying maturity dates and interest rates.
- Original balances were £3m with Heritable and £1.5m with Glitnir. Heritable has repaid 94% of the initial deposit plus interest back and continue to make repayments. We have also received over 80% of the initial deposit placed with Glitnir. The remaining balance is currently held in Iceland, under Icelandic law, and we are awaiting advice from Bevan

Brittan and Local Government Association regarding our options on this matter.

8. The original terms and the amounts outstanding are shown in the table below:

Counterparty	Original Principal	Interest Rate	Maturity Date	Interest Received	Principal Repaid	Exchange Rate Loss	Total Repaid	Total Outstanding as at 30.09.2013
Glitnir	£1.5m	5.51%	28/012009	£81,172.63	£1,213,800.00	-£45,238.57	£1,249,734.06	£350,577.94
Heritable	£1.0m	5.83%	09/12 2008	£4,805.45	£940,173.45		£944,978.90	£60,132.33
Heritable	£1.0m	6.04%	05/012009	£19,291.84	£940,173.45		£959,465.29	£61,054.16
Heritable	£1.0m	6.18%	30/04 2009	£11,779.73	£940,173.45		£951,953.18	£60,576.14
Total				£117,049.65	£4,034,320.35	-£45,238.57	£4,106,131.43	£471,286.41

9.

Interest Rate Forecast

10. The Bank of England's Monetary Policy Committee (MPC) has continued to maintain the official Bank Rate paid on commercial bank reserves at 0.50%.
11. The Council's Treasury Advisor, Capita Asset Services (formerly known as Sector), is currently predicting that the Bank of England's Base Rate will not rise before quarter 3 of 2016/17 (October 2016) which is later than forecast in the previous report.
12. Capita Asset Services has provided the following interest rate forecast:

	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2017/18
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%
10-yr PWLB Rate	3.30%	3.30%	3.30%	3.30%	3.40%	3.50%	4.20%	4.30%	4.40%	4.50%
25-yr PWLB Rate	4.60%	4.70%	4.80%	4.90%	5.00%	5.00%	5.00%	5.10%	5.10%	5.20%
50-yr PWLB Rate	4.50%	4.50%	4.50%	4.50%	4.60%	5.10%	5.10%	5.20%	5.20%	5.30%

Investment Balances as at 30th September 2013

A list of investments held as at 30th September 2013 is shown in appendix 1 of this report. At the end of quarter 2, we invested a further £2m with the CCLA property fund. No further Treasury Bills have been purchased and the ones reported in quarter 1 have since matured. Existing Certificates of Deposit are currently giving an average return of 0.48%; this rate has increased as we have reinvested one Certificate of Deposit for a longer period, increasing the maturity period from 3 months to 6 months; this allows for a higher rate of return without increasing risk.

Property Funds

13. The total investment in the CCLA property fund currently stands at £3m. The initial £1m invested in the first quarter of the financial year produced a return of 6% per annum and it is expected that the fund will continue to achieve this rate on the total funds invested to date; the effects of this return will start to show in the average return over the coming months. The table below shows the number of units purchased in each tranche, along with the unit price at the end of each month. The unit price is re-valued on a monthly basis and reflects the value at which our share is held.

	No of units held	Price per unit	Value of Units	No of units held	Price per unit	Value of Units	Total Value of Units	Increase/Decrease of total portfolio	% increase of total portfolio
	1st Tranche purchased 30th April 2013			2nd Tranche purchased 30th Sept 2013					
2013									
April	447,507	2.2346	1,000,000				1,000,000		
May	447,507	2.2351	1,000,223				1,000,223	223	0.02%
June	447,507	2.2636	1,012,977				1,012,977	12,977	1.30%
July	447,507	2.2631	1,012,753				1,012,753	12,753	1.28%
August	447,507	2.2671	1,014,543				1,014,543	14,543	1.45%
September	447,507	2.2894	1,024,523	826,105	2.4210	2,000,000	3,024,523	24,523	2.45%

The Treasury Management Counterparty List

14. The approved counterparty list provides limits to the amounts which can be placed with each counterparty. The Council works within this approved list on a day to day basis; currently however, foreign banks are not utilised.
15. The Council's approved Counterparty List is based upon Capita Asset Services' recommended counterparty lending list. The list is determined by current counterparty credit ratings provided by the three main credit rating agencies and by changes to their credit default swap spreads. Officers review the lending list on a weekly basis, or more frequently if additional information is released.
16. All lending is currently restricted to a maximum of three months to all institutions, with the exception of other local authorities or semi-nationalised banks. No changes are required to the overall Investment Strategy. The situation will continue to be reviewed.
17. The Council continues to hold its main bank account with the Co-operative Bank. Currently, the Co-op's long and short term credit ratings are BB- and B respectively, with a viability rating of bb- and support rating of 5. Although these ratings do not meet the strategy criteria, the bank account is used for overnight transactional purposes only and no funds are held in the account on a longer term basis.
18. On 5th November, the Council received a letter from the Co-operative Bank informing the Council of its decision to withdraw from its involvement in providing banking transmission services to Local Authorities. In the short term, Oxford City Council will still have access to the banking services currently provided, but the Co-operative Bank has confirmed that it will not

be seeking to renew the contract. The letter states that the Co-operative Bank will support the Council in transferring to a new banking services provider and that should timescales for seeking formal banking tenders be brought forward, the bank will provide every assistance possible during the transitional period.

19. In March 2013, the Council extended its current contract with the Co-operative Bank for a further 3 years, with an expiry date of March 2016. The Council will therefore procure a new banking service in a timely fashion in accordance with criteria which will be made explicit at the start of the process.

Borrowing

20. The Council's external debt as at 31st March 2013 was approximately £201.2 million. This includes approximately £198.5 million borrowed from the Public Work Loans Board (PWLB) to buy out the Housing Revenue Account (HRA) from the subsidy system. The debt is held at fixed rates, with varying maturity terms. Opportunities for restructuring and premature repayment of the old debt has previously been considered and ruled out because the Council would incur a premium from PWLB, which would be a greater cost than the remaining balances on the existing loans.. The position will continue to be monitored going forward.
21. The residual balance of £889,040.60 owed to South Oxfordshire District Council was repaid in full during the second quarter. (This related to the transfer of debt following boundary changes).

Name and contact details of author:-

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Service Area / Department: Finance

Tel 01865 252739 e-mail: aturner2@oxford.gov.uk

Appendix 1

INVESTMENTS BALANCE AS AT				30-Sep-13							
TOTAL INVESTED(£)	GROUP INVESTMENT TAKERS	INVESTMENT TAKER & INVESTMENT REFERENCE	DATE INVESTED	AMOUNT (£) TO 364 DAYS	PURPOSE / COVERING	CURRENT RATE (%)	REDEMPTION DATE	AVAILABLE TO INVEST (£)	BROKER	Interest	
0	CO-OPERATIVE BANK PLC	CO-OP Public Sector Reserve A/c - 19	18-Apr-13	0	Cashflow Only	0.18%	-	500,000	Non Broker		
3,000,000	SKIPTON BUILDING SOCIETY	Skipton Building Society - 9986B	13-Sep-13	2,000,000	Cashflow	0.43%	13-Dec-13		Tradition		
		Skipton Building Society - 4A	02-Jul-13	1,000,000	Cashflow	0.43%	01-Oct-13		Tradition	2,144.11	
3,000,000	COVENTRY BUILDING SOCIETY	Coventry Building Society - 95	05-Jul-13	2,000,000	Cashflow	0.43%	07-Oct-13	0	ICAP		
		Coventry Building Society - 20A	16-Jul-13	1,000,000	Cashflow	0.43%	16-Oct-13		ICAP		
3,000,000	YORKSHIRE BUILDING SOCIETY	Yorkshire Building Society - 124	08-Aug-13	2,000,000	Cashflow	0.40%	08-Nov-13	0	Sterling		
		Yorkshire Building Society - 147	09-Sep-13	1,000,000	Cashflow	0.40%	09-Dec-13			2,016.44	
4,000,000	LOCAL AUTHORITIES	Leeds City Council	19-Sep-13	2,000,000	Cashflow	0.27%	19-Dec-13		ICAP		
		Newcastle City Council	12-Sep-13	2,000,000	Cashflow	0.28%	12-Dec-13		ICAP	1,346.30	
6,000,470	CERTIFICATES OF DEPOSIT	Standard Chartered Bank PLC	27-Sep-13	3,000,227	Cashflow	0.54%	27-Mar-14	3,999,530	King & Shaxson	1,396.16	
		Standard Chartered Bank PLC - 102	01-Jul-13	3,000,244	Cashflow	0.41%	18-Oct-13	10,000,000	King & Shaxson	8,034.03	
6,800,000	NATIONWIDE BUILDING SOCIETY	Nationwide BS - 9603F	03-Sep-13	2,000,000	Payment Runs	0.44%	03-Dec-13	3,200,000	Sterling	3,673.45	
		Nationwide BS - 9437H	10-Sep-13	2,000,000	Cashflow	0.44%	10-Dec-13		Tradition	2,193.97	
		Nationwide BS - 9828E	06-Aug-13	1,500,000	Cashflow	0.44%	05-Nov-13		R P Martin	2,193.97	
		Nationwide BS - 44A	13-Aug-13	1,300,000	Cashflow	0.44%	12-Nov-13		ICAP	1,645.48	
6,800,000	BARCLAYS BANK	Barclays Bank - 3A	02-Jul-13	2,000,000	Cashflow	0.450%	02-Oct-13		Non Broker		
		Barclays Bank - 9652E	13-Aug-13	1,800,000	Payment Runs	0.450%	15-Nov-13		Non Broker	2,268.49	
		Barclays Bank - 16	15-Jul-13	3,000,000	Cashflow	0.450%	15-Oct-13		Non Broker	2,086.03	
	PROPERTY FUNDS							10,000,000		3,402.74	
3,000,000	LOCAL AUTHORITIES' PROPERTY FUND (CCLA)		30-Apr-13	1,000,000						-	
			27-Sep-13	2,000,000						-	
9,000,000	LLOYDS BANKING GROUP	Bank of Scotland-93	04-Jul-13	3,500,000	Cashflow	1.01%	03-Jul-14	0	Non Broker		
		Bank of Scotland-9653B	13-Nov-12	1,300,000	Cashflow	1.90%	12-Nov-13			35,253.15	
		Lloyds TSB Bank - 9665A (7882577)	17-May-13	2,000,000	Cashflow	1.05%	16-May-14		Non Broker		
		Lloyds TSB Bank - 8	05-Apr-13	2,200,000	Cashflow	1.10%	04-Apr-14				
8,799,978	NATWEST CALL ACCOUNT	Natwest Liquidity Select Account - 13	11-Apr-13	2,000,000	Cashflow	0.25%	Instant Access	200,022	Non Broker		
	NATWEST TREASURY RESERVE ACCOUNT	Treasury Deposit - 14396982	30-Nov-12	6,799,978	Cashflow	1.58%	29-Nov-13		Direct		
9,700,000	MONEY MARKET FUNDS	GOLDMAN SACHS MMF - 166	26-Sep-13	1,820,000	Cashflow	-		10,300,000			
	MONEY MARKET FUNDS	IGNIS MMF - 9678	29-May-12	6,800,000	Cashflow						
	MONEY MARKET FUNDS	DB ADVISORS MMF - 9926	08-Jan-13	0	Cashflow	-	-				
	MONEY MARKET FUNDS	PRIME RATE MMF - 168	30-Sep-13	1,080,000	Cashflow						
	MONEY MARKET FUNDS	STANDARD LIFE MMF	FUND MERGED WITH DB ADVISORS AS OF 01/06/11								
63,100,448		TOTAL INVESTED		63,100,448							

56

administrator:
does not include E5k
Stamp Duty Reserve
Tax

Glossary of Terms:

Certificates of Deposit

Fixed rate, fixed term promissory note with a commercial bank

Property Fund

A portfolio of properties held for investment by a third party

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To: City Executive Board

Date: 11th December 2013

Item No

Report of: Head of Finance

Title of Report: MEDIUM TERM FINANCIAL STRATEGY 2014-15 TO 2017-18 AND 2014-15 BUDGET FOR CONSULTATION: A FAIR FUTURE FOR OXFORD

Summary and Recommendations

Purpose of report: To present the Council's Medium Term Financial Strategy for 2014/15 to 2017-18 and the 2014-15 Budget for consultation.

Key decision Yes

Executive lead member: Councillor Ed Turner

Policy Framework: The Council's Corporate Plan

Recommendation(s): The City Executive Board is recommended to approve the Consultation Budget for 2014/15 and Medium Term Financial Plan for 2015/16 to 2017/18 in particular:

- a) the Council's General Fund Budget Requirement of £23.471 million for 2014/15 as set out in Appendix 1 and an increase in the Band D Council Tax of 1.99% or £5.34 per annum representing a Band D Council Tax of £273.53 per annum
- b) the continuance of the Councils Council Tax Support scheme (formerly Council Tax Benefit) as referred to in para 24
- c) the Housing Revenue Account budget for 2014/15 as set out in Appendix 4 and an increase in average dwelling rent of 5.42% or £5.25 per week an annual average rent of £102.08 as set out in Appendix 5
- d) the Capital Programme for 2014/15 -2017-18 as set out in Appendix 6;
- e) the Fees & Charges schedule as set out in Appendix 7 and
- f) the proposed level of exemptions and discounts on empty homes and unoccupied properties as outlined in para 44 below

Appendices to the report:

Appendix 1. Summary of Proposed Budget by Service 2014-15 to 2017-18

Appendix 2. General Fund Revenue Budget by Service 2014-15 to 2017-18

- Appendix 3. Detailed Service Budgets 2014-15 to 2017-18
- Appendix 4. Housing Revenue Account Budget 2014-15 to 2017-18
- Appendix 5. Housing Revenue Account Rent increases by property type
- Appendix 6. Capital Programme 2014-15 to 2017-18
- Appendix 7. Fees and charges
- Appendix 8. New Investment proposals
- Appendix 9. Risk Register
- Appendix 10. Draft Equalities Impact Assessment

FOREWORD BY THE PORTFOLIO HOLDER

Oxford City Council, as the rest of English local government, continues to suffer from the toxic mix of government spending cuts, increased pressure on services (notably homelessness), challenges in generating income, and low interest rates on investment. Nonetheless, it remains our ambition to see services improve, safeguard the vulnerable from cuts, avoid compulsory redundancies and narrow the gap between rich and poor in our city.

We thank council officers for their hard work in making the Council a more efficient organisation than ever before, with over £4 million achieved in efficiency savings (where we deliver the same level of service for less money) since 2010. Staff at all levels of the organisation have gone the extra mile in providing extra services, in a climate where pay has fallen in real terms.

There are enormous challenges ahead: we await with concern details of the County Council's cutbacks, which are certain to have knock-on effects on Oxford City Council. The timescale for the government's Universal Credit roll-out remains unclear, generating uncertainty and cost to the Council. We know our government grant is to be drastically reduced and the only question is by how much it will be cut.

This budget balances over the next four years, and proposes important investment in our communities. We welcome feedback from local people. As councillors, we will do all we can to make Oxford a fairer, more equal place – and the proposals in this budget play a very important part.

INTRODUCTION

- 1 This report sets out the Council's Medium Term Financial Strategy (MTFS) and associated spending plans for the next four years 2014/15 to 2017/18 and gives interested parties the opportunity to comment and be consulted on the Council's budget proposals for the next financial year (2014/15). The report covers all aspects of the Council's spend: General Fund revenue expenditure funded by the council tax payer, Housing Revenue Account expenditure, funded by council tenants and the Council's Capital Programme funded by Capital Receipts, revenue and borrowing.
- 2 For ease of reading; the report is split into four sections :

Section A Background and Context
Section B General Fund Revenue Budget
Section C Housing Revenue Account (HRA) Budget
Section D Capital Programme

Section A Background and Context

Background

- 3 This report sets out the Council's financial plans for the period 2014/15 to 2017/18. The plans make assumptions about income from Government Grants, Council Tax and rents. The plans underpin service provision and the Council's vision of "Building a World Class City for Everyone".

Protecting Services within the City: A Holistic Approach to Financial Planning

- 4 Against the backdrop of significant external pressures Council in September 2013 approved the transfer of £18 million of assets and a cash transfer of £7 million from the Housing Revenue Account to the General Fund. The transfer has improved the Council's General Fund Revenue position by an amount of around £2 million per annum, thereby and increased the borrowing headroom within the Housing Revenue Account by £19 million.
- 5 The transfer safeguarded the delivery of all existing objectives within the HRA Business Plan, including the delivery of 500 new homes, the great estates programme, significant improvements to tower blocks and the repayment of debt as well as improving the sustainability of the Council's General Fund Revenue account in the medium term for the benefit of all citizens of Oxford.
- 6 In addition to the above Council agreed at the same meeting to the inclusion within its Capital Programme of an amount of £10 million for the purchase of properties to provide accommodation for homeless families. This would be funded from the general fund so does not lower borrowing headroom in the HRA.

National Economic Position

- 7 Despite an increase in GDP of 0.8% between July and September 2013 being announced last month the economy remains fragile. The Chancellor has insisted he will hold firm with his deficit reduction policies, suggesting that there will be no tax giveaways in the Autumn Statement on December 4.
- 8 The independent Office for Budget Responsibility forecasts this year's deficit remaining broadly in line with the last financial year at £120 billion.

- 9 Although the deficit has been reduced by a third there is still a long way to go. The Chancellor is looking for £11.5 billion of spending cuts across Government departments in the year after the next general election.
- 10 On interest rates the stronger than expected rebound in growth and the notable decline in the unemployment rate has forced some backtracking on the initial terms of the Bank of England Monetary Policy Committee's Forward Guidance. The accomplishment of the 7% unemployment target will not trigger an automatic hike in official interest rates. Rather, it will merely prompt a more focused discussion of options going forward. This trigger however is still thought to be at least two years off and as a result interest rates are unlikely to rise until 2016/17.

Government Funding

- 11 A number of consultations on Government Funding have been issued since the current Medium Term Financial Plan was approved at Council in February 2013 they are set out below:

Local Government Finance Settlement 2014-15

- 12 The Government published the illustrative 2014-15 Local Government Finance Settlement on 4 February 2013, alongside the 2013-14 Local Government Finance Settlement. Since the publication of this a further reduction of 1% has been announced from the total of Local Government Departmental Expenditure Limit. The proposal is for the full reduction to be made through Revenue Support Grant reducing the 2014/15 RSG by 1.73%.
- 13 The consultation also highlights that the initial estimates of safety net payments to be made in business rates in 2013/14 are higher than estimates and are unlikely to be financed from levies from additional growth. The proposal is therefore to hold back a further £95 million from 2014/15 Revenue Support Grant to offset this with a possible offset from the amount held back for funding capitalisation.

Local Government Finance Settlement 2015/16

- 14 The Government announced in the 2013 Budget speech that public spending needed to reduce by a further £11.5 billion to help reduce the deficit. The spending Round 2013 published in June 2013 set out a reduction of 2.3% for 2015-16 in overall local government spending meaning a far higher cut in government grant.
- 15 As in previous years a number of grants will continue to be rolled into the Formula Grant figures including Homelessness Prevention Funding, Lead Local Flood Authority Funding and Learning Disability and Health Reform. Funding will remain unchanged in cash terms from their original amounts but because they are now rolled into the Formula Grant, they are no longer ring fenced.

- 16 The Government also proposes to keep the total level of the localised Council Tax Support funding unchanged in cash terms from the 2014-15 total. As in the 2014-15 Settlement, there is no separately identifiable amount for localised Council Tax Support at a local authority level.
- 17 Provisional estimates of Revenue Support Grant for Oxford City in accordance with the consultation are shown in Table 1 below. Since 2010/11 Formula Grant has reduced by around £5 million representing a reduction of around 28%. Confirmation of these figures will be given in the provisional finance settlement in December 2013. For future years the Council's working assumption is that Revenue Support Grant, excluding Homelessness Prevention Funding will be reduced to zero by 2020/21, with the Council becoming self- funding thereafter.

	Grants	Revenue Support Grant	Total	Percentage (Reduction)/Increase in RSG
	£million	£million	£million	%
2013/14	1.703	6.517	8.220	n/a
2014/15 *	0.871	5.657	6.528	(13.2)
2015/16	0.562	3.811	4.372	(31.0)
2016/17	0.562	3.049	3.611	(20.0)
2017/18	0.562	2.287	2.849	(25.0)

* First year that Council Tax Support Grant was rolled into Revenue Support Grant

Retained Business Rates

- 18 The Government introduced the new methodology for Business Rates retention on 1st April 2013. The Government's aim is to incentivise Local Authorities to encourage growth. The main components of the system are as follows:
- DCLG retain 50% of all business rates income – **the central share** with local authorities retaining the balance – **the local share**
 - DCLG calculate the share for each billing authority as a proportion of the local share – **the proportionate share.** This determines the **billing authority's business rates baseline.**

- The billing authority baseline is split 80/20 between Districts and Counties to determine the **individual authority business rates baseline**. The figure for Oxford for 2013/14 is £32.303 million.
- DCLG will then calculate the **baseline funding level** for each authority by applying the 2012/13 formula grant process to the local share of the business rates aggregate. For Oxford this is £5.468 million for 2013/14.
- A local authority must pay a **tariff** if its individual authority business rate baseline is greater than its baseline funding level. Conversely a local authority will receive a **top up** if its baseline funding level is greater than its individual authority business rate baseline. Oxford City has a tariff of £26.450 million for 2013/14.
- At year end the individual authority total business rates income will be compared to its baseline funding level and a **levy** of 50% will be applied, leaving the local authority with the balance. Similarly where the individual authority business rates income is less than 7.5% of its baseline funding level a **safety net** will be paid to the authority. The assumed

19 For 2014/15 figures for baseline funding and tariffs have been provided in the DCLG consultation and these figures have been used with no changes in methodology going forward.

20 Any growth in Business Rates income is assumed to be offset by the value of appeals and write offs by which the income is adjusted, regardless of the year to which they relate. A reduction of approximately £2.8 million has been assumed over 3 years from 2015/16 , to account for the demolition of business premises and multi storey car park associated with in respect of the Westgate Development. As a consequence the Council's Business Rates income will be below the 'safety net' level and for the three year period the Council will be paid at the safety net level which represents 92.5% of the baseline funding level. Between the baseline and funding level and safety net the Council will lose an estimated £1.3 million in business rates income over the three year period. Business Rates income retained is shown in the Table 2 below:

	Assumed Level of Grants included in retained business rates	Retained Business Rates	Percentage (Reduction)/increase in retained business rates
	£million	£million	%
2013/14	1.133	5.660	n/a

2014/15 *	0.521	5.638	(0.39)
2015/16 **	n/a	5.318	(5.68)
2016/17	n/a	5.424	1.99
2017/18	n/a	5.533	2.01

* First year that Council Tax Support Grant was rolled into retained business rate figure. Some additional business rates assumed

** Westgate development commenced

New Homes Bonus

- 21 In July 2013 the Government issued a consultation paper on the mechanism for pooling £400 million of New Homes Bonus through Local Enterprise Partnerships to support strategic housing and other local economic growth priorities. The Consultation seeks views on the pooling of New Homes Bonus resulting in the potential loss of all New Homes Bonus to County Councils and the loss of Grant at District level of between 20% and 30% with effect from 1st April 2015. An amount at the lower level has been assumed as follows:

	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
New Homes Bonus	2,000	1,827	2,255	2,515
Percentage increase/(decrease)	18.76	(8.65)	23.42	11.53

- 22 The grant is given for a six year period based on the new dwelling completions in the year. The Council allocates New Homes Bonus to fund the Capital Programme in order to de-risk the Medium Term Financial Strategy. In the event that the grant is lower than estimated or ceases altogether then a mitigating action could be to reduce the council's Capital Programme.
- 23 **Council Tax Support Grant for parish councils.** –In 2013/14 the Council received an amount of £24,053 in respect council tax support which was to be passed on to Parish Councils to compensate them for the loss of council tax income in their respective areas. From 2014/15 Council Tax Support Grant has been subsumed into Formula Grant and is no longer identifiable. Some councils are proposing to cease paying the grant to parishes as a result, while others are reducing the grant in accordance with the Revenue Support Grant reduction. The Medium Term Financial Strategy for Oxford allows for that grant to parishes to be withdrawn in

proportion to the reduction in Revenue Support Grant with total withdrawal in 2020.

Welfare Reform

- 24 In the summer it was announced that national rollout of Universal Credit would be delayed until 2015 at the earliest. Universal Credit will merge out-of-work benefits and in-work support. Administration of the new benefit will be managed by the Department for Work and Pensions. The Council is running one of 12 local authority led pilots to help inform the roll out and understanding how best to support people locally. There are clearly risks for the Council in terms of the role out of Universal Credit since it is still not clear as to whether TUPE will apply and there are other potential staffing issues whilst uncertainty over timing prevails. The Council is attempting to manage the situation by the employment of temporary staff when vacancies arise due to staff turnover.

Council Tax Support

- 25 Council Tax Benefit was replaced with a new system of Council Tax Support in April 13. The previous Council Tax Benefit Grant is now subsumed into the Council's Formula Grant and not separately identifiable. The Council is recommended to maintain its Council Tax Support scheme on the same basis as that introduced on 1st April 2013. It is estimated that this will cost the Council an additional £60k per annum.

Housing Benefit Admin Grant

- 26 Housing Benefit Admin Grant which the Council receives to support the administration of housing benefits has been maintained for 2014/15 at around £975k per annum, although this has been split with 80% being received from DWP and the remainder included in Formula Grant from DCLG.

Pension Reforms

- 27 In April 2011, the Government published a Green Paper, entitled "A state pension for the 21st century". Responses received to that consultation have helped shape the Government's proposals for reform.
- 28 One consequence for employers will be that they will see their NI costs increase by 3.4% of relevant earnings (earnings between the Lower Earnings Limit and the Upper Accruals Point) for every contracted-out employee. The suggestion is that employers can increase employees' pension contributions and/or reduce future benefits to offset this cost. However, not all scheme rules will allow employers to make such a change. The cost to Oxford City Council of these changes is estimated at around £400k per annum with effect from 1 April 2017.
- 29 In addition there are a number of other changes to pensions for which provision has been made in the Medium Term Plan as follows :
- with effect from 1/4/14 allowances become pensionable and subject to national insurance

- with effect from October 2013 employees were opted into the local authority pension scheme, although a number of employees have since opted back out
- The County Council pension scheme is subject to a triennial review by the actuaries. An ongoing contingency of £400k per annum has been allowed for in the budget to allow for any increase in employer pension contributions which may be payable from 1/4/2014. The outcome of this review will not be known until January 2014.

Recession, recovery and the impact of welfare reforms in Oxford

Homelessness

- 30 Our access to Private Rented Sector accommodation locally, to assist those threatened with homelessness is starting to fall away.
- 31 To counter the financial pressures from homelessness the Council:
- Makes use of an unringfenced grant of around £957k within its Formula Grant which it traditionally uses on a range of measures to support organisations preventing homelessness. Going forward the MTFS retains this level of funding for homelessness. Effectively this means that Council is funding a rising proportion of the grant itself, as the level of government support tapers away with reductions in Revenue Support Grant.
 - Has earmarked reserves to meet the costs of rising homelessness or declining ability to place those to whom we owe a legal duty .At 31-03-2014 these are estimated to be around £1 million but with no further transfers into the reserve planned
 - Allocated £10million provision in the capital programme to purchase dwellings to house families requiring temporary accommodation if required.

Effect of Welfare Reforms in Oxford City

Bedroom Tax

- 32 The typical profile of people affected by this change is individuals and couples who are over 45, and have had children who have left home. At the start of the year there were 956 households in Oxford City affected by these changes, of which 668 were Council tenants. This represented an annual loss in Housing Benefit of £534,000. However by the start of November, this number had reduced to 770. In 208 cases a Discretionary Housing Payment has been made to meet the Housing Benefit shortfall in the short term and facilitate the claimant finding a permanent solution. The Council receives a Government Grant for Discretionary Housing Payment which for 2013/14 is £525k

Benefit Cap

- 33 The government's Benefit Cap restricts the amount of money a family without work or working under 24 hours per week can receive in state benefits to £500 per week. It includes child benefit and housing benefit, and so is particularly likely to affect households with several children or in the private rented sector. In May it was expected that 166 households would be affected

by the Cap in Oxford, 90 from the private rented sector and 76 from the social rented sector. This was based on data provided by the Department of Work & Pensions (DWP). The estimated loss of Housing Benefit annually was £1 million. So far, 130 households have been capped. We are notified of new capped cases on a weekly basis.

- 34 Of those cases that have been capped, the impact is as follows:
 16 are losing over £200 per week in Housing Benefit
 25 are losing between £100 and £200
 28 are losing between £50 and £100
 61 are losing under £50

Clearly the impact of the Benefit Cap is to increase costs to the Council in terms of staff time assisting those affected, increases the potential for homelessness, and increase expenditure on Discretionary Housing Payment where appropriate.

Local Authority Universal Credit Pilots

- 35 Oxford City Council is part of a pilot to show how a local authority can support people affected by welfare reform. This is an important part of our aspirations to mitigate the impact of welfare reform upon local people. Up until 12 November 2013, the pilot had engaged with 780 people of which 203 had been assigned a case worker and are working with the team on an on-going basis. Of these 31 have secured employment, 401 have made applications for a Discretionary Housing Payment and 315 awards have been made. In addition in 577 cases housing or work related advice has been provided.
- 36 Overall, and particularly because of the combination of high levels of deprivation in parts of Oxford, and also very high housing costs, Oxford City Council remains especially exposed to adverse financial pressures resulting from welfare reform.

Impact of current year's budget 2013/14

- 37 As at 30th September the forecast outturn for 2013/14 is a favourable variance on the Council's General Fund Revenue account of approximately £3.081 million. Table 4 provides a synopsis

Table 4 2013/14 Forecast Outturn	
	£ million
Transfer of HRA assets to G Fund agreed at Council 30/09//13	1.322
Service area variations against budget	0.050
Net effect of local cost of benefits	0.342
Additional Interest from HRA internal borrowing	0.371
Additional investment interest from increased cash balances	0.196
Reduced contingency for achieved 2012/13 efficiencies	0.800

Total	3.081

- 38 With the exception of the additional revenue arising from the transfer of assets which has been reflected in the MTFP going forward all other variances are considered to be one-off. A principle has been agreed by CEB that such surpluses will be used to finance the Council's Capital Programme. Clearly the precise amount will not be known until the year end.

Value for Money & Efficiency

- 39 The Council continues to make substantial progress in improving value for money and generating efficiency savings. Over the past three years the Council has generated approximately £4 million in efficiency savings and within the current year's budget £1.294 million efficiency savings are on track to be delivered. The programme of cumulative efficiency savings is set out in Appendix 3.

- 40 This budget proposes some new efficiency savings going forward and thus balancing our budget and is going forward dependent on delivery of the following projects:

- **Review of Administrative Support - £350k per annum**

Proposed rationalisation of administrative support across the Council, encouraging generic working, standardisation and automation of systems and procedures thereby reducing duplication of effort and increasing resilience.

- **Review of Assets - £300k per annum**

As part of the transfer of assets from HRA to General Fund a sum has been placed in an earmarked reserve for strategic property investment which will produce an on-going revenue saving of £300k per annum. A number of opportunities are being examined at present; none have been concluded and this will be the subject of a future report to CEB and Council.

- **Off street Car Parking - £730k per annum**

The development at Westgate will see the demolition of the Westgate Multi Storey car park and the temporary loss of adjacent car parking spaces whilst demand arising from the Westgate and other developments is likely to rise. One response is to investigate increasing capacity at Seacourt Park and Ride. In addition the council is looking at a means of increasing capacity across the city in the short term.

- **Review of Investments**

The Council's investment of surplus cash is largely in fixed term secure counterparties with an average interest rate of around 0.8% and is

unlikely to increase in the next 2-3 years. Additionally the Council has £3million invested in non-specified property funds with a current return of around 6%. These investments are dependent on the performance of individual properties, the value of which can go up as well as down. Officers are currently examining the potential to invest a further sum in property funds to achieve higher overall returns but establishing sufficient provisions to protect the Council from adverse variations in value.

- **Renegotiation of Leisure Centre Contract**

The Council is exploring its option to extend its current Leisure facilities contract for a further 5 years beyond 2019.

Section B General Fund Revenue Budget

The Budget Process

- 41 As part of the annual Medium Term Financial Strategy refresh Service Heads were requested to review the savings and efficiencies included within the current Medium Term Financial Plan (and agreed by Council in February 2013) and to present alternative proposals to achieve the savings where necessary in order to live within an overall cash envelope.
- 42 Detailed templates for capturing proposed Efficiency Savings, Spend to Save opportunities and Fees & Charges options as well as Pressures and Service Reductions were submitted to the Finance Team for collation and review in September.
- 43 Directors scrutinised all proposals for consistency of approach and deliverability of savings. Efficiencies proposals have been ranked as High, Medium and Low risk and a level of contingency calculated against the medium and high risk savings and income generation proposals.

Planning Assumptions Used

- 44 The following Planning assumptions are included within the Medium Term Financial Strategy:
 - **Formula Grant** – Indications of Formula Grant have been given by Government for 2014/15 and 2015/16 in a recent consultation paper with figures to be agreed in December 2013. Going forward and in line with the Governments stated intention to return to surplus by 2020 officers have assumed that Revenue Support Grant is reduced to zero over this period. Retained Business Rates income has been estimated in accordance with known variations in income and retained business rates methodology as set out in paragraphs 13-16 above.

- **Council Tax Increase** – It is anticipated that the Government will require authorities to hold referendums if they wish to increase Council Tax by more than 2%. Hence an increase of 1.99% as last year is assumed in the MTFS for each of the next four years
- **Council Tax Freeze Grant** – No grant is assumed for the 2014/15 Council Tax increase

- **Council Tax Exemptions**

In February 2013 the Council agreed changes to exemptions and discounts to empty properties as follows:

- **Exemption Class A – Previous** - Recently built or uninhabitable due to work (previous 100% exemption for a time limit of 12 months then full charge): 25% exemption for a time limit of 12 months, then full charge For new builds or buildings created from structural alterations to an existing building, a 25% discount can be applied for 6 months followed by a full charge.
- **Exemption Class C – Previous** Vacant – empty and unfurnished (previous 100% exemption for a time limit of 6 months then full charge): 25% exemption for a time limit of 3 months, then full charge
- **Second Homes Discount** – Previous (10% discount) –0% discount i.e. full charge
- **Empty Homes Premium** – Previous - left unoccupied or unfurnished for two years or more (current 100% exemption for a time limit of 6 months and then full charge in line with class C).
Now:-charge 150% council tax after 2 years empty

Current projections indicate that these proposals are raising additional income for 2013-14 as follows :

	Total Income Forecast	City Council Share of Additional Income
	£	£
Exemption Class A	137	23
Exemption Class C	468	79
Second Homes	65	11
Long Term Empties	122	21
Total	792	134

However these changes have resulted in an increasing number of small debts being created by properties that are empty for short periods consequently the following changes are recommended:

- To change Discount Class C - to a 100% discount from the date the property becomes empty for a period of up to 1 month, then apply 0% discount
 - To change Discount Class A (in need of structural repair) - to give a 100% discount for 2 months, and then apply 0% discount. This would encourage council tax payers to complete the works quickly and remove the need to inspect properties, freeing up Visiting Officer time to focus on income collection. If a property requires major structural repairs then the Council would encourage the taxpayer to appeal any Council Tax Band on the property to the Valuation Office Agency.
 - New Builds - to give 100% discount for one calendar month, then to remove the discount completely to encourage bringing properties into use quicker.
-
- **Base Budget** - The starting point for planning is the 2013-14 base budget position as presented in the 2012 Medium Term Financial Plan. This is defined as the 2013-14 budgets, adjusted for any one-off savings and growth.
 - **Inflation** – Limited general inflation has been applied to non-pay budgets for supplies such as petrol and building materials.
 - **Housing Benefit Administrative Grant** – Eighty per cent of the grant is to be paid by The Department of Work and Pensions and this has been confirmed for 2014/15 at £782,772 the remaining 20% will be paid by the Department for Communities and Local Government in the Grant Settlement. It is likely that this grant will taper down over the three year period of implementation of Universal Credit, but this timescale remains uncertain.
 - **Pay Assumptions** – Last year the Council negotiated a four year pay settlement with the Unions of 1.5% per annum in exchange for leaving the national pay agreement.
 - **Staff Increments** - Following agreement with Unions pay increments were reinstated with effect from 2013/14 for those staff below the midpoint of the grade and subject to a satisfactory performance appraisal and attendance record, with increments being achievable every two years. For those staff above midpoint no increments are payable although there is eligibility for the Partnership Payment subject to a satisfactory performance and attendance record

- **Pensions** - The Medium Term Financial Strategy includes an increase from the current contribution in line with pay inflation increases. In addition a provision has been made of £400k per annum to additional cost of employer pension contributions which may arise from the pension actuaries' triennial review which will be implemented with effect from 1/4/2014. Further information will be available from the County Council in December 2013.
- **Investment Income** - With interest rates not predicted to change until October 2016, investment interest returns of 0.8% for the next two years up to 2016/17 followed by rates of 1.8% and 3.3% thereafter have been included in the plan.
- **Increases in Fees and Charges** – The Medium Term Financial Strategy for the next four years allows for fees and charges to increase over the medium term in line with 'what the market can bear'. In practice this means that most charges including car parking, building control, planning and cemeteries remain at 2013/14 prices although there are increases in the following areas:
 - Leisure activities including swimming, tennis, membership fees, fitness gyms, where the majority of fees and charges show a proposed increase of 3.4% RPIx inflation, although higher in some cases due to rounding. Choice Memberships are set to increase by 10% which represents a £47 increase on an Adult Membership to £517.
 - Pest Control increases have increased by around 5% representing a £1.40 to £7.50 increase.
 - Cemeteries increases range from 0% to 12.50% for exclusive burial rights, representing a £100 increase for purchasing 50 year adult grave rights.
 - Garden waste bins – 3.5% to 5.1%, representing a maximum increase of £2.
 - Car Parks – In parks – 4.76%, representing a 5 pence increase on a £1.05 charge.
 - Car Parks Off street – 2% to 9%, representing a maximum 10 pence increase on a £1.10 charge.
 - Park and Ride – evening charges to be aligned with those of Oxfordshire County Council in its Park and Ride car parks.
 - Additionally, there are major revisions proposed to HMO license fees, which will see substantial reductions for accredited landlords, but a large increase in charges for those who fail to apply for a license for an HMO which they own.
- **Capital Financing** - Capital financing for the draft Capital Programme is detailed in Section D. The four year Medium Term Financial Strategy once again maintains the Council's position of no new prudential borrowing with the exception of the financing of the purchase of vehicles. There is £9 million included in the Medium

Term Financial Strategy for this type of expenditure which is repayable over the seven year life of the vehicles.

- **Contingencies** – Members resolved last year to review the level of contingencies held against high and medium risk savings proposals. The previous methodology of allowing contingencies against high and medium savings of 80% and 40% respectively has been changed to 40% against both the high and medium level rated efficiency savings, service reductions and fees and charges from 2014/15 onwards in accordance with the following :

Table 6 : Contingencies held against efficiencies				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Total cumulative Savings in plan	(3,942)	(6,070)	(7,541)	(7,866)
Of which ranked high and medium from 2014/15 onwards	(1,338)	(2,814)	(4,089)	(4,409)
Cumulative contingency in MTFP	1,040	1,660	2,160	2,260
% of total savings covered by contingency	26	23	27	29

In addition, sums have been set aside for potential redundancy costs at £200k per annum and additional pension costs in accordance with the triennial review from April 2014 of £400k and pay in accordance with the pay agreement.

- **New Homes Bonus** –Payments in respect of New Homes Bonus will be utilised to support the Council's Capital Programme.
- **Support for vulnerable households** – Spending on preventing homelessness is supported by an un-ring-fenced grant funded through Revenue Support Grant and Retained Business Rates, currently in the order of £957k. For planning purposes it is assumed that spend of £957k and the grant is maintained at this level although clearly this remains less certain going forward.

Ongoing Investment Proposals

45 A number of Investment proposals established in the budget in 2012/13 to raise educational attainment, to improve the life chances of young people, and to reduce our carbon footprint are budgeted in the next four year period. This is a sum of £4.6 million, together with new expenditure totalling £2.2 million over the same period which has been introduced from 2014/15. Details of proposals continuing are detailed in Appendix 8 and include:

Cricket festival: This provides an annual cricket festival, enjoyed by players from all backgrounds, in Cowley Marsh park. -£2k per annum

Restoration of free swimming for under 17's: This delivers a substantial programme to ensure that young people, notably from backgrounds which are less likely to access free swimming, are aware of and take advantage of the opportunity -£28k per annum

Leisure / school partnership activities: This budget mitigates the impact from cuts to youth sport by the Government and County Council- £33k per annum

Oxford Cycle City : This pot of money allows the targeted creation of more cycle lanes and better signage. £10k per annum revenue plus £122k capital-(£50k existing plus £72k additional)

Locking of Florence Park: This provides continued funding to lock Florence Park in the evenings, to prevent crime and anti-social behaviour. £5k per annum.

Additional hours for litter picking and maintenance in parks: Following the successful modernisation of play areas across the City, usage of parks has increased substantially. This fund allows improved maintenance and litter picking in our parks. £15k per annum.

Top up of grants budget – Budget used for small grants to community organisations.

Legal aid – welfare advice: Following Government cuts to Legal Aid for many needing advice and support on welfare issues, this supports a post to mitigate the impact on those in need. -£29k per annum

Youth activities: (£240k per annum) - this provides support in areas of the City where the County Council's changes to youth provision have had the greatest detrimental impact, as well as expands youth activity to some areas which currently have no provision.

Conversion of council flat sites to recycling: This facilitated recycling at council flat sites. £27k per annum

New low-emission litter picking vehicle in city centre: This additional vehicle enables side-waste to be removed more effectively from around bins in the City Centre.- £2k per annum

Stronger private rented sector enforcement: This fund allows greater proactive enforcement of standards in the private rented sector -£68k per annum

Groundworks Environmental Improvement Programme: This delivers a social enterprise programme to clear watercourses, ditches and streams to improve flood protection: £6k per annum.

Low-carbon Oxford: This funding assists the City Council to maintain its active leadership of the low-carbon agenda and ensure that Low Carbon Oxford is able to continue its successful work. £25k per annum

Proactive riverbank enforcement: This budget provides a targeted programme of enforcement to deal with the growing problem of illegal moorings.- £22k per annum

Cleaner greener area based door-to-door campaign: This budget extends successful work to promote the “Cleaner Greener” Oxford agenda, improving recycling and street cleanliness throughout the City. £12k per annum

Living wage: This initially funded an increase in the “Living Wage” for all Oxford City Council employees and contractors to £8 per hour. We promote this living wage to all employers in Oxford City. The initial cost was £9k per annum, but it is proposed in this budget to raise the Oxford Living wage to £8.36 per hour at a cost of a further £5k per annum.

Apprenticeships: This fund, of £150k per annum, provides apprenticeships at Oxford City Council, helping reduce youth unemployment and supporting local young people to get experience and qualifications.

Educational Attainment: £400k per annum - This supports Oxford’s primary schools to deliver a step change in educational attainment, which in Oxford City is amongst the lowest in the country.

Events – This fund provides events in the city, funded at £50k per annum

New Revenue Proposals from 2014/15

- 46 **Market Management and Investment** - Funding for a specialist Market Manager (12 months) and implementation of Covered Market strategy report – £150k in 2014/15 then £50k ongoing

Technical Support For Oxford Growth Strategy -Technical advice (landscape/ legal /transport /urban design /planning) to support submissions to District Councils' Core Strategy examinations (up to four).- £150k one off.

Planning Design and Review Panel -Funding to appoint and commission an independent panel (6 members plus specialists as required) to review major planning applications. £50k in 2014/15 and £25k in 2015/16.

Customer Service Excellence Manager. - To manage and coordinate the roll out of Customer Service Excellence best practice across the organisation. Also manage the way the organisation receives and responds to customer feedback, ensuring corrective and preventative actions are taken and service improvements secured. £35k for two years.

Toilets – Extended opening and additional cleaning - Extension of the toilet opening hours from 5pm to 8pm in the city centre. £35k in 2014/15 reducing to £25k in 2015/16 following closure of Westgate..

Low Carbon Oxford -Maintain contribution to Low Carbon Hub at £50k for 2014-15.

Safeguarding Children and Vulnerable Adults - To ensure that the City Council fulfils its duties to safeguard children and vulnerable adults and to provide a joined-up approach to the delivery of safeguarding services. To provide effective advocacy for vulnerable children and adults. £24k for two years.

Events web portal - This provides a one-stop shop for all event bookings (including Events and Town Hall Events); bookings will be streamlined and a simplified and cost effective system – this will simplify the booking procedure for customers and reduce costs and administration workload for the Events Team. £5k in 2014/15 and £2k in 2015/16

Food waste collection for flats - The current food recycling service does not include the 15,000 flats in the city. A pilot scheme has been operating successfully this year and this proposal ensures that the service continues and is rolled out to the flats, so that they can all receive a food recycling service. It is linked to a capital bid for bins. £100k ongoing.

- 47 The Council's General Fund Budget for Consultation is set out in Appendix 1 attached and summarised below:

Table 7 : Summary General Fund Medium Term Financial Plan 2014/15 to 2017/18				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
EXPENDITURE				
Total Base Budget	19,897	19,897	19,897	19,897
Fees and Charges increases	(1,292)	(1,686)	(2,334)	(2,350)
Efficiencies	(2,436)	(4,280)	(4,713)	(5,423)
Invest to save proposals	(7)	26	(10)	(46)
Service reductions	(224)	(264)	(274)	(283)
Pressures/contractural inflation	1,537	1,227	1,191	1,252
New Investment	450	(10)	16	16
Revenue Contributions to capital	4,321	3,207	3,464	3,904
Minimum revenue provision	2,766	2,737	2,470	2,499
New Homes Bonus	(2,003)	(1,827)	(2,256)	(2,515)
Net Interest receivable	(1,701)	(1,766)	(2,348)	(3,086)
Depreciation reversal	(5,221)	(5,221)	(5,221)	(5,221)
Pay and Contingencies	2,852	4,503	6,051	6,941
Corporate and democratic core, support for vulnerable people	4,532	4,532	4,532	4,532
Transferred to (from)working Balance	0	0	0	0
Net Budget Requirement	23,471	21,408	20,045	20,692
FUNDING				
Council Tax	11,431	11,717	12,010	12,310
Revenue Support Grant	6,402	4,373	3,611	2,849
Retained Business Rates	5,638	5,318	5,424	5,533
Total	23,471	21,408	21,045	20,692
Surplus/ (Deficit)	0	0	0	0

GENERAL FUND WORKING BALANCE				
Opening	3,621	3,621	3,621	3,621
Transferred to/(from)	0	0	0	0
Closing	3,621	3,621	3,621	3,621

- 48 The above table shows over the four year period cumulative efficiencies of £5.4 million, increased income from Fees and Charges including trading totalling £2.3 million and service reductions of £0.9 million as shown in Appendix 3

Risk Implications

- 50 The main risks to the balanced position of the General Fund consultation budget (Appendix 9) are that:
- The Financial Settlement is not as favourable as is assumed in the above figures
 - Business Rates income is not as forecast
 - Welfare Reform impacts the authority more adversely than assumed
 - Variation in the income from New Homes Bonus as a result of new dwellings constructed and occupied during a given 12 months period being lower than anticipated
 - Interest rates lower than projected
 - Slippage occurs in the delivery of savings and income generation, or additional pressures arise that have an on-going financial impact on the Council

Section C Housing Revenue Account Budget

Background

- 51 The Council's 2013/14 Housing Revenue Account (HRA) is currently projecting an in-year surplus of £2.4 million, increasing its year-end balance to £6.1m. This favourable variance has been factored into the HRA Business Plan going forward and contributes towards the future investment programme.
- 52 The 2013/14 financial year was the second of the Government's new HRA self-financing regime which saw local authority housing landlords buy themselves out of the housing subsidy system. Oxford City Council procures £198.5m of self-financing debt. Our debt redemption strategy is to repay this debt over the next 9 to 45 years. This new funding system has saved the Council an average of £6 million per annum.
- 53 These annual cash surpluses have enabled the authority to embark on an ambitious Capital Programme including the creation/acquisition of over 400 new affordable homes, together with continuing with improvements to our existing housing stock, including Tower Blocks.
- 54 The Council's HRA strategy is governed by the production and regular review of its 60 year HRA Business Plan. This document sets out the Council's HRA priorities over the longer term and details the assumptions made regarding inflation uplifts, rent increases, additional capital spend, secondary borrowing, arrears, bad debts provision, void levels etc. The Government has stated that it wishes authorities to engage in the

affordable homes agenda and Oxford City Council is at the forefront of this initiative. Started in 2012/13 the Council is undertaking a new build programme part funded by the Homes and Communities Agency, in which 113 new properties will be built by 2015 utilising £2.4m of Government Grant.

Legislative Changes

- 55 Recently, the Government have brought out a consultation paper exploring the option of removing the “convergence” element of the existing rent formula currently adopted. Furthermore, they have indicated their support to reduce the inflationary uplift from RPI to the lower CPI figure. The consultation closes by 24 December 2013, with subsequent proposals being distributed in the New Year for implementation in April 2015.
- 56 As such the Council is proposing to continue with an annual uplift for 2014/15 in line with the existing formula, namely RPI + 0.5% + £2, with a change to CPI + 1% thereafter. This is now embedded within the proposed HRA Business Plan estimates.
- 57 The financial implications of this change for local authorities are significant, in the short term. DCLG’s valuation of Oxford’s notional HRA, used to establish our borrowing level of £198.5m was predicated on a continuation of the current RPI formula until convergence was established, possibly in 2018/19 for Oxford City Council.
- 58 As outlined in paragraphs 4 – 6 above. Council approved in September 2013 a package of changes affecting both the HRA and GF.
- 59 The primary advantages are set out below:
- Firstly, from a management perspective the commercial property for example previously in the HRA would now come under the direct supervision of staff in Corporate Property responsible for the majority of the Council’s commercial portfolio.
 - An increase in the HRA borrowing headroom from £19m to over £37m that could finance additional capital works in future years or accommodate short term spikes in anticipated spend.
 - A reduction in depreciation charges. Under the rules governing the HRA depreciation charges for non-dwelling assets are a charge to the HRA’s bottom line and to tenants. However, the capital financing rules governing the GF are different, namely depreciation is initially charged in accordance with proper accounting practices but it is effectively reversed out so as to not hit the bottom line and be a charge to Council Taxpayers. The value of the depreciation associated with the transferred assets is approximately £417k. Thus, the HRA does not receive this charge as the assets are no longer in the HRA and Council Taxpayers do not receive the charge due to the regulations requiring depreciation charges to be reversed.

Key assumptions made in preparing the HRA budget

60 The following key assumptions have been made in the HRA Business Plan

▪ Debt Profile

The Council acquired 6 fixed rate mature PWLB loans amounting to £198.5m at the beginning of 2012/13. The profile of the debt is as follows:

	£million
2020/21	20
2025/26	20
2031/32	40
2036/37	40
2041/42	40
2056/57	38.528
Total	198.528

The first repayment of £20m does not take place until 2020/21. Interest payable based on fixed rate maturities on this debt is estimated at £6.470 million per annum.

• Responsive Repairs and Maintenance

Within the four- year Medium Term Financial Strategy and the 30 year Business Plan we have projected efficiency savings to be realised from the Council's Responsive Repairs budget. Namely, after allowing for uplifts a 5% reduction was implemented in 2013/14 with further annual reductions of 1.5% being applied up to a ceiling of 15%.

▪ Property Change Assumptions

The HRA BP assumes disposals of around 40 dwellings per year until 2021/22 in current stock levels due to the Government's re-Invigorating Right To Buy initiative. Actual completions during 2013/14 have been in line with these levels. However, the prospect of this level of completions continuing into future years is a risk that needs to be monitored closely.

• Appropriations

The majority of the HRA capital programme is financed from Revenue Contributions to Capital accounted for via appropriations to the Major Repairs Reserve.

▪ Rent Increase

As mentioned above the rent restructuring formula is projected to remain for 2014/15, at RPI at 3.2% + 0.5% + £2. This will mean that average rents

for 2014/15 will rise by **£5.25/week or 5.42%** meaning that the average rent for next financial year will be £102.08/week.

The policy in which property rents are automatically placed at the formula level following a void period will continue during 2014/15, thus ensuring many properties converge. Once this occurs rent increases thereafter would be limited to CPI + 1%.

Going forward from 1/4/15 rents are assumed to rise in line with CPI + 1% i.e an average overall rise 3.1% although this may be revised depending on the outcome of the recent consultation.

▪ **Inflation and pay assumptions**

The assumptions for pay Inflation are the same as for staff and expenses within the Council's General Fund (see paragraph 44 above)

▪ **Working Balance**

The working balance levels allow sufficient monies for the funding of future years Capital Programme and also the repayment of the debt described above. The Section 151 Officer has recommended an amount of £3.5 million as being required to cover unexpected eventualities such as increased rent arrears, falling investment income or increased costs.

▪ **Service Charges**

Service charges such as caretaking, cleaning, CCTV, communal areas etc have been increased in line with the convergence formula i.e. RPI at 3.2% + 0.5% i.e. 3.7% in 2014/15 and CPI + 1% thereafter. A £1 reduction in the weekly limiter value as agreed in the 2013/14 budget is assumed for 2014/15 to 2016/17. It is estimated that this initiative potentially impacted on approximately 2,800 tenants last financial year. The figure reduces significantly each year as the limiters are removed. The level of assumed income is shown in Table 12 below.

Table 9 Removal of Service Charge Limiter	
Year	Increased Service Charge Income
2013/14	£168k
2014/15	£120k
2015/16	£80k
2016/17	£50k

▪ **Assistance with effects of Bedroom Tax**

This includes investment of £75k to assist people to downsize, and therefore mitigate the impact of the Bedroom Tax.

Housing Revenue Account Budget 2014/15 to 2017/18

61 Appendix 4 details the HRA Budget for the period 2014/15 to 2017/18 is summarised below:

Table 10 Housing Revenue Account 2014/15 to 2017/18

DRAFT HOUSING REVENUE ACCOUNT PROJECTIONS 2014/15 TO 2017/18				
OXFORD CITY COUNCIL				
	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
Total Income	(42,799)	(44,527)	(46,234)	(47,709)
Total Expenditure	33,481	34,121	34,219	34,911
Net Operating (Surplus)/Deficit	(9,318)	(10,406)	(12,015)	(12,798)
Total Appropriations	11,937	10,379	12,005	12,785
Annual (Surplus)/Deficit	2,619	(27)	(11)	(12)
Opening Balance	(6,129)	(3,510)	(3,537)	(3,548)
Closing Balance	(3,510)	(3,537)	(3,548)	(3,560)

Risk Implications

62 The main risks to the balanced position of the consultation budget (Appendix 9) are:

- Increased arrears due to benefit changes ongoing from welfare reforms and direct payments.
- Non-achievement of assumed Right to Buy sales now required to fund the increased capital spend commitments.
- Non-achievement of planned efficiencies.
- The impact on overall rent arrears of the direct payments project can be seen by comparing the arrears at the end of the last two years. For 2011/12 rent arrears were 1.7% of the rent roll. This increased to 2.6% for 2012/13. For those cases which had received a direct payment, arrears stood at 3.1% at the end of 2012/13.

Section D Capital Programme

63 As part of the budget process officers were invited to submit outline business cases for new schemes to be included within the Capital

Programme. The bids also included schemes where although approval has previously been given they have not yet commenced. This enables the Capital Programme to be looked at holistically in terms of available resources, including re-evaluating the prioritisation of schemes which have not yet been committed.

General Fund Capital Programme

64 As part of the officer review process General Fund bids were evaluated using a scoring mechanism which took into account:

- Their contribution to the Council's corporate priorities
- Their statutory or contractual nature
- The cost of the scheme in total , small schemes scoring more points than larger ones
- Whether the scheme attracts external funding
- Whether there were additional revenue implications and whether there was budget provision for them
- The risk of not doing the project

65 The proposed General Fund Programme amounts to around £55 million over the four year period including £16 million of new schemes. The £39 million difference relates to other schemes which have already been agreed within the existing Programme including improvement and refurbishment of Council buildings £6 million, mandatory disabled facility grants £2.6 million, new competition pool £4 million purchase of homeless dwellings £10million, urban broadband £4.6 million, vehicles £6.2 million.

There are a number of new capital bids which are included in this consultation budget, including:

- Funding to ensure food waste recycling can be carried out at flats: £666k.
- A new rolling fund to compulsorily purchase, as a last resort, empty properties: £250k per annum.
- Increased funding for cycle paths: £72k.
- Flood alleviation measures at Northway and Marston, in partnership with the Environment Agency: £1.7 million.
- An improved council website with better mobile access: £110k.
- A new football pavilion and community centre at Quarry Recreation Ground: £600k.
- Improvements to city centre toilets: £90k.
- Energy efficiency measures at council buildings: £600k.
- Additional CCTV camera at Speedwell Street: £40k.
- Works to improve drainage at Rose Hill Recreation Ground: £40k.
- Additional parking spaces at the Leys Health Centre: £87,000.

66 Appendix 6 attached details the Council's Draft Capital Programme for 2014/15 to 2017/18. It is summarised below

Table 11 Capital Programme 2014/15 to 2017/18				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Policy, Culture and Communications	4,675	0	0	0
City Development	305	50		
Environmental Development	2,690	4,690	4,690	640
Corporate Assets	1,694	1,485	850	0
City Leisure	5,065	923	512	0
Direct Services	6,287	2,405	1,173	852
Business Transformation	277	327	327	0
New Bids	10,093	4,156	611	810
Total General Fund	31,086	14,036	8,163	2,302
HRA				
External Contracts	1,697	6,893	7,067	1,684
New Build	13,562	5,121	6,117	7,128
In House Contracts	6,128	6,056	5,956	5,716
Total HRA	21,387	18,070	19,140	20,113
Total Programme	52,473	32,106	27,303	22,415

67 The draft General Fund Capital Programmed is funded over the next four years by Prudential Borrowing (5%), capital receipts (16%) revenue (70%) and Government Grants and third party contributions (9%). All revenue costs have been included in the General Fund revenue budget. This is consistent with one of the key objectives of the MTFs, i.e. that the Capital Programmed should be funded on a more sustainable basis going forward, with a greater reliance on revenue contributions, the use of prudential borrowing where projects improve the Council's financial position, and reduced use of asset disposals. The use of capital receipts of around £13 million over the four year plan relies on a number of key asset sales

Capital Receipts

68 To fund the Capital Programmed the Council has earmarked a number of sites for disposal. These sites have been risk evaluated and a view taken on both the level and timing of the receipt to be expected. The balance of capital receipts against the proposed use of the receipts through the proposed Capital Program is as follows

Table 12 General Fund Capital Receipts – 2014-2018				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Opening Balance	11,668	7,095	3,434	769
Used for Financing	(6,073)	(4,451)	(2,665)	0
New Receipts	1,500	790	0	0
Closing Balance	7,095	3,434	769	769

69 The disposals pipeline going forward is limited and primarily relies on the sale of two sites with receipts depleted to around £0.8 million by 2016/17

Housing Revenue Account Capital Programme

70 The draft HRA Capital Programme is intrinsically linked to the 30 year Business Plan. Under the new system the Capital Programme is largely funded by HRA surpluses generated by housing rents. In total over the initial four year term the Council is looking to invest £32.5 million (£464million over the 30 year plan) to fund:

- Repairs and maintenance to tower blocks of £12 million over the next four years
- Kitchens (excluding wiring) -£5.8 million
- Central Heating £5.8 million
- Aids and adaptations, an amount of £3.8 million has been included to fund suitable aids and adaptations to council dwellings for the disabled and elderly
- New build affordable housing £16.2 million
- New build social and affordable housing at Barton - £5.5 million, £40million in total
- Estate enhancements and Regeneration to Great Estates - £4.3 million

It is proposed, as part of this budget, to increase the “Great Estates” programme for environmental and parking measures to improve Oxford’s council estates, to over £1 million a year.

Financing of the HRA Programme

71 The financing of the HRA Capital Programme is summarised below :

Table 13 HRA Capital Funding – 2014-2018				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Major Repairs Reserve	5,595	5,735	5,878	6,025
Right to Buy Receipts	1,959	1,890	1,358	1,405
Other receipts and grants	1,872	0	0	0
Revenue	12,048	10,446	11,904	12,983
Total	21,474	18,071	19,140	20,113

Risk Implications impacting on the Capital Programme

72 The main risks to the balanced position of the consultation budget (Appendix 9) are:

- Disposals not secured causing a shortfall in funding of schemes
- Slippage in Capital Programme and impact on delivery of priorities
- Cost overruns

Budget next steps

73 The timetable for consultation and for Budget approval by Council is set out in the following table:

Table 14 Budget Consultation Timetable	
Consultation Budget Report to CEB	11 th December
Budget Consultation Period	12 th December to January 2014
Final Budget Report to CEB including outcome of Consultation	12 th February 2014
Budget approval and Council Tax Setting	24 th February 2014

74 The budget consultation exercise will commence in December 2013 and involve a staff survey as well as utilise Talkback, an online survey and the *Oxford Mail* which will carry a simplified version of the survey. The outcome of the consultation process will be reported to CEB in February 2014, together with the outcome of the final settlement determination. Separately consultation work will be carried out on the proposed changes to HMO licensing fees.

75 On tenant consultation the HRA budget and rent and service charges changes will be consulted upon with a special resident focus group(s) and the tenant newsletter 'Tenants in Touch'.

76 Financial Implications

These are covered within the main body of the report

77 Legal Implications

There are no implications beyond those identified in the body of the report.

78 Risk Implications

These are shown in Appendix 9 of the report

79 Equalities Impact Assessment

A copy of the EIA is shown in Appendix 10

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Version number: 11

Oxford City Council's General Fund Revenue Budget 2014/15 for Consultation and Future Year

	Recommended Budget 2014/15		Proposed Budget 2015/16		Proposed Budget 2016/17		Proposed Budget 2017/18	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
City Regeneration	109	1%	(657)	-4%	(1,072)	-7%	(1,081)	-7%
City Development	1,788	9%	1,636	10%	1,509	10%	1,500	10%
Cultural Development	13	0%	2	0%	(8)	0%	(17)	0%
Development	77	0%	71	0%	69	0%	69	0%
Support Services	582	3%	582	4%	492	3%	492	3%
Information Services	(31)	0%	(31)	0%	(31)	0%	(31)	0%
Spatial Development	1,147	6%	1,012	6%	987	7%	987	7%
Regeneration & Major Projects Team	(5,070)	-27%	(5,202)	-32%	(5,274)	-35%	(5,274)	-36%
Commercial Property	(6,213)	-33%	(6,345)	-39%	(6,417)	-42%	(6,417)	-44%
Office Accommodation	480	3%	480	3%	480	3%	480	3%
Property Maintenance	308	2%	308	2%	308	2%	308	2%
Support Services	354	2%	354	2%	354	2%	354	2%
Housing & Property	3,391	18%	2,909	18%	2,693	18%	2,693	19%
Community Housing Strategy	660	4%	655	4%	649	4%	649	4%
Housing Needs	2,821	15%	2,821	17%	2,811	19%	2,811	19%
Property Services	(90)	0%	(567)	-3%	(767)	-5%	(767)	-5%
Organisational Development & Corporate Services	5,188	28%	4,355	27%	3,932	26%	3,669	25%
Finance	233	1%	163	1%	163	1%	163	1%
Accountancy	22	0%	(18)	0%	(18)	0%	(18)	0%
Internal Audit	0	0%	0	0%	0	0%	0	0%
Corporate Finance	56	0%	56	0%	56	0%	56	0%
Investigations	172	1%	172	1%	172	1%	172	1%
Revenues	(18)	0%	(48)	0%	(48)	0%	(48)	0%
Business Improvement & Technology	777	4%	623	4%	451	3%	456	3%
Contracts & Procurement	8	0%	(21)	0%	(41)	0%	(41)	0%
Transformation Projects	385	2%	385	2%	385	3%	385	3%
Performance	(91)	0%	(91)	-1%	(91)	-1%	(91)	-1%
Business Improvement & Performance	54	0%	54	0%	47	0%	47	0%
Technology	420	2%	295	2%	150	1%	155	1%
Customer Services	3,530	19%	3,412	21%	3,254	21%	2,986	21%
Customer First Programme	30	0%	30	0%	30	0%	30	0%
Customer Contact	47	0%	(109)	-1%	(229)	-2%	(349)	-2%
Revenues	1,163	6%	1,201	7%	1,163	8%	1,125	8%
Housing Benefit	2,290	12%	2,290	14%	2,290	15%	2,180	15%
Replacement Academy Server	(0)	0%	(0)	0%	(0)	0%	(0)	0%
Human Resources & Facilities	255	1%	200	1%	107	1%	107	1%
Human Resources	129	1%	109	1%	109	1%	109	1%
Health & Safety	0	0%	0	0%	0	0%	0	0%
Learning & Development	(5)	0%	(5)	0%	(5)	0%	(5)	0%
Payroll	5	0%	5	0%	3	0%	3	0%
Facilities Management	127	1%	92	1%	1	0%	1	0%
Law & Governance	393	2%	(44)	0%	(44)	0%	(44)	0%
Committees	(1)	0%	(4)	0%	(4)	0%	(4)	0%
Election Services	216	1%	215	1%	215	1%	215	1%
Legal Services	164	1%	81	0%	81	1%	81	1%
Member Services	2	0%	2	0%	2	0%	2	0%
Scrutiny	0	0%	0	0%	0	0%	0	0%
Executive Support	12	0%	(338)	-2%	(338)	-2%	(338)	-2%
Community Services	13,540	72%	12,539	77%	12,290	81%	11,900	82%
Environmental Development	2,761	15%	2,678	16%	2,630	17%	2,630	18%
Environmental Health	563	3%	501	3%	456	3%	456	3%
Environmental Sustainability	569	3%	569	4%	569	4%	569	4%
Environmental Protection	1,381	7%	1,360	8%	1,357	9%	1,357	9%
Business Development	89	0%	89	1%	89	1%	89	1%
ED Management	160	1%	160	1%	160	1%	160	1%
Direct Services	2,792	15%	2,445	15%	2,258	15%	1,868	13%
Building Planned Operations	(2,127)	-11%	(2,160)	-13%	(2,193)	-14%	(2,193)	-15%
Building - Responsive Operations	(440)	-2%	(440)	-3%	(440)	-3%	(440)	-3%
Off Street Parking	(3,671)	-19%	(4,137)	-25%	(4,317)	-28%	(4,727)	-33%
Waste & Recycling Domestic	3,355	18%	3,423	21%	3,435	23%	3,419	24%
Waste & Recycling Commercial	(1,193)	-6%	(1,225)	-8%	(1,360)	-9%	(1,360)	-9%
Engineering	(140)	-1%	(158)	-1%	(176)	-1%	(163)	-1%
Street Scenes	4,065	22%	4,041	25%	4,043	27%	4,045	28%
Motor Transport	(87)	0%	(47)	0%	(5)	0%	38	0%
Garages	(55)	0%	(55)	0%	(55)	0%	(55)	0%
Caretaking & Miscellaneous	(239)	-1%	(239)	-1%	(239)	-2%	(239)	-2%
Local Overheads	2,336	12%	2,336	14%	2,336	15%	2,186	15%
Direct Building Services Stores	989	5%	1,107	7%	1,230	8%	1,358	9%
Leisure, Parks & Communities	7,537	40%	7,166	44%	7,083	47%	7,083	49%
Leisure Management	1,833	10%	1,529	9%	1,518	10%	1,518	10%

Oxford City Council's General Fund Revenue Budget 2014/15 for Consultation and Future Year

	Recommended Budget 2014/15		Proposed Budget 2015/16		Proposed Budget 2016/17		Proposed Budget 2017/18	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Oxford Sports Partnership	86	0%	86	1%	86	1%	86	1%
Sports Development	206	1%	206	1%	203	1%	203	1%
Allotments	25	0%	25	0%	25	0%	25	0%
Burial Services	65	0%	65	0%	65	0%	65	0%
Countryside	145	1%	145	1%	145	1%	145	1%
Parks	1,793	10%	1,731	11%	1,662	11%	1,662	11%
Parks Management & Administration	436	2%	436	3%	436	3%	436	3%
Communities & Neighbourhoods	2,560	14%	2,560	16%	2,560	17%	2,560	18%
Positive Futures	388	2%	383	2%	383	3%	383	3%
Policy, Culture and Comms	450	2%	250	2%	319	2%	319	2%
Communications	(23)	0%	(35)	0%	(43)	0%	(43)	0%
Culture	432	2%	421	3%	412	3%	412	3%
Policy & Partnerships	41	0%	(136)	-1%	(50)	0%	(50)	0%
Total Portfolio Budget	18,837	100%	16,237	100%	15,150	100%	14,488	100%
Below the line								
Corporate Accounts	1,781	9%	668	4%	(157)	-1%	(736)	-5%
Contingencies	2,853	15%	4,503	28%	6,052	40%	6,941	48%
Net Expenditure Budget	23,471	125%	21,408	132%	21,045	139%	20,692	143%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances	0	0%	0	0%	0	0%	0	0%
Net Budget Requirement	23,471	125%	21,408	132%	21,045	139%	20,692	143%
Financed by	(23,471)	-125%	(21,408)	-132%	(21,045)	-139%	(20,692)	-143%
Revenue Support Grant	(6,402)	-34%	(4,373)	-27%	(3,611)	-24%	(2,849)	-20%
Business Rates retention	(5,638)	-30%	(5,318)	-33%	(5,424)	-36%	(5,533)	-38%
Council tax	(11,586)	-62%	(11,871)	-73%	(12,164)	-80%	(12,465)	-86%
Less Parish Precept	154	1%	154	1%	154	1%	154	1%
Over / (Under) Allocated budget	0	0%	0	0%	0	0%	(0)	0%

Oxford City Council's Revenue Budget at Portfolio Level 2014-15

Appendix 2

	Approved Budget 2013/14	Structural Changes in 2013/14	Approved Budget 2013/14	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2014/15	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
City Regeneration	388	(21)	367	0	0	147	(131)	2	(613)	(13)	350	109	(72%)
City Development	1,639	(9)	1,630	0	0	90	(48)	0	(71)	(13)	200	1,788	9%
Cultural Development	26	0	26									13	(51%)
Development	93	(15)	77									77	(17%)
Support Services	512	8	520			90	(28)					582	14%
Information Services	(31)	0	(31)									(31)	0%
Spatial Development	1,040	(2)	1,038				(20)		(71)		200	1,147	10%
Regeneration & Major Projects Team	(4,716)	(87)	(4,803)	0	0	53	(30)	2	(442)	0	150	(5,070)	8%
Commercial Property	(5,806)	(90)	(5,896)			3	(30)	2	(442)		150	(6,213)	7%
Office Accommodation	480		480									480	0%
Property Maintenance	306	2	308									308	1%
Support Services	304	(0)	304			50						354	16%
Housing & Property	3,465	75	3,540	0	0	4	(53)	0	(100)	0	0	3,391	(2%)
Community Housing Strategy	585	80	665				(5)					660	13%
Housing Needs	2,873	(5)	2,867				(46)					2,821	(2%)
Property Services	7	1	8			4	(2)		(100)			(90)	(1301%)
Organisational Development & Corporate Services	5,016	(20)	4,995	0	91	245	(147)	33	(39)	(55)	65	5,188	3%
Finance	262	0	262	0	0	0	(29)	0	0	0	0	233	(11%)
Accountancy	16	6	22									22	37%
Internal Audit	0		0									0	0%
Corporate Finance	64	(4)	60				(4)					56	(12%)
Investigations	174	(2)	172									172	(1%)
Revenues	7		7				(25)					(18)	(336%)
Business Improvement & Technology	703	61	764	0	91	10	(88)	0	0	0	0	777	11%
Contracts & Procurement	44		44									8	(82%)
Transformation Projects	384	1	385				(36)					385	0%
Performance	(89)	(1)	(91)									(91)	2%
Business Improvement & Performance	54	0	54									54	0%
Technology	310	61	371		91	10	(52)					420	35%
Customer Services	3,406	0	3,406	0	0	85	(25)	43	(14)	0	35	3,530	4%
Customer First Programme	50		50					(20)				30	(40%)
Customer Contact	37		37				(25)				35	47	27%
Revenues	1,114		1,114					63	(14)			1,163	4%
Housing Benefit	2,205		2,205			85						2,290	4%
Replacement Academy Server	(0)		(0)									(0)	0%

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Oxford City Council's Revenue Budget at Portfolio Level 2014-15

Appendix 2

	Approved Budget 2013/14	Structural Changes in 2013/14	Approved Budget 2013/14	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2014/15	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Human Resources & Facilities	293	(80)	212	0	0	100	(2)	(10)	(20)	(55)	30	255	(13%)
Human Resources	219	(50)	169			(25)			(20)		5	129	(41%)
Health & Safety	0		0									0	0%
Learning & Development	(5)	50	(5)			55				(55)		(5)	(90%)
Payroll	5		5									5	0%
Facilities Management	124	(80)	44			70	(2)	(10)			25	127	2%
Law & Governance	352	(1)	351	0	0	50	(3)	0	(5)	0	0	393	12%
Committees	2		2				(3)					(1)	(143%)
Election Services	216		216									216	0%
Legal Services	119		119			50			(5)			164	38%
Member Services	3	(0)	2									2	(9%)
Scrutiny	0		0									0	0%
Executive Support	12	(0)	12									12	(4%)
Community Services	14,493	(117)	14,376	0	158	422	(613)	(42)	(640)	(156)	35	13,540	(7%)
Environmental Development	2,962	(5)	2,957	0	0	10	(84)	(20)	(52)	(16)	(34)	2,761	(7%)
Environmental Health	629	(13)	616			10	(30)	(20)	(15)		2	563	(11%)
Environmental Sustainability	605		605								(36)	569	(6%)
Environmental Protection	1,423	11	1,434						(37)	(16)		1,381	(3%)
Business Development	89		89									89	0%
ED Management	216	(2)	214				(54)					160	(26%)
Direct Services	2,914	44	2,958	0	146	412	(240)	(22)	(512)	0	50	2,792	(4%)
Building Planned Operations	(2,515)	464	(2,050)						(77)			(2,127)	(15%)
Building - Responsive Operations	(111)	(328)	(440)									(440)	295%
Off Street Parking	(3,369)	(4)	(3,373)			(110)			(188)			(3,671)	9%
Waste & Recycling Domestic	3,283	(104)	3,179			227			(51)			3,355	2%
Waste & Recycling Commercial	(1,338)	183	(1,155)			110	(60)	(22)	(66)			(1,193)	(11%)
Engineering	(107)	(25)	(132)		12				(20)			(140)	30%
Street Scenes	4,186	(107)	4,079		1		(25)		(40)		50	4,065	(3%)
Motor Transport	(213)	(27)	(241)		39	185			(70)			(87)	(59%)
Garages	(55)	0	(55)									(55)	(0%)
Caretaking & Miscellaneous	(190)	(49)	(239)									(239)	26%
Local Overheads	2,156	180	2,336									2,336	8%
Direct Building Services Stores	1,187	(138)	1,050		94		(155)					989	(17%)
Leisure, Parks & Communities	8,202	(187)	8,014	0	12	0	(289)	0	(60)	(140)	0	7,537	(8%)
Leisure Management	2,034	51	2,085		12		(264)					1,833	(10%)
Oxford Sports Partnership	86	0	86									86	0%
Sports Development	189	21	210						(4)			206	9%
Allotments	24	1	25									25	3%
Burial Services	79	(14)	65									65	(18%)
Countryside	156	(1)	155						(10)			145	(7%)
Parks	2,122	(243)	1,879				(10)		(46)	(30)		1,793	(16%)
Parks Management & Administration	384	52	436									436	13%
Communities & Neighbourhoods	2,680	0	2,680				(10)			(110)		2,560	(4%)
Positive Futures	446	(53)	393				(5)					388	(13%)

Oxford City Council's Revenue Budget at Portfolio Level 2014-15

Appendix 2

	Approved Budget 2013/14	Structural Changes in 2013/14	Approved Budget 2013/14	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2014/15	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Policy, Culture and Comms	416	31	447	0	0	0	0	0	(16)	0	19	450	8%
Communications	34	(49)	(14)						(9)			(23)	(168%)
Culture	354	80	434						(7)		5	432	22%
Policy & Partnerships	27	0	27								14	41	51%
Total Portfolio Budget	19,897	(159)	19,739	0	249	814	(891)	(7)	(1,292)	(224)	450	18,838	(5%)

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16 Appendix 2

	Recommended Budget 2014/15	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2015/16	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
City Regeneration	109	0	0	43	(385)	2	(65)	(86)	(275)	(657)	(704%)
City Development	1,788	0	0	40	0	0	69	(86)	(175)	1,636	(9%)
Cultural Development	13							(11)		2	(88%)
Development	77						(6)			71	(8%)
Support Services	582									582	0%
Information Services	(31)									(31)	0%
Spatial Development	1,147			40			75	(75)	(175)	1,012	(12%)
Regeneration & Major Projects Team	(5,070)	0	0	0	0	2	(34)	0	(100)	(5,202)	3%
Commercial Property	(6,213)					2	(34)		(100)	(6,345)	2%
Office Accomadation	480									480	0%
Property Maintainence	308									308	0%
Support Services	354									354	0%
Housing & Property	3,391	0	0	3	(385)	0	(100)	0	0	2,909	(14%)
Community Housing Strategy	660				(5)					655	(1%)
Housing Needs	2,821									2,821	0%
Property Services	(90)			3	(380)		(100)			(567)	531%
Organisational Development & Corporate Services	5,188	0	25	(35)	(759)	38	(75)	(28)	0	4,354	(16%)
Finance	233	0	0	0	(70)	0	0	0	0	163	(30%)
Accountancy	22				(40)					(18)	(178%)
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	172									172	0%
Revenues	(18)				(30)					(48)	171%
Business Improvement & Technology	777	0	25	0	(179)	0	0	0	0	623	(20%)
Contracts & Procurement	8				(29)					(21)	(358%)
Transformation Projects	385									385	0%
Performance	(91)									(91)	0%
Business Improvement & Performance	54									54	0%
Technology	420		25		(150)					295	(30%)

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16 Appendix 2

	Recommended Budget 2014/15	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2015/16	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Customer Services	3,530	0	0	0	(156)	38	0	0	0	3,412	(3%)
Customer First Programme	30									30	0%
Customer Contact	47				(156)					(109)	(330%)
Revenues	1,163					38				1,201	3%
Housing Benefit	2,290									2,290	0%
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	255	0	0	15	0	0	(70)	0	0	200	(22%)
Human Resources	129						(20)			109	(15%)
Health & Safety	0									0	0%
Learning & Development	(5)									(5)	0%
Payroll	5									5	0%
Facilities Management	127			15			(50)			92	(28%)
Law & Governance	393	0	0	(50)	(354)	0	(5)	(28)	0	(44)	(111%)
Committees	(1)				(3)					(4)	335%
Election Services	216				(1)					215	(0%)
Legal Services	164			(50)			(5)	(28)		81	(51%)
Member Services	2									2	0%
Scrutiny	0									0	0%
Executive Support	12				(350)					(338)	(3039%)
Community Services	13,540	0	157	(26)	(650)	(7)	(254)	(36)	(185)	12,539	(7%)
Environmental Development	2,761	0	0	0	(65)	0	(2)	(19)	3	2,678	(3%)
Environmental Health	563				(65)				3	501	(11%)
Environmental Sustainability	569									569	0%
Environmental Protection	1,381						(2)	(19)		1,360	(2%)
Business Development	89									89	0%
ED Management	160									160	0%
Direct Services	2,792	0	151	(26)	(270)	(7)	(170)	0	(25)	2,445	(12%)
Building Planned Operations	(2,127)						(33)			(2,160)	2%
Building - Responsive Operations	(440)									(440)	0%
Off Street Parking	(3,671)			(110)	(290)		(66)			(4,137)	13%
Waste & Recycling Domestic	3,355			84			(16)			3,423	2%
Waste & Recycling Commercial	(1,193)					(7)	(25)			(1,225)	3%
Engineering	(140)		12				(30)			(158)	13%
Street Scenes	4,065		1						(25)	4,041	(1%)
Motor Transport	(87)		40							(47)	(46%)
Garages	(55)									(55)	0%
Caretaking & Miscellaneous	(239)									(239)	0%
Local Overheads	2,336						0			2,336	0%
Direct Building Services Stores	989		98		20					1,107	12%

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Oxford City Council's Revenue Budget at Portfolio Level 2015-16 Appendix 2

	Recommended Budget 2014/15	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2015/16	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Leisure, Parks & Communities	7,537	0	6	0	(315)	0	(62)	0	0	7,166	(5%)
Leisure Management	1,833		6	0	(300)		(10)			1,529	(17%)
Oxford Sports Partnership	86									86	0%
Sports Development	206									206	0%
Allotments	25									25	0%
Burial Services	65									65	0%
Countryside	145									145	0%
Parks	1,793				(10)		(52)			1,731	(3%)
Parks Management & Administration	436									436	0%
Communities & Neighbourhoods	2,560									2,560	0%
Positive Futures	388				(5)					383	(1%)
Policy, Culture and Comms	450	0	0	0	0	0	(20)	(17)	(163)	250	(44%)
Communications	(23)						(12)			(35)	51%
Culture	432						(8)		(3)	421	(3%)
Policy & Partnerships	41							(17)	(160)	(136)	(428%)
Total Portfolio Budget	18,838	0	182	(18)	(1,794)	33	(394)	(150)	(460)	16,237	(14%)

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Oxford City Council's Revenue Budget at Portfolio Level 2016-17 Appendix 2

	Proposed Budget 2015/16	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2016/17	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
City Regeneration	(657)	0	0	(80)	(26)	2	(276)	(10)	(25)	(1,072)	63%
City Development	1,636	0	0	(90)	0	0	(2)	(10)	(25)	1,509	(8%)
Cultural Development	2							(10)		(8)	(639%)
Development	71						(2)			69	(3%)
Support Services	582			(90)						492	(15%)
Information Services	(31)									(31)	0%
Spatial Development	1,012								(25)	987	(2%)
Regeneration & Major Projects Team	(5,202)	0	0	0	0	2	(74)	0	0	(5,274)	1%
Commercial Property	(6,345)					2	(74)			(6,417)	1%
Office Accomadation	480									480	0%
Property Maintainence	308									308	0%
Support Services	354									354	0%
Housing & Property	2,909	0	0	10	(26)	0	(200)	0	0	2,693	(7%)
Community Housing Strategy	655				(6)					649	(1%)
Housing Needs	2,821				(10)					2,811	(0%)
Property Services	(567)			10	(10)		(200)			(767)	35%
Organisational Development & Corporate Services	4,354	0	5	(40)	(258)	(38)	(57)	0	(35)	3,931	(10%)
Finance	163	0	0	0	0	0	0	0	0	163	0%
Accountancy	(18)									(18)	0%
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	172									172	0%
Revenues	(48)									(48)	0%
Business Improvement & Technology	623	0	5	0	(170)	0	(7)	0	0	451	(28%)
Contracts & Procurement	(21)				(20)					(41)	96%
Transformation Projects	385									385	0%
Performance	(91)									(91)	0%
Business Improvement & Performance	54						(7)			47	(13%)
Technology	295		5		(150)					150	(49%)

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Oxford City Council's Revenue Budget at Portfolio Level 2016-17 Appendix 2

	Proposed Budget 2015/16	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2016/17	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Customer Services	3,412	0	0	0	(85)	(38)	0	0	(35)	3,254	(5%)
Customer First Programme	30									30	0%
Customer Contact	(109)				(85)				(35)	(229)	110%
Revenues	1,201					(38)				1,163	(3%)
Housing Benefit	2,290									2,290	0%
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	200	0	0	(40)	(3)	0	(50)	0	0	107	(46%)
Human Resources	109									109	0%
Health & Safety	0									0	0%
Learning & Development	(5)									(5)	0%
Payroll	5				(2)					3	(44%)
Facilities Management	92			(40)	(1)		(50)			1	(99%)
Law & Governance	(44)	0	0	0	0	0	0	0	0	(44)	0%
Committees	(4)									(4)	0%
Election Services	215									215	0%
Legal Services	81									81	0%
Member Services	2									2	0%
Scrutiny	0									0	0%
Executive Support	(338)									(338)	0%
Community Services	12,539	0	161	(82)	(99)	0	(315)	0	86	12,290	(2%)
Environmental Development	2,678	0	0	0	(45)	0	(3)	0	0	2,630	(2%)
Environmental Health	501				(45)					456	(9%)
Environmental Sustainability	569									569	0%
Environmental Protection	1,360						(3)			1,357	(0%)
Business Development	89									89	0%
ED Management	160									160	0%
Direct Services	2,445	0	159	(82)	(10)	0	(254)	0	0	2,258	(8%)
Building Planned Operations	(2,160)						(33)			(2,193)	2%
Building - Responsive Operations	(440)									(440)	0%
Off Street Parking	(4,137)				(30)		(150)			(4,317)	4%
Waste & Recycling Domestic	3,423			28			(16)			3,435	0%
Waste & Recycling Commercial	(1,225)			(110)			(25)			(1,360)	11%
Engineering	(158)		12				(30)			(176)	11%
Street Scenes	4,041		2							4,043	0%
Motor Transport	(47)		42							(5)	(90%)
Garages	(55)									(55)	0%
Caretaking & Miscellaneous	(239)									(239)	0%
Local Overheads	2,336									2,336	0%
Direct Building Services Stores	1,107		103		20					1,230	11%
Leisure, Parks & Communities	7,166	0	2	0	(44)	0	(41)	0	0	7,083	(1%)
Leisure Management	1,529		2		(13)					1,518	(1%)

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Oxford City Council's Revenue Budget at Portfolio Level 2016-17 Appendix 2

	Proposed Budget 2015/16	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2016/17	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Oxford Sports Partnership	86									86	0%
Sports Development	206						(3)			203	(1%)
Allotments	25									25	0%
Burial Services	65									65	0%
Countryside	145									145	0%
Parks	1,731				(31)		(38)			1,662	(4%)
Parks Management & Administration	436									436	0%
Communities & Neighbourhoods	2,560									2,560	0%
Positive Futures	383									383	0%
Policy, Culture and Comms	250	0	0	0	0	0	(17)	0	86	319	28%
Communications	(35)						(8)			(43)	23%
Culture	421						(9)			412	(2%)
Policy & Partnerships	(136)								86	(50)	(63%)
Total Portfolio Budget	16,237	0	166	(202)	(383)	(36)	(648)	(10)	26	15,150	(7%)

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

	Proposed Budget 2016/17	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2017/18	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
City Regeneration	(1,072)	0	0	0	0	0	0	(9)	0	(1,081)	1%
City Development	1,509	0	0	0	0	0	0	(9)	0	1,500	(1%)
Cultural Development	(8)							(9)		(17)	107%
Development	69									69	0%
Support Services	492									492	0%
Information Services	(31)									(31)	0%
Spatial Development	987									987	0%
Regeneration & Major Projects Team	(5,274)	0	0	0	0	0	0	0	0	(5,274)	0%
Commercial Property	(6,417)									(6,417)	0%
Office Accomadation	480									480	0%
Property Maintainence	308									308	0%
Support Services	354									354	0%
Housing & Property	2,693	0	0	0	0	0	0	0	0	2,693	0%
Community Housing Strategy	649									649	0%
Housing Needs	2,811									2,811	0%
Property Services	(767)									(767)	0%
103 Organisational Development & Corporate Services	3,931	0	5	(110)	(120)	(38)	0	0	0	3,668	(7%)
Finance	163	0	0	0	0	0	0	0	0	163	0%
Accountancy	(18)									(18)	0%
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	172									172	0%
Revenues	(48)									(48)	0%
Business Improvement & Technology	451	0	5	0	0	0	0	0	0	456	1%
Contracts & Procurement	(41)									(41)	0%
Transformation Projects	385									385	0%
Performance	(91)									(91)	0%
Business Improvement & Performance	47									47	0%
Technology	150		5							155	3%

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

	Proposed Budget 2016/17	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2017/18	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Customer Services	3,254	0	0	(110)	(120)	(38)	0	0	0	2,986	(8%)
Customer First Programme	30									30	0%
Customer Contact	(229)				(120)					(349)	52%
Revenues	1,163					(38)				1,125	(3%)
Housing Benefit	2,290			(110)						2,180	(5%)
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	107	0	0	0	0	0	0	0	0	107	0%
Human Resources	109									109	0%
Health & Safety	0									0	0%
Learning & Development	(5)									(5)	0%
Payroll	3									3	0%
Facilities Management	1									1	0%
Law & Governance	(44)	0	0	0	0	0	0	0	0	(44)	0%
Committees	(4)									(4)	0%
Election Services	215									215	0%
Legal Services	81									81	0%
Member Services	2									2	0%
Scrutiny	0									0	0%
Executive Support	(338)									(338)	0%
Community Services	12,290	0	166	0	(540)	0	(16)	0	0	11,900	(3%)
Environmental Development	2,630	0	0	0	0	0	0	0	0	2,630	0%
Environmental Health	456									456	0%
Environmental Sustainability	569									569	0%
Environmental Protection	1,357									1,357	0%
Business Development	89									89	0%
ED Management	160									160	0%
Direct Services	2,258	0	166	0	(540)	0	(16)	0	0	1,868	(17%)
Building Planned Operations	(2,193)									(2,193)	0%
Building - Responsive Operations	(440)									(440)	0%
Off Street Parking	(4,317)				(410)					(4,727)	9%
Waste & Recycling Domestic	3,435						(16)			3,419	(0%)
Waste & Recycling Commercial	(1,360)									(1,360)	0%
Engineering	(176)		13							(163)	(7%)
Street Scenes	4,043		2							4,045	0%
Motor Transport	(5)		43							38	(942%)
Garages	(55)									(55)	0%
Caretaking & Miscellaneous	(239)									(239)	0%
Local Overheads	2,336				(150)					2,186	(6%)
Direct Building Services Stores	1,230		108		20					1,358	10%
Leisure, Parks & Communities	7,083	0	0	0	0	0	0	0	0	7,083	0%
Leisure Management	1,518									1,518	0%

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

	Proposed Budget 2016/17	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2017/18	% Change
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Oxford Sports Partnership	86									86	0%
Sports Development	203									203	0%
Allotments	25									25	0%
Burial Services	65									65	0%
Countryside	145									145	0%
Parks	1,662									1,662	0%
Parks Management & Administration	436									436	0%
Communities & Neighbourhoods	2,560									2,560	0%
Positive Futures	383									383	0%
Policy, Culture and Comms	319	0	0	0	0	0	0	0	0	319	0%
Communications	(43)									(43)	0%
Culture	412									412	0%
Policy & Partnerships	(50)									(50)	0%
Total Portfolio Budget	15,150	0	171	(110)	(660)	(38)	(16)	(9)	0	14,488	(4%)

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Appendix 3 General Fund Budget Proposals 2014-15 to 2017-18

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**General Fund Budget Proposals Summary
2014-15 to 2017-18**

2014/15

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		53	0.00	(30)		2		(442)				150		(267)
Housing & Property		4		(53)	2.00			(100)						(149)
City Development		90	1.00	(48)	1.00			(71)	0.00	(13)	0.00	200		158
HR & Facilities Management		100	(1.00)	(2)		(10)		(20)		(55)	1.00	30		43
Law & Governance		50		(3)				(5)						42
Customer Service		85	(2.00)	(25)	1.00	43	(1)	(14)				35	(1.00)	124
Finance				(29)	1.00									(29)
Business Imp & Technology	91	10		(88)										13
Direct Services	146	412	(6.00)	(240)	1.00	(22)	(2)	(512)	(5.00)			50	(2.00)	(166)
Leisure, Parks & Communities	12			(289)	0.00			(60)		(140)				(477)
Environmental Development		10		(84)	1.30	(20)		(52)		(16)	0.00	(34)		(196)
Policy, Culture & Communications								(16)				19		3
Total	249	814	(8.00)	(891)	7.30	(7)	(3)	(1,292)	(5.00)	(224)	1.00	450	(3.00)	(902)

2015/16

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		0		0		2		(34)				(100)		(132)
Housing & Property		3		(385)				(100)						(482)
City Development		40	(1.00)					69		(86)	1.00	(175)		(152)
HR & Facilities Management		15						(70)						(55)
Law & Governance		(50)		(354)				(5)		(28)	1.00			(437)
Customer Service		0		(156)	3.00	38	(1)							(118)
Finance				(70)	2.00									(70)
Business Imp & Technology	25	0		(179)										(154)
Direct Services	151	(26)	(3.00)	(270)		(7)		(170)	(3.00)			(25)	1.00	(347)
Leisure, Parks & Communities	6			(315)				(62)						(371)
Environmental Development				(65)				(2)		(19)		3		(83)
Policy, Culture & Communications								(20)		(17)	0.00	(163)		(200)
Total	182	(18)	(4.00)	(1,794)	5.00	33	(1)	(394)	(3.00)	(150)	2.00	(460)	1.00	(2,601)

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**General Fund Budget Proposals Summary
2014-15 to 2017-18**

2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		0		0		2		(74)						(72)
Housing & Property		10		(26)				(200)						(216)
City Development		(90)	(1.00)					(2)		(10)		(25)		(127)
HR & Facilities Management		(40)		(3)				(50)						(93)
Law & Governance				0										0
Customer Service				(85)	2.00	(38)	1					(35)	1	(158)
Finance														0
Business Imp & Technology	5	0		(170)				(7)						(172)
Direct Services	159	(82)		(10)	0.00	0		(254)						(187)
Leisure, Parks & Communities	2			(44)				(41)						(83)
Environmental Development				(45)				(3)						(48)
Policy, Culture & Communications								(17)		0	0.50	86		69
Total	166	(202)	(1.00)	(383)	2.00	(36)	1	(648)	0.00	(10)	0.50	26	1	(1,087)

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects				0										0
Housing & Property		0		0										0
City Development										(9)				(9)
HR & Facilities Management														0
Law & Governance				0										0
Customer Service		(110)	2.00	(120)	1.50	(38)	1							(268)
Finance														0
Business Imp & Technology	5	0												5
Direct Services	166			(540)	3.00			(16)						(390)
Leisure, Parks & Communities				0										0
Environmental Development														0
Policy, Culture & Communications														0
Total	171	(110)	2.00	(660)	4.50	(38)	1	(16)	0.00	(9)	0.00	0	0.00	(662)

**General Fund Budget Proposals Summary
2014-15 to 2017-18**

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects	0	53	0.00	(30)	0.00	6	0	(550)	0.00	0	0.00	50	0.00	(471)
Housing & Property	0	17	0.00	(464)	2.00	0	0	(400)	0.00	0	0.00	0	0.00	(847)
City Development	0	40	(1.00)	(48)	1.00	0	0	(4)	0.00	(118)	1.00	0	0.00	(130)
HR & Facilities Management	0	75	(1.00)	(5)	0.00	(10)	0	(140)	0.00	(55)	1.00	30	0.00	(105)
Law & Governance	0	0	0.00	(357)	0.00	0	0	(10)	0.00	(28)	1.00	0	0.00	(395)
Customer Service	0	(25)	0.00	(386)	7.50	5	0	(14)	0.00	0	0.00	0	0.00	(420)
Finance	0	0	0.00	(99)	3.00	0	0	0	0.00	0	0.00	0	0.00	(99)
Business Imp & Technology	126	10	0.00	(437)	0.00	0	0	(7)	0.00	0	0.00	0	0.00	(308)
Direct Services	622	304	(9.00)	(1,060)	4.00	(29)	(2)	(952)	(8.00)	0	0.00	25	(1.00)	(1,090)
Leisure, Parks & Communities	20	0	0.00	(648)	0.00	0	0	(163)	0.00	(140)	0.00	0	0.00	(931)
Environmental Development	0	10	0.00	(194)	1.30	(20)	0	(57)	0.00	(35)	0.00	(31)	0.00	(327)
Policy, Culture & Communications	0	0	0.00	0	0.00	0	0	(53)	0.00	(17)	0.50	(58)	0.00	(128)
Total	768	484	(11.00)	(3,728)	18.80	(48)	(2)	(2,350)	(8.00)	(393)	3.50	16	(1.00)	(5,251)

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**City Regeneration Budget Proposals Summary
2014-15 to 2017-18**

2014/15

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save	Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		53	0.00	(30)		2	(442)				150		(267)
Housing & Property		4		(53)	2.00		(100)						(149)
City Development		90	1.00	(48)	1.00		(71)	0.00	(13)	0.00	200		158
Total	0	147	1.00	(131)	3.00	2	(613)	0.00	(13)	0.00	350	0.00	(258)

2015/16

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save	Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		0		0		2	(34)				(100)		(132)
Housing & Property		3		(385)			(100)						(482)
City Development		40	(1.00)				69		(86)	1.00	(175)		(152)
Total	0	43	(1.00)	(385)	0.00	2	(65)	0.00	(86)	1.00	(275)	0.00	(766)

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2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save	Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects		0		0		2	(74)						(72)
Housing & Property		10		(26)			(200)						(216)
City Development		(90)	(1.00)				(2)		(10)		(25)		(127)
Total	0	(80)	(1.00)	(26)	0.00	2	(276)	0.00	(10)	0.00	(25)	0	(415)

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save	Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects													0
Housing & Property		0		0									0
City Development									(9)				(9)
Total	0	0	0.00	0	0.00	0	0	0.00	(9)	0.00	0	0.00	(9)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save	Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Major Projects	0	53	0.00	(30)	0.00	6	(550)	0.00	0	0.00	50	0.00	(471)

Housing & Property	0	17	0.00	(464)	2.00	0	(400)	0.00	0	0.00	0	0.00	(847)
City Development	0	40	(1.00)	(48)	1.00	0	(4)	0.00	(118)	1.00	0	0.00	(130)
Total	0	110	(1.00)	(542)	3.00	6	(954)	0.00	(118)	1.00	50	0.00	(1,448)

Regeneration & Major Projects Team

Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				
							2014-15	2015-16	2016-17	2017-18	Total
Fees and Charges											
1	Commercial Property	Vacation and disposal of Bury Knowle House Office accommodation with associated letting revenue.No impact on Community use of building.	H	(17)	(12)						
2	Commercial Property	Increase in Commercial lease income	L	(365)	(22)	(74)					
3	Commercial Property	Additional Property letting	L	(60)							
Total Fees and Charges				(442)	(34)	(74)					
Efficiencies											
4	Commercial Property	Outdoor Market - bringing it to zero cost	L	(30)							
Total Efficiencies				(30)							
Pressures											
5	Commercial Property	Loss of income from the disposal of South Park Bungalow		3							
6	Property Services	Project management for Barton. Oxpens costs		50							
Total Pressures				53							
Invest to Save											
7	Commercial Property	Plannning application charges prior to disposal.		2	2	2					
Total Invest to Save				2	2	2					
New Investment											
8	Commercial Property	Market Management and Investment		150	(100)						
Total New Investment				150	(100)						
Total Regeneration & Major Projects Team				(267)	(132)	(72)					
Total Regeneration & Major projects Team Budget Proposals Target				(405)	(59)	(72)					0
Variance				(138)	73	0					0
New/Amended Savings											

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Housing & Property

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Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				
							2014-15	2015-16	2016-17	2017-18	Total
Efficiencies											
1	Comm Housing & Strategy	M	(5)	(5)	(6)						
2	Housing Needs	H	(36)				1.00				1.00
3	Housing Needs	M	(10)		(10)						
4	Property Services	M		(50)			1.00				1.00
5	Property Services	L	(2)								
6	Property Services	L		(30)	(10)						
7	Corporate	L		(300)							
Total Efficiencies			(53)	(385)	(26)		2.00				2.00
Pressures											
8	Property Services		4	3	10						
Total Pressures			4	3	10						
Fees and Charges											
9	Property	H	(100)	(100)	(200)						
Total Fees and Charges			(100)	(100)	(200)						
Total Housing & Property			(149)	(482)	(216)		2.00				2.00
Total Housing & Property Budget Proposals Target			(51)	(5)	(16)	0					
Variance			98	477	200	0					
New/Amended Savings											

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City Development

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Proposal		2014-15	2015-16	2016-17	2017-18	FTE Impact				Total
		H/M/L	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	
Fees and Charges										
1	Development	L		(3)						
2	Development	L		(3)						
3	Development	L			(2)					
4	Spatial Dev	M	(5)							
5	Spatial Dev	L		25						
6	Spatial Dev	L		25						
7	Spatial Dev	L		25						
8	Spatial Dev	H	(66)							
Total Fees and Charges			(71)	69	(2)					
Service Reductions										
9	Cultural Dev	L	(13)	(11)	(10)	(9)				0.00
10	Spatial Dev	H		(75)			1.00			1.00
Total Service Reductions			(13)	(86)	(10)	(9)	1.00			1.00
Efficiencies										

City Development

Proposal	H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				Total
		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	
11 Spatial Development	L	(5)								
12 Spatial Development	L	(15)								
13 Support Services	H	(14)				0.50				0.50
14 Support Services	H	(14)				0.50				0.50
Total Efficiencies		(48)				1.00				1.00
Pressures										
15 Spatial Development			40				(1.00)			(1.00)
16 Support Services		90		(90)		1.00		(1.00)		0.00
Total Pressures		90	40	(90)		1.00	(1.00)	(1.00)		(1.00)
New Investment										
17 Spatial Development		50	(25)	(25)						0.00
18 Spatial Development		150	(150)							0.00
Total New Investment		200	(175)	(25)						
Total City Development Savings		158	(152)	(127)	(9)	2.00	(1.00)			1.00
Total City Development Budget Proposals Target		(132)	23	(12)	0					
Variance		(290)	175	115	9					

 New/Amended Savings

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**Organisational Development & Corporate Services Budget Proposals Summary
2014-15 to 2017-18**

2014/15

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
HR & Facilities Management		100	(1.00)	(2)		(10)		(20)		(55)	1.00	30		43
Law & Governance		50		(3)				(5)						42
Customer Service		85	(2.00)	(25)	1.00	43	(1)	(14)				35	(1.00)	124
Finance				(29)	1.00									(29)
Business Imp & Technology	91	10		(88)										13
Total	91	245	(3.00)	(147)	2.00	33	(1)	(39)	0.00	(55)	1.00	65	(1.00)	193

2015/16

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
HR & Facilities Management		15						(70)						(55)
Law & Governance		(50)		(354)				(5)		(28)	1.00			(437)
Customer Service		0		(156)	3.00	38	(1)							(118)
Finance				(70)	2.00									(70)
Business Imp & Technology	25	0		(179)										(154)
Total	25	(35)	0.00	(759)	5.00	38	(1)	(75)	0.00	(28)	1.00	0	0.00	(834)

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2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
HR & Facilities Management		(40)		(3)				(50)						(93)
Law & Governance				0										0
Customer Service				(85)	2.00	(38)	1					(35)	1	(158)
Finance														0
Business Imp & Technology	5	0		(170)				(7)						(172)
Total	5	(40)	0.00	(258)	2.00	(38)	1	(57)	0.00	0	0.00	(35)	1	(423)

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
HR & Facilities Management				0										0
Law & Governance														0
Customer Service		(110)	2.00	(120)	1.50	(38)	1							(268)
Finance														0
Business Imp & Technology	5	0												5
Total	5	(110)	2.00	(120)	1.50	(38)	1	0	0.00	0	0.00	0	0.00	(263)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
HR & Facilities Management	0	75	(1.00)	(5)	0.00	(10)	0	(140)	0.00	(55)	1.00	30	0.00	(105)
Law & Governance	0	0	0.00	(357)	0.00	0	0	(10)	0.00	(28)	1.00	0	0.00	(395)
Customer Service	0	(25)	0.00	(386)	7.50	5	0	(14)	0.00	0	0.00	0	0.00	(420)
Finance	0	0	0.00	(99)	3.00	0	0	0	0.00	0	0.00	0	0.00	(99)
Business Imp & Technology	126	10	0.00	(437)	0.00	0	0	(7)	0.00	0	0.00	0	0.00	(308)
Total	126	60	(1.00)	(1,284)	10.50	(5)	0	(171)	0.00	(83)	2.00	30	0.00	(1,327)

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Human Resources & Facilities

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Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				
							2014-15	2015-16	2016-17	2017-18	Total
Fees and Charges											
1	Human Resources	Income generated from selling Human Resources services	M	(20)	(20)						
2	Facs Management	Reduction on the current income budget for 2013-14 and 2014-15, and then rising from 2015-16, driven by increasing the utilisation of Town Hall space.	M		(50)	(50)					
Total Fees and Charges				(20)	(70)	(50)					
Efficiencies											
3	Payroll	Further reduction in mileage rates (2p saves £2k)	L			(2)					
4	Facs Management	Efficient ordering of facilities supplies, for example stationary and cleaning	L	(2)		(1)					
Total Efficiencies				(2)	(3)						
Service Reduction											
5	Learning & Development	Human Resources Management Post funded from reserves for 2012-13 and 2013-14	L	(55)				1.00			1.00
Total Service Reduction				(55)			1.00				1.00
Pressures											
6	Facs Management	Main Hall out of action for 3 months over summer whilst ceiling redecorated			40	(40)					
7	Human Resources	Travel Plan - Environmental development post		(25)							
8	Learning & Development	Human Resources Management Post to drive Councils Organisational development strategy, sell Human resources services		55				(1.00)			(1.00)

Human Resources & Facilities

Proposal	H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				
		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
10 Facs Management		70	(25)							0.00
Total Pressures		100	15	(40)		(1.00)				(1.00)
Invest to Save										
11 Facs Management		(10)								
Total Invest to Save		(10)								
New Investment										
12 Human Resources	Living Wage	5								0.00
13 Facs Management	Town Hall Income pressure	25								0.00
Total New Investment		30								
Total Human Resources & Facilities Savings		43	(55)	(93)						
Total Human Resources & Facilities Budget Proposals Target		(57)	(30)	(93)	0					
Variance		100	(25)	0	0					
New/Amended Savings										

Law and Governance

Proposal	H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				
		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
Fees and Charges										
1 Legal Services	H	(5)	(5)							
Income from Legal Hub - Collaborative working between all Oxfordshire authorities.										
Total Fees and Charges		(5.0)	(5.0)							
Service Reductions										
2 Legal Services	L		(28)				1.00			1.00
This saving relates to the deletion of a Support Assistant post and is reliant on the completion of the scanning and indexing of all of the Council's title deeds, for which transformation funding will be sought.										
Total Service Reductions			(28.0)				1.00			1.00
Pressures										
3 Legal Services		50	(50)							0.00
Archive Project - procure the professional skills of an archive consultant to produce a plan for the future development of the archive to a timescale that will feed into the feasibility study for the next phase of the Town Hall development project (£20k) and to continue the secondment arrangements with the County Council for the weeding and cataloguing of the existing archives with 1 FTE (£30k).										
Total Pressures		50	(50.0)							
Efficiencies										
4 Committees	L	(3)	(3)							
Committees printing costs saving due to Ipad roll out to members resulting in reduced agenda printing etc. (Additional saving - Previously listed as efficiencies from modern.gov £4k saving in 15-16)										
5 Election Services	M		(1)							
This saving relates to an increased use of on-line electoral registration. On line registration is only permitted in law if the household details are unchanged. There is an estimated saving of £200 for every additional 1,000 households registering online.										
6 Corporate	M		(350)							
Review of Admin Support										
Total Efficiencies		(3.0)	(354.0)							
Total Law and Governance savings		42.0	(437.0)				1.00			1.00
Total Law & Governance Budget Proposals Target		(8)	(37)	0	0					
Variance		50	(400)	0	0					

New/Amended Savings

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Customer Services

Proposal		H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				Total
			£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	
Fees and Charges											
1	Revenues	L	(14)								
			(14)								
Total Fees and Charges											
Efficiencies											
2	Customer Contact	M	(25)	(116)	(50)		1.00	3.00	2.00		6.00
3	Customer Contact	H				(45)				1.50	1.50
4	Customer Contact	M		(40)	(35)	(75)					3.00
Total Efficiencies			(25)	(156)	(85)	(120)	1.00	3.00	2.00	1.50	7.50
Invest to Save											
5	Customer First		(20)								
6	Revenues		25								
7	Revenues		38	38	(38)	(38)	(1.00)	(1.00)	1.00	1.00	0.00
Total Invest to Save			43	38	(38)	(38)	(1.00)	(1.00)	1.00	1.00	
Pressures											
8	Housing Benefit					(25)					0.00
9	Housing Benefit		85			(85)	(2.00)			2.00	0.00
Total Pressures			85			(110)	(2.00)			2.00	
New Investment											
10	Customer Contact		35		(35)		(1.00)		1.00		
Total New Investment			35		(35)		(1.00)		1.00		
Total Customer Services Savings			124	(118)	(158)	(268)	(3.00)	2.00	4.00	4.50	7.50
Total Customer Services Budget Proposals Target			(59)	(216)	(170)	0					
Variance			183	98	12	(268)					
New/Amended Savings											

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Finance

Proposal		H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact					
			£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total	
Efficiencies												
1	Corporate Finance		(4)									
2	Accountancy			(40)				1.00				1.00
3	Revenues		(25)	(30)			1.00	1.00				2.00
Total Efficiencies			(29)	(70)			1.00	2.00				3.00
Total Finance Savings			(29)	(70)			1.00	2.00				3.00
Total Finance Budget Proposals Target			(29)	(70)	0	0						
Variance			0	0	0	0						
New/Amended Savings												

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Business Improvement & Technology

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Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				
							2014-15	2015-16	2016-17	2017-18	Total
Efficiencies											
1	Technology	Replacement of the County ICT contract and optimisation of the Cloud			(150)						0.00
2	Technology	Reduce the number of users as the charge is based on number of PC's		(50)							
3	Technology	Reduction in telephone bill as home/flexible working increases and more calls are transacted across the web	(2)								
4	Technology	Application portfolio & Telephony review. Review and implementation will need to be complete by March 2016 to ensure savings can be achieved.	(50)	(100)							
5	Procurement	Procurement work plan for each year	(30)	(29)	(20)						
6	Procurement	Introduce a nominal charge for supplier training	(1)								
7	Procurement	Improved contract management	(5)								
Total Efficiencies			(88)	(179)	(170)						
Contractual Inflation											
8	Technology	ICT Contract Inflation (to the Core ICT Systems that City Council owns and maintains). County Charges County Charges (Inflation related to the provision of ICT services as prescribed in the agreement with Oxfordshire County Council).	65								0.00
9	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	26	25	5	5					0.00
Total Contractual Inflation			91	25	5	5					
Fees & Charges											
10	Business Improvement	Training and business process improvement services provided to outside bodies			(7)						

Business Improvement & Technology

Proposal	H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				
		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
Total Fees & Charges		0	0	(7)	0					
Pressures										
11 Technology Public Sector Network Future Requirements		10								0.00
Total Pressures		10								
Total Business Improvement & Technology savings		13	(154)	(172)	5					
Total Business Improvement & Technology Budget Proposals Target		3	(304)	(2)	0					
Variance		10	150	(170)	5					
New/Amended Savings										

**Community Services Budget Proposals Summary
2014-15 to 2017-18**

2014/15

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Direct Services	146	412	(6.00)	(240)	1.00	(22)	(2)	(512)	(5.00)			50	(2.00)	(166)
Leisure, Parks & Communities	12			(289)	0.00			(60)		(140)				(477)
Environmental Development		10		(84)	1.30	(20)		(52)		(16)	0.00	(34)		(196)
Policy, Culture & Communications								(16)				19		3
Total	158	422	(6.00)	(613)	2.30	(42)	(2)	(640)	(5.00)	(156)	0.00	35	(2.00)	(837)

2015/16

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Direct Services	151	(26)	(3.00)	(270)		(7)		(170)	(3.00)			(25)	1.00	(347)
Leisure, Parks & Communities	6			(315)				(62)						(371)
Environmental Development				(65)				(2)		(19)		3		(83)
Policy, Culture & Communications								(20)		(17)	0.00	(163)		(200)
Total	157	(26)	(3.00)	(650)	0.00	(7)	0	(254)	(3.00)	(36)	0.00	(185)	1.00	(1,001)

2016/17

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Direct Services	159	(82)		(10)	0.00	0		(254)						(187)
Leisure, Parks & Communities	2			(44)				(41)						(83)
Environmental Development				(45)				(3)						(48)
Policy, Culture & Communications								(17)		0	0.50	86		69
Total	161	(82)	0.00	(99)	0.00	0	0	(315)	0.00	0	0.50	86	0	(249)

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Direct Services	166			(540)	3.00			(16)						(390)
Leisure, Parks & Communities				0										0
Environmental Development														0
Policy, Culture & Communications														0
Total	166	0	0.00	(540)	3.00	0	0	(16)	0.00	0	0.00	0	0.00	(390)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Direct Services	622	304	(9.00)	(1,060)	4.00	(29)	(2)	(952)	(8.00)	0	0.00	25	(1.00)	(1,090)
Leisure, Parks & Communities	20	0	0.00	(648)	0.00	0	0	(163)	0.00	(140)	0.00	0	0.00	(931)
Environmental Development	0	10	0.00	(194)	1.30	(20)	0	(57)	0.00	(35)	0.00	(31)	0.00	(327)
Policy, Culture & Communications	0	0	0.00	0	0.00	0	0	(53)	0.00	(17)	0.50	(58)	0.00	(128)
Total	642	314	(9.00)	(1,902)	5.30	(49)	(2)	(1,225)	(8.00)	(192)	0.50	(64)	(1.00)	(2,476)

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Direct Services

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Proposal		2014-15	2015-16	2016-17	2017-18	FTE Impact				Total	
H/M/L		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18		
Contractual Inflation											
1	Engineering	Materials @ 2.8%	12	12	12	13					0.00
2	Street Scene	Materials @ 2.8%	1	1	2	2					0.00
3	Motor Transport	Materials @ 2.8%	39	40	42	43					0.00
4	Building services stores	Materials @ 5%	94	98	103	108					0.00
Total Contractual Inflation			146	151	159	166					
Fees and Charges											
5	Off Street Parking	Additional 2% income from car parking charges	(113)	(116)	(150)						0.00
6	Off Street Parking	Increased parking charges income in relation to installation of Credit Card Machines at Westgate Car Park	(50)	50							0.00
7	Waste and Recycling Domestic	Garden Waste 5% increase in charges	(16)	(16)	(16)	(16)					0.00
8	Waste and Recycling Domestic	Improved Settlement on Recycling Gate Fee Income	(35)								0.00
9	Waste and Recycling Commercial	Commercial waste : Growth in Business	(66)								0.00
10	Waste and Recycling Commercial	Commercial Waste Growth in Business 13/14 / Price Increase from 15-16		(25)	(25)						0.00
11	Planned Building Operations	Increased net contribution from further work being obtained from Corporate Assets and supplemented in later years from external contracts	(77)	(33)	(33)		(3.00)	(3.00)			(6.00)
12	Engineering	Additional Private Works/Cycle Scheme net contribution	(20)	(30)	(30)						0.00
13	Motor Transport	Additional Private Works net contribution	(60)				(2.00)				(2.00)
14	Local Overheads	Service Charge Income		22							0.00
15	Local Overheads	Service Charge Income		(22)							0.00
16	Street Scene	Increased contribution in relation to improved efficiency, by reducing the use of subcontractors	(40)								0.00
17	Motor Transport	Increased Auction Contribution	(10)								0.00
18	Off Street Parking	Alignment of Park & Ride charges with County Council policy	(25)								0.00
Total Fees and Charges			(512)	(170)	(254)	(16)	(5.00)	(3.00)			(8.00)
Efficiencies											

Direct Services

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Proposal		2014-15	2015-16	2016-17	2017-18	FTE Impact				
H/M/L		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
19	Waste and Recycling Commercial	Commercial waste food tipping charges	(40)							
20	Waste and Recycling Commercial	Garden Waste - pay only by Direct debit, saving on seasonal temporary staff	(20)							
21	Street Scene	Better management of sickness absence	(25)			1.00				1.00
22	Local Overheads	Rationalise the management of the Depot			(150)				3.00	3.00
23	Direct Services	Pension Cost Saving from Employees not in Pension Scheme	(155)	20	20	20				
24	Corporate	Review of Off Street Parking		(290)	(30)	(410)				
Total Efficiencies			(240)	(270)	(10)	(540)	1.00		3.00	4.00
Pressures										
25	Off Street Parking	St Clements Re-opening Sept 2014	(110)	(110)						
26	Waste and Recycling Domestic	Impact of Waste Changes	27	34	28					
27	Commercial Waste	Additional waste disposal costs which will be subject to legal challenge	110		(110)					
28	Waste and Recycling Domestic	Growth in Properties (3 ftes)	100	50		(3.00)				(3.00)
29	Motor Transport	Motor Service Review identified Council wide budget pressure	185							0.00
30	Waste and Recycling Domestic	Food Waste from Flats & HMO's (option A) please see capital bids	100			(3.00)	(3.00)			(6.00)
Total Pressures			412	(26)	(82)	(6.00)	(3.00)			(9.00)
Invest to Save										
31	Waste and Recycling Commercial	Bin Washing(links to Invest to save bid)	(22)	(7)		(2)				(2)
Total Invest to Save			(22)	(7)		(2.00)				(2.00)
New Investment										
32	Street Scene	Toilets: Extended opening & additional cleaning	50	(25)		(2.00)	1.00			(1.00)
Total New Investment			50	(25)		(2.00)	1.00			(1.00)
Total Direct Services Savings			(166)	(347)	(187)	(390)	(14.00)	(5.00)	3.00	(16.00)
Total Direct Services Budget Proposals Target			(399)	(145)	(217)	0				

Leisure, Parks & Communities

Proposal		2014-15	2015-16	2016-17	2017-18	FTE Impact				
H/M/L		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
Fees and Charges										
M	1 Parks	(5)	(5)	(5)						
L	2 Sports Dev	(4)		(3)						
H	3 Parks		(30)							
L	4 Countryside	(10)								0.0
M	5 Parks	(15)	(17)	(18)						
L	6 Parks	(10)		(5)						
M	7 Parks	(10)		(10)						
M	8 Parks	(6)								
M	9 Leisure Management		(10)							
Total Fees and Charges		(60)	(62)	(41)						
Service Reductions										
M	10 Parks	(30)								
L	11 Communities and Neighbourhoods	(110)								0.0
Total Service Reductions		(140)								
Efficiencies										
L	12 Leisure Management	36		(13)						
M	13 Parks			(13)						
L	14 Parks			(3)						
L	15 Parks			(10)	(10)					
L	16 Leisure Management		(300)							0.0
L	17 Communities and Neighbourhoods	(10)								
M	18 Communities and Neighbourhoods	(10)								
L	19 Positive Futures	(5)	(5)							
L	20 Corporate	(300)								
Total Efficiencies		(289)	(315)	(44)						
Contractual Inflation										
	21 Leisure Management	12	6	2						
Total Contractual Inflation		12	6	2						
Total Leisure, Parks & Communities Savings		(477)	(371)	(83)						
Total City Leisure Budget Proposals Target		(380)	(71)	(73)	0					
Variance		(97)	(300)	(10)	0					

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Leisure, Parks & Communities

Proposal	H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact				
		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total
 New/Amended Savings										

Environmental Development

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Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				
							2014-15	2015-16	2016-17	2017-18	Total
Fees and Charges											
1	Environmental Protection	M	(25)								
2	Environmental Protection	H	(10)								
3	Environmental Protection	L	(2)	(2)	(3)						
4	Environmental Health	H	(15)								0.00
Total Fees and Charges			(52)	(2)	(3)						
Service Reductions											
5	Environmental Protection	L	(16)	(19)							
Total Service Reductions			(16)	(19)							
New Investment											
6	Environmental Sustainability		(36)								
7	Environmental Sustainability										0.00
8	Environmental Health		2	3							
Total New Investment			(34)	3							
Invest to Save											
9	Environmental Health		(20)								
Total Invest to Save			(20)								
Efficiencies											

Environmental Development

Proposal		H/M/L	2014-15	2015-16	2016-17	2017-18	FTE Impact					
			£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	Total	
10	Environmental Management		(54)					1.30				1.30
11	Environmental Health		(30)	(20)								
12	Environmental Health			(45)	(45)							
Total Efficiencies			(84)	(65)	(45)			1.30				1.30
Pressures												
13	Environmental Health		10									0.00
Total Pressures			10									
Total Environmental Development Savings			(196)	(83)	(48)			1.30				1.30
Total Environmental Development Budget Proposals Target Variance			(201) 5	(63) (20)	(48) 0	0	0					
New/Amended Savings												

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Policy, Culture and Communications

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Proposal		2014-15	2015-16	2016-17	2017-18	FTE Impact				Total
H/M/L		£000s	£000s	£000s	£000s	2014-15	2015-16	2016-17	2017-18	
Fees and Charges										
1	Communication									
	Selling advertising space on the Oxford City Council website. Note: use of aggressive cookies by web advertisers limits income possibilities.					M	(9)	(12)		
2	Communication									
	Make "Your Oxford" self financing by 2016-17. Note: income from advertising in Your Oxford has not increased at the same rate as in previous years. This is due to the economic environment and is also true for Oxford Mail and other outlets. Also costs for printing and distribution continue to rise. It is now unlikely that it will become self-financing by this date. Vital communication tool and costs can be absorbed within overall comms budget.					H			(8)	
3	Culture									
	Extra revenue generated by increased marketing activity - Culture					L	(2)	(2)		
4	Culture									
	Poster Boards. Note: initially driven by an invest to save bid but investment withdrawn. Contract in place for company to manage boards this financial year, which will bring in £4000. Tender docs ready for a long term agreement starting in April. Company will provide investment to refurbish boards and generate £4-6k income pa for us.					L	(4)	(5)		
5	Culture									
	Increase events income					L			(9)	
6	Culture									
	Carfax Tower income, annual fee increase					L	(1)	(1)		
Total Fees and Charges							(16)	(20)	(17)	
Service Reductions										
7	Policy and Partnerships									
	Review of Policy delivery					M		(17)		0.50
Total Service Reductions								(17)		0.50
New Investment										
8	Policy and Partnerships									
	Educational Attainment-reprofiling						(10)	(160)	110	0.00
9	Policy and Partnerships									
	Safeguarding Children and Vulnerable Adults						24		(24)	0.00
#	Culture									
	Events Web-portal						5	(3)		0.00
Total New Investment							19	(163)	86	0.00
Total Policy, Culture and Communications Savings							3	(200)	69	0.50
Total Policy, Culture & Communications Budget Proposals Target							(34)	(197)	(17)	0
Variance							37	(3)	86	0
New/Amended Savings										

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APPENDIX 4

HOUSING REVENUE ACCOUNT PROJECTIONS
Oxford City Council

Year	2014.15	2015.16	2016.17	2017.18
£'000	3	4	5	6
INCOME:				
Rental Income	41,439	42,971	44,504	45,939
Void Losses	-662	-601	-535	-552
Service Charges (Tenants & Leasholders)	1,084	1,195	1,278	1,310
Other Income - (Furnished Tenancies/Misc)	610	625	641	657
Major Project Team Recharges to Capital	329	337	346	354
Total Income	42,799	44,527	46,234	47,709
EXPENDITURE:				
General Management	-4,404	-4,492	-4,612	-4,732
Special Management	-2,443	-2,495	-2,549	-2,603
Other Management	-3,226	-3,299	-3,119	-3,193
Bad Debt Provision	-352	-347	-342	-353
Responsive & Planned Maintenance	-9,646	-9,868	-10,090	-10,319
Total Revenue Expenditure	-20,072	-20,501	-20,712	-21,200
Interest Paid	-7,792	-7,792	-7,523	-7,523
Interest Received	43	31	69	69
Depreciation/Impairment	-5,660	-5,859	-6,053	-6,257
Net Operating Income	9,318	10,406	12,015	12,798
APPROPRIATIONS:				
Other HRA Reserve Adjustments	111	66	-100	-103
Revenue Contribution to Capital	-12,048	-10,446	-11,904	-12,683
Total Appropriations	-11,937	-10,379	-12,005	-12,785
ANNUAL CASHFLOW	-2,619	27	11	12
Opening Balance	6,129	3,510	3,537	3,548
Closing Balance	3,510	3,537	3,548	3,560
Other HRA Reserve Balance	490	326	326	326

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**Analysis of Rent Rise by Property Type
2014/15**

Row Labels	Minimum Percentage Increase	Maximum Percentage Increase	Average of Percentage Increase	Average of Increase per week £	Average of Actual Rent 2014/15 £	Estimated Count of Property Types
1B Bungalow	3.70%	6.08%	4.44%	4.03	94.66	263
1B Flat	3.69%	7.11%	4.24%	3.55	87.29	1,082
1B Hostel	3.70%	3.70%	3.70%	2.82	79.10	5
1B House	3.87%	5.68%	4.10%	3.68	93.73	8
1B Sheltered Accommodation	2.85%	6.94%	4.40%	3.82	90.26	289
1B Tower Flat	3.70%	6.43%	4.40%	3.45	82.45	104
2B Bungalow	3.70%	5.68%	5.19%	5.62	113.75	33
2B Flat	2.25%	6.22%	5.13%	4.72	96.95	1,354
2B Hostel	3.70%	3.70%	3.70%	3.53	98.84	2
2B House	3.70%	6.54%	5.43%	5.47	106.58	810
2B Maisonette	3.70%	6.03%	4.98%	4.65	97.97	165
2B Sheltered Accommodation	2.85%	6.62%	4.55%	4.39	102.19	24
2B Tower Flat	3.69%	6.06%	5.31%	4.77	94.98	197
3B Bungalow	3.70%	5.78%	5.42%	5.78	112.93	32
3B Flat	5.47%	5.91%	5.67%	5.63	105.00	30
3B House	2.85%	5.96%	5.50%	5.79	111.37	2,855
3B Maisonette	3.70%	5.86%	5.44%	5.55	108.21	122
3B Service Accommodation	5.85%	5.85%	5.85%	5.44	98.43	1
4B Bungalow	3.02%	5.66%	4.34%	5.15	130.91	2
4B Flat	3.70%	5.46%	5.01%	5.86	123.63	4
4B House	3.70%	5.90%	5.38%	5.97	117.61	236
4B Maisonette	5.58%	5.58%	5.58%	5.93	112.25	1
5B House	2.86%	5.69%	5.38%	6.13	121.11	27
6B House	5.38%	5.46%	5.42%	6.30	122.62	3
Bedsit	3.70%	7.26%	5.55%	3.42	65.85	116
Grand Total	2.25%	7.26%	5.42%	5.25	102.08	7,765

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Capital Scheme	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
GENERAL FUND PROGRAMME	£	£	£	£
G6013 Urban Broadband	4,675,000			
Policy Culture & Communications	4,675,000	0	0	0
F1323 Bridge Over Fiddlers Stream	178,000			
F0015 Oxford Cycle City	122,000	50,000		
F7012 Rose Hill Recreation Ground Improvements	3,300			
NEW Sunnymeade Park - Enhancement of Play Area Facilities	1,830			
City Development	305,130	50,000	0	0
E3511 Renovation Grants	50,000	50,000	50,000	
E3521 Disabled Facilities Grants	640,000	640,000	640,000	640,000
Purchase of Temporary accommodation as needed	2,000,000	4,000,000	4,000,000	
Environmental Development (Including Community Safety)	2,690,000	4,690,000	4,690,000	640,000
Leisure Centres				
A4808 Blackbird Leys LC Improvements	128,278			
A4814 Leisure Centre substantive repairs	66,000			
Community Centres				
B0033 Community Centres	313,420	288,200	413,320	
East Oxford Project*		200,000		
Jericho Community Centre*		200,000		
Covered Market				
B0036 Investment ~ Covered Market	150,000	75,000		
Investment Properties				
B0040 Investment ~ Broad Street		33,800	17,400	
B0041 Investment - Misc City Centre Properties	10,000	24,000		
B0044 Investment - Outer City	38,600	80,700	257,100	
B0043 Investment George Street		77,800		
Miscellaneous Council Properties				
B0037 Car Parks	80,000	60,000	50,000	
B0052 Miscellaneous Properties			14,360	
B0060 Feasibility Studies Depot Relocation				0
B0078 Allotments	13,700	34,450	10,200	
B0079 Street Sports Sites		10,720		
B0077 Direct Services Depots		210,600	25,500	
B0080 Templars Square Refurbishment/Relocation	140,000			
Bury Knowle House		87,900		
Parks & Cemeteries				
B0048 Leisure - Cemeteries		28,070	12,120	
B0050 Leisure ~ Depots		18,760		
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	40,000			
B0067 Fencing Repairs across the City	150,000			
Parks & Leisure Toilets	9,200			
Town Hall				
B0054 Town Hall	280,000	55,000	50,000	
B0076 Town Hall Improvements (OFTF2)	50,000			
B0074 R & D Feasibility Fund	125,000			
Corporate Assets (Now Housing & Property)	1,594,198	1,485,000	850,000	0
South Oxford Community Centre Café	50,000			
St Ebbes Deaf and Hard of Hearing Centre	50,000			
A4810 New Build Completion Pool	3,750,000			

Capital Scheme	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
GENERAL FUND PROGRAMME	£	£	£	£
A4816 Sports Pavilions	801,000	75,000		
A4820 Upgrade Existing Tennis Courts	54,000	60,000		
A4821 Upgrade Existing Multi-Use Games Area	48,000	48,000		
A4826 Parks Works	100,000	50,000	50,000	
Pavilions Grey Water Harvesting		28,000		
Horpath Athletics Ground		50,000	450,000	
Three Artificial Turf Cricket Wickets	12,000	12,000	12,000	
Leisure, Parks & Communities	5,165,000	923,000	512,000	0
R0005 MT Vehicles/Plant Replacement Programme.	2,556,750	2,055,150	823,330	852,000
T2269 Toilet improvements	80,000			
T2273 Car Parks Resurfacing	350,000	350,000	350,000	
Car Parking Oxpens	3,300,000			
Direct Services	6,286,750	2,405,150	1,173,330	852,000
C3039 ICT Infrastructure	100,000	150,000	150,000	
C3044 Software Licences	177,000	177,000	177,000	150,000
Business Improvement & Technology	277,000	327,000	327,000	150,000
New Bids				
Empty Homes CPO Revolving Fund	250,000	250,000	250,000	-
Templar Square Public Safety Measures- Section 106 funded	10,000			
St Clements Environmental Improvements - section 106 funded	60,000			
Invest to Save - Bin Washing Service	83,000			
Contribution to County re Fridewide Square- Funded by Section 106		282,775		
Veriscan Solution, Identity Authentication Solution	20,000			
Food waste collection from flats	129,000	202,000	155,000	
Extension to Seacourt Park & Ride (Part of feasibility reports)	500,000	1,500,000		
Car Parks ~ Resurfacing - extension of existing programme provision				300,000
MT Vehicles/Plant Replacement Programme additional residual waste round from growth in domestic premises	175,000			
Fraud Solutions and Data Warehouse	41,000	6,000	6,000	
Additional SALIX Plus funding eig biomass town hall, solar thermal energy in swimming pools, solar panels on properties, telematics system	200,000	200,000	200,000	
Cuttleslowe Park Splash Feature		100,000		
Biomass store at Cuttleslowe Park to supply new pool	90,000			
Additional Garden waste RCV to service new dwellings	175,000			
New Council website in Drupal	15,000	95,000		
Improve Court Place Farm Car Park		80,000		
Corporate Property Planned Maintenance Programme Years 7 and 8 extension of existing programme provision				310,000
Purchase of web service (API's) to enable the Council to manage its own integration of core systems	71,000			
Top up existing city centre toilets budget	90,000			
Additional contribution to Oxford Spire Academy public access gym	300,000			
Renovation Grants- extension of existing capital programme provision				50,000
Additional CCTV to Speedwell street	40,000			
Property Investment Strategy	7,000,000			
Flood Alleviation at Northway & Marston	860,000	840,000		
Quarry Pavillion		600,000		
Leys parking	87,000			
Total New Bids	10,196,000	4,155,775	611,000	660,000
General Fund Total	31,189,078	14,035,925	8,163,330	2,302,000
HOUSING PROGRAMME				
External Contracts				
N6384 Tower Block Programme	134,000	5,289,000	5,424,000	5,541,000
N6387 Controlled Entry	215,000	221,000	226,000	232,000
N6393 External Doors	205,000	210,000	215,000	221,000
Green initiatives	256,000	263,000	269,000	276,000
N6394 Windows	256,000	263,000	269,000	276,000
N6388 Down roof works (K&B)	82,000	85,000	87,000	90,000

Capital Scheme	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
GENERAL FUND PROGRAMME	£	£	£	£
N7026 Communal Areas	154,000	158,000	162,000	166,000
N7027 Environmental Improvements	103,000	105,000	108,000	110,000
New Build				
N7029 HCA New Build	10,438,000	1,628,000	225,000	0
N7031 Homes at Barton	104,000	614,000	4,815,000	5,909,000
N7011 Cardinal House Refurbishment	7	13	19	26
N7032 Great Estates: Estate enhancement and regeneration	1,025,000	1,051,000	1,077,000	1,104,000
B0034 Rose Hill Community Centre	1,842,000	1,786,000		
Rose Hill Drainage	40,000			
Food waste	113,000	42,000		
Internal Contracts				
N6385 Adaptations for disabled	923,000	961,000	985,000	1,010,000
N6390 Kitchens & Bathrooms	2,163,000	2,037,000	1,924,000	1,803,000
N6391 Heating	1,457,000	1,494,000	1,531,000	1,569,000
N6388 Major Voids	841,000	836,000	828,000	849,000
N6395 Electrics	744,000	728,000	688,000	644,000
Housing Revenue Account	21,387,007	18,070,013	19,140,019	20,113,026
Grand Total	52,576,085	32,105,938	27,303,349	22,415,026
Financing - General Fund				
Capital Receipts	6,001,509	4,451,775	2,665,000	
Direct Revenue Funding	4,432,819	2,936,000	3,578,000	553,000
Revenue Reserves	3,500,000	3,000,000		
Revenue Reserves	0			
Developer Contributions	181,300			
Heritage Lottery fund for Town Hall	25,000			
Arts Council & HLF				
Government Funding	447,000	447,000	447,000	447,000
Government Grants	4,675,000		150,000	
Prudential Borrowing for Vehicles	2,556,750	2,055,150	823,330	852,000
Prudential Borrowing for Homelessness	0	0		
New Bids DRF				
New Bids - Capital Receipts	750,000			
New Bids - Section 106	501,700	282,775		
New Bids - Government Grants	503,000	425,000		
New Bids Other contributors	265,000	165,000		
New Bids CIL		273,225	500,000	450,000
Neq Bids Prudential borrowing	350,000			
New Bids - Reserves	7,000,000			
Total General Fund Financing	31,189,078	14,035,925	8,163,330	2,302,000
Financing - HRA				
MRR	17,556,007	16,180,013	17,782,019	18,708,026
RTB Recipients	1,959,000	1,890,000	1,358,000	1,405,000
External Contributions	1,872,000			
New Bids				
Total HRA Financing	21,387,007	18,070,013	19,140,019	20,113,026
	0	0	0	0
Total Financing	52,576,085	32,105,938	27,303,349	22,415,026

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Fees & Charges 2014/15

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Regeneration & Major Projects Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Estate Management Fees and Charges				
Acquisition or Leasing of Leasehold property				
Rent up to £9,999 per annum	Lump sum of: 2,250.00	2,250.00	0.00	0.00
Rent between £10,000 and £49,999 p.a.	%age of rent agreed 2,750.00	2,750.00	0.00	0.00
Rent between £50,000 and £99,999 p.a.	%age of rent agreed 4,000.00	4,000.00	0.00	0.00
Rent over £100,000 p.a.	%age of rent agreed 8,500.00	8,500.00	0.00	0.00
Settlement of Rent Reviews and Lease Renewals of Leasehold property				
Rent up to £9,000 per annum	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Plus additional %age:				
On the rent between £10,000 and £49,999 p.a.	lump sum plus %age of uplift 1,250.00	1,250.00	0.00	0.00
On the rent between £50,000 and £149,999 p.a.	lump sum plus %age of uplift 1,250.00	1,250.00	0.00	0.00
On the rent over £150,000 p.a.	lump sum plus %age of uplift 1,250.00	1,250.00	0.00	0.00
Acquisition or Disposal of Freehold property				
Capital value up to £99,999	Lump sum of: 2,750.00	2,750.00	0.00	0.00
Capital value between £100,000 and £499,999	Lump sum of: 4,500.00	4,500.00	0.00	0.00
Capital value between £500,000 and £2 million	Lump sum of: 10,000.00	10,000.00	0.00	0.00
Capital value over £2 million	Lump sum of: 12,500.00	12,500.00	0.00	0.00
Valuation of Leasehold and Freehold property				
Rental value up to £9,999 per annum	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Rental value between £10,000 and £49,999 p.a.	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Rental value between £50,000 and £99,999 p.a.	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Rental value over £100,000 p.a.	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Capital value up to £99,999	Lump sum of: 1,000.00	1,000.00	0.00	0.00
Capital value between £100,000 and £499,999	Lump sum of: 1,550.00	1,550.00	0.00	0.00
Capital value between £500,000 and £2 million	Lump sum of: 2,650.00	2,650.00	0.00	0.00
Capital value over £2 million	Lump sum of: 5,250.00	5,250.00	0.00	0.00
Consents				
To Assignments and Subletting	Lump sum of: 800.00	800.00	0.00	0.00
Alteration of Lease terms or consent for alterations	Lump sum of: 800.00	800.00	0.00	0.00
If both an alteration and alienation	Lump sum of: 1,300.00	1,300.00	0.00	0.00
Administration fee for consent (in relation to restrictive covenants)	Lump sum of: 275.00	275.00	0.00	0.00
Administration fee for preparation of access licences and similar agreements (Minimum charge)	Lump sum of: 200.00	200.00	0.00	0.00
For work based on a time charge: Hourly Rate £100 / hour				

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Housing & Property Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Weekly Charges				
Private Lease Scheme [Heat,Light,Cook] - 1	12.00	12.00	0.00	0.00
Private Lease Scheme [Heat,Light,Cook] - 2	18.00	18.00	0.00	0.00
Private Lease Scheme [Heat,Light,Cook] - 3	25.00	25.00	0.00	0.00
Private Lease Scheme Rent - 1	204.34	204.34	0.00	0.00
Private Lease Scheme Rent - 2	236.54	236.54	0.00	0.00
Private Lease Scheme Rent - 3	266.66	266.66	0.00	0.00
Private Lease Scheme Water & Sewerage Charge - 1	3.00	3.00	0.00	0.00
Private Lease Scheme Water & Sewerage Charge - 2	5.00	5.00	0.00	0.00
Private Lease Scheme Water & Sewerage Charge - 3	6.00	6.00	0.00	0.00
Nightly Charge Rent - Per Week	160.38	160.38	0.00	0.00

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City Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Planning				
Standard rated & exclusive of VAT				
Operations				
1. New Dwellings				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 hectare in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0
b) Others (50 or less) - charge per dwelling	385.00	385.00	0.00	0
b) Others (51 or more) - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0
2. New buildings or extensions (except dwellings, agricultural buildings or plant):				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 ha in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0
b) Others:				
(i) where no floor area is created	195.00	195.00	0.00	0
(ii) where floor area created is below 40 sq.m.	195.00	195.00	0.00	0
(iii) where floor area is between 40 and 75 sq.m.	385.00	385.00	0.00	0
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	385.00	385.00	0.00	0
(v) where floor area exceeds 3,750 sq.m - plus £100 per 75 sq. m in excess of 3,750 sq m	19,049.00	19,049.00	0.00	0
3. Erection, alteration or replacement of plant or machinery				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0
(b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 5 hectare	19,049.00	19,049.00	0.00	0
4. Extensions or alterations to existing dwellings				
(a) one dwelling	172.00	172.00	0.00	0
(b) 2 or more dwellings	339.00	339.00	0.00	0
5. Curtilage, parking and vehicular access				
(a) Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	172.00	172.00	0.00	0
(b) Car park, road and access to serve single undertaking	195.00	195.00	0.00	0
Uses				
6. Change of use of a building: dwellings				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0
(d) from other building to one or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0
7. Use of disposal of refuse or waste materials and open mineral storage				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	195.00	195.00	0.00	0
(b) Site area exceeds 15 ha - plus £100 per 0.1 ha in excess of 15 hectare	29,112.00	29,112.00	0.00	0
8. Material change of use other than above				
	385.00	385.00	0.00	0
9. Erection on land for purposes of agriculture				
	See Fee Regs	See Fee Regs		
10. Erection of glasshouses on land used for agriculture				
	See Fee Regs	See Fee Regs		
11. Operations connected with oil and natural gas of for winning and working of minerals				
	See Fee Regs	See Fee Regs		
Plant and machinery				
12. Wind Turbines				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0
b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 50 hectare	19,049.00	19,049.00	0.00	0

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Advertisements				
13. Advertising relating to business and displayed on the premises	110.00	110.00	0.00	0
14. Advance directions signs	110.00	110.00	0.00	0
15. All other advertisements, e.g. banners	385.00	385.00	0.00	0
Any Other				
16. Any other operation not within any of above categories - charge per 0.1 hectare	195.00	195.00	0.00	0
Determination				
17. Whether the prior approval of the Council is required for Installation of a radio mast, radio equipment, housing or public callbox (telecommunications)	385.00	385.00	0.00	0
Demolition (Part 31)	80.00	80.00	0.00	0
18. Confirmation of compliance with condition attached to planning permission				
a) Householder application - charge per request	28.00	28.00	0.00	0
b) Any other type of application - charge per request	97.00	97.00	0.00	0
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
Other Permission				
19. Variation of conditions: Application for removal or variation of a condition following grant of planning permission	195.00	195.00	0.00	0
Lawful Development Certificates				
20. Existing use or development	Same as full	Same as full		
21. Existing use – lawful not to comply with a particular condition	195.00	195.00	0.00	0
22. Proposed use or development	Half the normal planning fee	Half the normal planning fee		
Application for a New Planning Permission to replace an Extant Planning Permission.				
SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS)				
PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application,	57.00	57.00	0.00	0
(b) if the application is an application for major development,	575.00	575.00	0.00	0
(c) in any other case,	195.00	195.00	0.00	0
Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended)				
(a) if the application is a householder application,	28.00	28.00	0.00	0
(b) in any other case,	195.00	195.00	0.00	0
Exempt from VAT				
Documents & Publications				
1st Decision notice	15.90	16.21	0.31	2
Subsequent notice	15.90	16.21	0.31	2
TPO's	21.20	21.62	0.42	2
Legal Agreements	21.20	21.62	0.42	2
Plans stamped Approved or Refused	6.36	6.48	0.12	2
Local Development Framework Proposals Man	25.00	25.00	0.00	0

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Oxford Local Plan 2001-2016	75.00 (Oxford residents 50.00)	75.00 (Oxford residents 50.00)	0.00	0
West End Area Action Plan 2007-2016	30.00	30.00	0.00	0
Adopted Supplementary Planning Documents	7.50	7.50	0.00	0
Provision of above documents and publications on the internet	Free	Free		
Provision of above documents and publications on the internet	Free	Free		
Subsequent plans according to size:				
AO plan	5.30	5.40	0.10	2
A1 plan	5.30	5.40	0.10	2
A2 plan	5.30	5.40	0.10	2
A3 plan	0.00	0.00	0.00	0
A4 plan	0.00	0.00	0.00	0
Provision of above plans on the internet				
Other				
A4 Miscellaneous copies	0.00	0.00	0.00	0
Subsequent copy	0.00	0.00	0.00	0
<u>Standard rated & exclusive of VAT</u>				
Weekly schedule of applications				
By Post				
Commercial	174.38	177.86	3.48	2
	145.32	148.22	2.90	2
Local groups/residents	40.72	41.53	0.81	2
	33.94	34.61	0.67	2
Via email				
Commercial	44.50	45.28	0.78	2
	37.00	37.74	0.74	2
Local groups/residents	Free	Free		
<u>Planning - Other charges</u>				
<u>Standard rated & exclusive of VAT</u>				
Planning pre-application advice				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	480.00	480.00	0.00	0
Charge per written report	240.00	240.00	0.00	0
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	360.00	360.00	0.00	0
Charge per written report	180.00	180.00	0.00	0
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	240.00	240.00	0.00	0
Charge per written report	120.00	120.00	0.00	0
However, where a whole series of planning pre-application meetings is necessary, discounted bespoke charges may be negotiated if appropriate.				
Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	50.00	0.00	0
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	50.00	50.00	0.00	0
However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.				
Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead.	50.00	50.00	0.00	0

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Written requests for planning history and planning constraints searches	50.00	50.00	0.00	0
Requests of hard copies of plans stamped approved or refused	6.00	6.12	0.12	2
Application checking service per application	50.00	50.00	0.00	0
<u>Land Charges</u>				
<u>Exempt from VAT</u>				
Local Land Charges				
LLC1 form (Postal)	31.00	30.00	(1.00)	(3)
LLC1 form (Electronic)	28.00	28.00	0.00	0
LLC1 Additional Parcel	1.00	1.00	0.00	0
CON29R form (Postal)	92.00	90.00	(2.00)	(2)
CON29R form (Electronic)	85.00	84.00	(1.00)	(1)
CON29R Additional Parcel	16.00	16.00	0.00	0
Combined LLC1 + CON29R (Postal)	120.00	120.00	0.00	0
Combined LLC1 + CON29R (Electronic)	110.00	112.00	(3.00)	(3)
Additional Parcel for combined LLC1 + CON29R	17.00	17.00	0.00	0
CON290 Optional Enquiries 4 to 21 (Additional parcel fees on application)	11.00	11.00	0.00	0
CON290 Optional Enquiry 22 only	22.00	22.00	0.00	0
Additional Enquiries	22.00	22.00	0.00	0
Personal Searches				
Collection				
Land Charges Register	6.00	6.00	0.00	0
CON29R Qu. 1.1g	1.50	1.50	0.00	0
CON29R Qu. 3.7	1.50	1.50	0.00	0
CON29R Qu. 3.8	0.50	0.50	0.00	0
Electronic				
Land Charges Register	5.00	5.00	0.00	0
Compiled official answers combination of Qu. 1.1g, 2, 3.4, 3.6, 3.7 and 3.8	15.00	15.00	0.00	0
All other CON29R questions other than the above	As per official searches	As per official searches		
Official Answers for Component Data (CON29R)				
Charge by post				
Qu 1.1 a-e	7.00	7.00	0.00	0
Qu 1.1 f-h	4.00	4.00	0.00	0
Qu 1.2	5.00	5.00	0.00	0
Qu 2	4.00	4.00	0.00	0
Qu 3.1	3.00	3.00	0.00	0
Qu 3.2	3.00	3.00	0.00	0
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	6.00	6.00	0.00	0
Qu 3.5	3.00	3.00	0.00	0
Qu 3.6 a-j	10.00	10.00	0.00	0
Qu 3.7a-f	6.00	6.00	0.00	0
Qu 3.8	4.00	4.00	0.00	0
Qu 3.9a-n	20.00	20.00	0.00	0
Qu 3.10 a-b	4.00	4.00	0.00	0
Qu 3.11	4.00	4.00	0.00	0
Qu 3.12	3.00	3.00	0.00	0
Qu 3.13	4.00	4.00	0.00	0
Charge Electronic				
Qu 1.1 a-e	6.50	6.50	0.00	0
Qu 1.1 f-h	4.00	4.00	0.00	0
Qu 1.2	4.50	4.50	0.00	0
Qu 2	3.50	3.50	0.00	0
Qu 3.1	2.50	2.50	0.00	0
Qu 3.2	2.50	2.50	0.00	0
Qu 3.3	Refer to Thames Water	Refer to Thames Water		
Qu 3.4 a-f	5.50	5.50	0.00	0

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Qu 3.8	4.00	4.00	0.00	0
Qu 3.9a-n	20.00	20.00	0.00	0
Qu 3.10 a-b	3.50	3.50	0.00	0
Qu 3.11	3.50	3.50	0.00	0
Qu 3.12	2.50	2.50	0.00	0
Qu 3.13	3.50	3.50	0.00	0
<u>Street Naming and Numbering Charges</u>				
<u>Exempt from VAT</u>				
Numbering of new developments (including sub-division of existing properties)				
1 plot	40.00	40.00	0.00	0
2 plots	70.00	70.00	0.00	0
3 plots	100.00	100.00	0.00	0
4 - 20 plots	60.00 plus 15.00 per plot	60.00 plus 15.00 per plot	0.00	0
21- 50 plots	155.00 plus 10.00 per plot	155.00 plus 10.00 per plot	0.00	0
50+ plots	Please enquire	Please enquire		
Note: properties will only be named if they are on a street where no numbers have been issued. Charges will be as above.				
Plus (if required)				
New street name	100.00	100.00	0.00	0
New building name (eg for blocks of flats / offices)	40.00	40.00	0.00	0
Changes to new addresses caused by changes to development after issue of numbering scheme.	5.00 per plot	5.00 per plot	0.00	0
Reissue of address following demolition and reconstruction	25.00	25.00	0.00	0
Change of house name	40.00	40.00	0.00	0
Addition of house name to numbered property	40.00	40.00	0.00	0
Street renaming at the request of the owners	250.00 plus 20.00 per property	250.00 plus 20.00 per property	0.00	0
<u>Building Control</u>				
<u>Standard rated & exclusive of VAT</u>				
Schedule 1				
Charges for the creation of or conversion to new dwellings				
Number of Dwellings				
1	638.30	638.30	0.00	0
2	851.07	851.07	0.00	0
3	1,063.83	1,063.83	0.00	0
4	1,234.05	1,234.05	0.00	0
5	1,404.26	1,404.26	0.00	0
6	1,574.47	1,574.47	0.00	0
7	1,744.69	1,744.69	0.00	0
8	1,914.90	1,914.90	0.00	0
9	2,085.11	2,085.11	0.00	0
10	2,255.32	2,255.32	0.00	0
Schedule 2				
Charges for extensions, conversions and other alterations				
1. Erection/extension of a detached or attached garage with a floor area not exceeding 60m2	208.34	208.34	0.00	0
2. Extension with a floor area not exceeding 10m2	379.17	379.17	0.00	0
3. Extension with a floor area between 10m2 - 40m2	485.84	485.84	0.00	0
4. Extension with a floor area between 40m2 - 60m2	587.50	587.50	0.00	0
5. Extension with a floor area between 60m2 - 100m2	638.34	638.34	0.00	0
6. Loft conversion	442.50	442.50	0.00	0
7. Basement conversion/works	442.50	442.50	0.00	0
8. Multiple work (eg extension & basement/loft conversion/works) up to £100,000	775.00	775.00	0.00	0
9. Conversion of garage to habitable space	208.34	208.34	0.00	0
10. Re-covering of roof / upgrade of thermal elements	128.34	128.34	0.00	0
11. Replacement windows/doors	102.50	102.50	0.00	0
For detached buildings ancillary to the dwelling, refer to the same size				

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
12. Conversion of previously exempt buildings to habitable accommodation	208.34	208.34	0.00	0
13. Installation of solar panels or PV arrays on the roof	102.50	102.50	0.00	0
14. DIY Electrical Installations	500.00	500.00	0.00	0
Schedule 3				
Works not listed in schedules 1 or 2				
i.e. structural alterations, refurbishments, internal alterations...				
Estimated cost of works				
£0 - £5000	225.00	225.00	0.00	0
£5001 - £10,000	280.84	280.84	0.00	0
£10,001 - £20,000	408.34	408.34	0.00	0
£20,001 - £50,000	536.67	536.67	0.00	0
£50,001 - £75,000	766.67	766.67	0.00	0
£75,001 - £100,000	1,020.84	1,020.84	0.00	0
Miscellaneous Fees				
VAT needs to be added				
Copy of Approval Notice	20.60excl VAT	20.60excl VAT		
Copy of Completion Certificate	20.60 excl VAT	20.60 excl VAT		
Response to Solicitor enquires in relation to house sales	15.90 excl VAT	15.90 excl VAT		
Response to householders written enquiries re house sales	6.00 excl VAT	6.00 excl VAT		
The following are discretionary charges, depending on that nature of the discussion and advice sought.				
Exempt from VAT				
Requests for viewing documentation/Technician help	6.00 per half an hour	6.00 per half an hour		
Requests for viewing documentation/Surveyor help	10.00 per half an hour	10.00 per half an hour		
NOTE:				

Human Resources & Facilities Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Room prices				
<i>(per full or part hour, minimum reservation of 2 hours):</i>				
Main Hall	175.00	175.00	0.00	0.00
Assembly Room	110.00	110.00	0.00	0.00
Old Library	110.00	110.00	0.00	0.00
Long Room	75.00	75.00	0.00	0.00
Meeting Rooms	41.00	41.00	0.00	0.00
Day Delegate rate from (Per head per day)	30.00	Withdrawn		
Charity rate from	25.00	Withdrawn		
Gallery: <u>Community</u> & charitable exhibitions: per day plus 20% commission on all sales.	38.00	Withdrawn		
<u>All other</u> bookings: 09:00 - 18:00 Mon - Sat 10:00 - 16:00 Sun per day	150.00	Withdrawn		
Outside above times	72.00	Withdrawn		
Social Events 18:00 – 2359 hours with 1 hours clearance to 01:00 hours				
Main Hall	1,900.00	Withdrawn		
Assembly Room and/or Old Library	1,650.00	Withdrawn		
Assembly Only	1,320.00	Withdrawn		
Dinner Bookings 18:00 - 22.30 with 1 hours clearance to 23.30				
Main Hall	1320	Withdrawn		
Assembly Room	865	Withdrawn		
St Aldates	475	Withdrawn		
Sunday/BH Supplement				
Outside 10.00 - 16.00	15%	Withdrawn		
Discounts <i>(not accumulative, not applicable for Social Events and Gallery fees or Sunday/BH reservations):</i>				
Social Event Off - Peak Monday/Tuesday only	20%	Withdrawn		
Concessionary Meetings	50%	Withdrawn		
Preparation, Clearance or Rehearsal	50%	Withdrawn		
6 hours or more consecutive at the standard price	20%	Withdrawn		
Agency Commission room hire fees only to a max of	10%	10%	0.00	0.00
Civil Wedding Ceremony (2 hr booking)				
Main Hall	385	385	0.00	0.00
Assembly Room/Old Library	275	275	0.00	0.00
St Aldate's Room	215	215	0.00	0.00
Royalties - based on total box office sales,				
Classical Concerts	4.80%	4.80%	0.00	0.00
Pop Concerts	3%	3%	0.00	0.00
Variety Performances	2%	2%	0.00	0.00
All other events including music, films, video, DVD films or promotional events	9%	9%	0.00	0.00
Box Office minimum fee of £25 or 10% of sales whichever is greater	10%	Withdrawn		
Technical Facilities				
AV Equipment <i>(data/slide/overhead projector)</i>	25	25	0.00	0.00
Flipchart, pad & pens <i>(inc in DDR)</i>	14	14	0.00	0.00
Laptop computer (internal only)	50	50	0.00	0.00
Lectern – table	FOC	FOC		
Lectern – free standing	FOC	FOC		

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Long Room a/v equipment	50	50	0.00	0.00
PA system (Main Hall)	60	60	0.00	0.00
Large Screen	50	50	0.00	0.00
Small pop up screen	25	25	0.00	0.00
Stage extension Small	45	45	0.00	0.00
Stage extension Large	85	85	0.00	0.00
Round table with linen cloth	12.5	12.5	0.00	0.00
Musical Equipment				
Organ – Events	100	100	0.00	0.00
Organ – rehearsal/practice (per hour)	12	12	0.00	0.00
Piano – events	70	70	0.00	0.00
Piano – rehearsal/practice (per hour)	12	12	0.00	0.00
License Holders & Door Supervisors				
TH Personal Licence holder	65	Withdrawn		
Door Supervisors (per hr per Supervisor) Variable from	15.5	At cost		
Internal Charges				
Meeting room hire Mon/Wed & Fri between 8.30am - 6pm	FOC	Withdrawn		
Meeting room Hire Tues & Thurs Between 8.30am & 9.30pm	FOC	Withdrawn		
Out side of the above hours - discount on commercial rate	50%	Withdrawn		
Event Room Hire all hours(conferences - exhibitions) discount on commercial rate	75%	Withdrawn		
Cancellation on meeting rooms less than 72hrs before booking or no show	20	50% of cost		
Cancellation on event rooms less than 14 days in advance, based on above quoted figure	50%	Withdrawn		
Catering Charges				
Kitchen Hire per head (minimum 100)	3	3	0.00	0.00
Servery Hire Only (per day)	60	60	0.00	0.00

Law & Governance Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Legal Services				
Copies of legal documents	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance	No change		
Costs recovered from 3rd parties in legal transactions when instructed by this Council	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance	"		
Fees recovered from other public sector bodies in connection with legal services provided	Value of time spent based on hourly rate or fixed fee agreed by Head of Law and Governance	"		
Democratic Services				
Copies of the Constitution	25.00	"		
Copies of agenda	Reasonable charges to be set by Head of Law and Governance	"		
Inspection of background papers	Reasonable charges to be set by Head of Law and Governance	"		
Certification of existence of recipient for continued payment of pension - £10	10.00	"		
Research of non electronically archived minutes	Value of time spent based on hourly rate decided by Head of Law and Governance	"		
Hire of ballot boxes	15.00	"		
Hire of polling screens	15.00	"		
Certificates of Registration	15.00	"		
Executive Support				
St Giles Fair Tolls	Reasonable charges to be set by Head of Law and Governance	"		

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Finance Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Residential Leasehold Solicitor Questionnaire Fee	120.00	120.00	0.00	0.00

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Business Improvement & Technology Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Procurement Hub (annual)	10,300.00	13,000.00	2700.00	26.21
Supplier training (Unit cost)	35.00	35.00	0.00	0.00
On-site supplier training (day rate)	300.00	310.00	10.00	3.33
Data subject access requests (unit cost)	10.00	10.00	0.00	0.00

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Direct Services Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Refuse, Recycle & Motor Transport				
Outside Scope for VAT				
Refuse Collection & Recycling				
Blue Recycling box (collection only)	5.00	5.00	0.00	0.00
Green Recycling box (collection only)	5.00	5.00	0.00	0.00
Blue Recycling box (inc delivery)	7.00	7.00	0.00	0.00
Green Recycling box (inc delivery)	7.00	7.00	0.00	0.00
Blue/Green Wheelie Bin	35.00	35.00	0.00	0.00
Wheelie Bin Swaps	35.00	35.00	0.00	0.00
Garden Waste Bags Pack 10	28.00	29.00	1.00	3.57
Garden Waste Bags Pack 20 (additional £3 if not by direct debit)	39.00	41.00	2.00	5.13
Garden Waste Bins (additional £3 if not by direct debit)	39.00	41.00	2.00	5.13
Trade Refuse collection - Minimum	5.35	5.35	0.00	0.00
Trade Recycling collection - Minimum	3.95	3.95	0.00	0.00
Bulky Collections (3 items)	25.00	25.00	0.00	0.00
Motor Transport				
MOT Test fees				
Class 4				
Cars (up to 8 passenger seats)			Subject to change for 2014/15 inline with government instructions these have not been received as yet.	
Motor caravans				
Dual purpose vehicles	54.85	54.85	0.00	0.00
PSVs (up to 8 seats)				
Goods vehicles (up to 3,000kg DGW)				
Ambulances and taxis				
Private passenger vehicles & ambulances (9-12 passenger seats)	57.30	57.30	0.00	0.00
Class 4A				
Includes seat belt installation checks	64.00	64.00	0.00	0.00
Class 5				
Vehicles & ambulances	59.55	59.55	0.00	0.00
more than 13 passenger seats	80.65	80.65	0.00	0.00
Class 5A				
Includes seat belt installation checks				
13-16 passenger seats	80.50	80.50	0.00	0.00
more than 16 seats	124.50	124.50	0.00	0.00
Class 7				
Goods vehicles	58.60	58.60	0.00	0.00
Re-Test All Classes				
Partial retest fee				
Duplicate test certificate	10.00	10.00	0.00	0.00
Taxi & PHV				
Hackney Carriage Vehicle Test	68.30	68.30	0.00	0.00
Private Hire Vehicle Test	63.10	63.10	0.00	0.00
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0.00
Duplicate Certificate of Compliance	10.00	10.00	0.00	0.00
Retest	30.00	30.00	0.00	0.00
PHV DOOR STICKERS (PAIR)	35.00	35.00	0.00	0.00
PHV INTERNAL STICKER	5.00	5.00	0.00	0.00
HCV INTERNAL NUMBERS	10.00	10.00	0.00	0.00
Abandoned vehicles				
Voluntary surrender	35.25	35.25	0.00	0.00
Collection of vehicles from private land	35.25	35.25	0.00	0.00
Partnership with DVLA - Untaxed vehicles				
Vehicles sited on a public highway without a valid tax disc:				
Within 24 hours	100.00	100.00	0.00	0.00
After 24 hours	0.00		0.00	0.00

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
Cowley Marsh Depot				
Weighbridge Check	21.50	21.50	0.00	0.00
Jetter Services				
Drain Clearance	84.00	84.00	0.00	0.00
Drain Clearance (Out of Hours Charge)	120.00	120.00	0.00	0.00
CCTV Surveys	120.00	120.00	0.00	0.00
Cess Pitt Emptying (no VAT on domestic)	94.87	94.87	0.00	0.00
Car Parks Charges -				
Standard rated & inclusive of VAT				
City Centre Car Parks				
Westgate Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.50	2.50	0.00	0.00
1 to 2 Hours	4.10	4.00	(0.10)	(2.44)
2 to 3 Hours	6.10	6.00	(0.10)	(1.64)
3 to 4 Hours	7.70	8.00	0.30	3.90
4 to 6 Hours	11.70	12.00	0.30	2.56
6 to 8 Hours	17.70	18.00	0.30	1.69
8+ Hours	22.30	23.00	0.70	3.14
All other times	2.50	3.00	0.50	20.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0.00
1 to 2 Hours	4.10	4.10	0.00	0.00
2 to 3 Hours	6.10	6.10	0.00	0.00
3 to 4 Hours	7.80	8.00	0.20	2.56
4 to 6 Hours	14.70	15.00	0.30	2.04
6 to 8 Hours	22.10	22.00	(0.10)	(0.45)
8+ Hours	28.00	28.60	0.60	2.14
All other times	2.60	3.00	0.40	15.38
Coaches per stay	20.00	20.00	0.00	0.00
Worcester Street Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.20	3.30	0.10	3.12
1 to 2 Hours	5.30	5.50	0.20	3.77
2 to 3 Hours	7.30	7.50	0.20	2.74
3 to 4 Hours	8.90	9.00	0.10	1.12
4 to 6 Hours	13.60	14.00	0.40	2.94
6 to 8 Hours	20.60	21.00	0.40	1.94
8+ Hours	24.70	25.00	0.30	1.21
All other times	3.20	3.30	0.10	3.12
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.60	6.70	0.10	1.52
2 to 3 Hours	9.20	9.50	0.30	3.26
3 to 4 Hours	11.10	11.30	0.20	1.80
4 to 6 Hours	17.00	17.30	0.30	1.76
6 to 8 Hours	25.80	26.30	0.50	1.94
8+ Hours	30.90	31.50	0.60	1.94
All other times	4.00	4.00	0.00	0.00
Oxpens & Abbey Place Car Parks				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.50	2.50	0.00	0.00
1 to 2 Hours	4.10	4.00	(0.10)	(2.44)
2 to 3 Hours	6.10	6.00	(0.10)	(1.64)
3 to 4 Hours	7.70	8.00	0.30	3.90
4 to 6 Hours	11.70	12.00	0.30	2.56
6 to 8 Hours	17.70	18.00	0.30	1.69
8+ Hours	22.30	23.00	0.70	3.14
All other times	2.50	3.00	0.50	20.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0.00
1 to 2 Hours	5.10	5.20	0.10	1.96
2 to 3 Hours	7.70	8.00	0.30	3.90
3 to 4 Hours	9.70	10.00	0.30	3.09
4 to 6 Hours	14.70	15.00	0.30	2.04
6 to 8 Hours	22.10	22.50	0.40	1.81
8+ Hours	28.00	28.60	0.60	2.14
All other times	2.60	3.00	0.40	15.38
Gloucester Green Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.20	3.30	0.10	3.12
1 to 2 Hours	5.30	5.50	0.20	3.77
2 to 3 Hours	7.30	7.50	0.20	2.74
3 to 4 Hours	8.90	9.00	0.10	1.12

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
4 to 6 Hours	13.60	14.00	0.40	2.94
6 to 8 Hours	20.60	21.00	0.40	1.94
8+ Hours	24.70	25.00	0.30	1.21
All other times	3.20	3.30	0.10	3.12
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.60	6.70	0.10	1.52
2 to 3 Hours	9.20	9.50	0.30	3.26
3 to 4 Hours	11.10	11.30	0.20	1.80
4 to 6 Hours	17.00	17.30	0.30	1.76
6 to 8 Hours	25.80	26.30	0.50	1.94
8+ Hours	30.90	31.50	0.60	1.94
All other times	4.00	4.00	0.00	0.00
St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours		1.30	1.30	
1 to 2 Hours		2.10	2.10	
2 to 3 Hours		3.10	3.10	
3 to 4 Hours		6.60	6.60	
4 to 6 Hours		9.70	9.70	
6 to 8 Hours		14.30	14.30	
8+ Hours		17.90	17.90	
All other times		1.00	1.00	
Marston Road				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	0.00	0.00	0.00	0.00
1 to 2 Hours	0.00	0.00	0.00	0.00
2 to 3 Hours	3.10	3.10	0.00	0.00
3 to 4 Hours	6.60	6.60	0.00	0.00
4 to 6 Hours	9.70	9.70	0.00	0.00
6 to 8 Hours	14.30	14.30	0.00	0.00
8+ Hours	17.90	17.90	0.00	0.00
All other times	1.00	1.00	0.00	0.00
Oxpens Coach & Lorry Park				
Coach for 24 hours	20.00	20.00	0.00	0.00
Lorries for 24 hours	12.50	12.50	0.00	0.00
Minibuses for up to 4 hours	5.00	5.00	0.00	0.00
Minibuses 4-24 HOURS	7.50	7.50	0.00	0.00
Car Parks Charges				
Standard rated & inclusive of VAT				
Other Off Street Car Parks				
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.10	1.20	0.10	9.09
1 to 2 Hours	1.60	1.70	0.10	6.25
2 to 3 Hours	3.10	3.20	0.10	3.23
3 to 4 Hours	5.10	5.20	0.10	1.96
4 to 6 Hours	12.80	13.10	0.30	2.34
6 to 8 Hours	12.80	13.10	0.30	2.34
8+ Hours	12.80	13.10	0.30	2.34
All other times	1.10	1.20	0.10	9.09
Headington, St Leonards Road Car Parks				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.30	1.40	0.10	7.69
2 to 3 Hours	3.10	3.20	0.10	3.23
3 to 4 Hours	5.10	5.20	0.10	1.96
4 to 6 Hours	12.80	13.10	0.30	2.34
6 to 8 Hours	12.80	13.10	0.30	2.34
8+ Hours	12.80	13.10	0.30	2.34
All other times	1.30	1.40	0.10	7.69
Headington, St Leonards Road Car Parks				
Local resident/business permit				
Monday to Friday - charge per day	6.00	6.00	0.00	0.00
Saturday & Sunday - charge per day	6.00	6.00	0.00	0.00
Note: permits will be sold in blocks of 4 weeks minimum				
Summertown Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.10	1.20	0.10	9.09
1 to 2 Hours	1.60	1.70	0.10	6.25
2 to 3 Hours	3.10	3.20	0.10	3.23
3 to 4 Hours	5.10	5.20	0.10	1.96
4 to 6 Hours	12.80	13.10	0.30	2.34
6 to 8 Hours	12.80	13.10	0.30	2.34
8+ Hours	12.80	13.10	0.30	2.34
All other times	1.10	1.20	0.10	9.09
Barns Road Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	0.80	0.80	0.00	0.00

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
2 to 3 Hours	1.10	1.10	0.00	0.00
3 to 4 Hours	1.30	1.30	0.00	0.00
4 to 24 Hours	2.60	2.60	0.00	0.00
Union Street Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.10	1.20	0.10	9.09
1 to 2 Hours	1.60	1.70	0.10	6.25
2 to 3 Hours	3.10	3.20	0.10	3.23
3 to 4 Hours	4.10	4.20	0.10	2.44
4 to 6 Hours	4.60	4.70	0.10	2.17
6 to 8 Hours	12.80	13.10	0.30	2.34
8+ Hours	12.80	13.10	0.30	2.34
All other times	1.10	1.20	0.10	9.09
Car Parks Charges				
Standard rated & inclusive of VAT				
Park & Ride				
Redbridge, Seacourt & Peartree				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
Chargeable Parking in Selected Park Areas				
Cotteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.50	0.50	0.00	0.00
1 - 3 hours	1.05	1.10	0.05	4.76
3 - 24 hours	2.10	2.20	0.10	4.76
Cotteslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.50	0.50	0.00	0.00
1 - 3 hours	1.05	1.10	0.05	4.76
3 - 24 hours	2.10	2.20	0.10	4.76
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0.00
1 - 3 hours	1.05	1.10	0.05	4.76
3 - 5 hours	2.10	2.20	0.10	4.76
5 - 24 hours	10.20	10.20	0.00	0.00
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0.00
1 - 3 hours	1.05	1.10	0.05	4.76
3 - 5 hours	2.10	2.20	0.10	4.76
5 - 24 hours	10.20	10.20	0.00	0.00
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	0.50	0.50	0.00	0.00
1 - 3 hours	1.05	1.10	0.05	4.76
3 - 5 hours	2.10	2.20	0.10	4.76
5 - 24 hours	10.20	10.20	0.00	0.00
Parking Penalty Charges				
Outside Scope for VAT				
For off-street parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0.00
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0.00

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Leisure & Parks Fees & Charges 2014/15

Fusion Lifestyle manage the leisure facilities on behalf of the Council and annually submit fees and charges proposals for which the Council has overall control of core pricing. Fusion have proposed a 3.4% increase with effect from 1 April 2014 (in line with the September RPIx). Membership fees are rounded up to the nearest pound, other fees and charges to the nearest 10 pence. Proposals for annual membership offers are based on 12 months for the price of 11 as opposed to 12 months for the price of 10 in 2013/14. Fusions proposals have yet to be finalised and agreed by the Council.

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Casual Swimming	4.30	4.50	0.20	4.65
Family Swim Ticket	10.80	11.20	0.40	3.70
Hinksey Swimming	5.70	5.90	0.20	3.51
Hinksey Family Swim Ticket	16.70	17.30	0.60	3.59
Hinksey (early/late)	4.40	4.60	0.20	4.55
Hinksey Family Swim Ticket (early/late)	10.80	11.20	0.40	3.70
Sauna/ Steam (TCP)	5.70	5.90	0.20	3.51
Water Workout	5.80	6.00	0.20	3.45
Badminton (per person)	3.30	3.40	0.10	3.03
Squash (per person)	3.80	3.90	0.10	2.63
U17/Over 60s/ Student				
Casual Swimming	2.50	2.60	0.10	4.00
Hinksey Swimming	3.70	3.80	0.10	2.70
Hinksey (early/late)	2.50	2.60	0.10	4.00
Sauna/ Steam (TCP)	2.80	2.90	0.10	3.57
Water Workout	3.90	4.00	0.10	2.56
Badminton (per person)	2.30	2.40	0.10	4.35
Squash (per person)	2.40	2.50	0.10	4.17
Bonus Slice				
Casual Swimming	1.20	1.30	0.10	8.33
Hinksey Swimming	1.20	1.30	0.10	8.33
Hinksey (early/late)	1.20	1.30	0.10	8.33
Sauna/ Steam (TCP)	1.20	1.30	0.10	8.33
Water Workout	1.20	1.30	0.10	8.33
Badminton (per person)	1.20	1.30	0.10	8.33
Squash (per person)	1.20	1.30	0.10	8.33
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Aspires Fitness Gyms	7.50	7.80	0.30	4.00
Express Induction – Proficient user	20.00	20.70	0.70	3.50
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	20.00	20.70	0.70	3.50
Fitness programme	12.30	12.80	0.50	4.07
Programme & Health Review	8.40	8.70	0.30	3.57
Fitness Classes	5.80	6.00	0.20	3.45
Table Tennis	3.10	3.30	0.20	6.45
Racket Hire	1.20	1.30	0.10	8.33
U17/Over 60s/ Student				
Aspires Fitness Gyms	3.90	4.20	0.30	7.69
Aspires Academy	2.90	3.00	0.10	3.45
Express Induction – Proficient user	10.00	10.40	0.40	4.00
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	10.00	10.40	0.40	4.00
Fitness programme	6.30	6.60	0.30	4.76
Programme & Health Review	5.60	5.80	0.20	3.57
Aspires Academy Induction	10.00	10.40	0.40	4.00
Fitness Classes	3.90	4.10	0.20	5.13
Table Tennis	2.30	2.40	0.10	4.35
Racket Hire	1.20	1.30	0.10	8.33
Bonus Slice				
Aspires Fitness Gyms	1.20	1.30	0.10	8.33
Aspires Academy	1.20	1.30	0.10	8.33
Express Induction – Proficient user	3.60	3.80	0.20	5.56

	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	3.60	3.80	0.20	5.56
Fitness programme	3.60	3.80	0.20	5.56
Programme & Health Review	3.60	3.80	0.20	5.56
Aspires Academy Induction	3.60	3.80	0.20	5.56
Fitness Classes	1.20	1.30	0.10	8.33
Table Tennis	1.20	1.30	0.10	8.33
Racket Hire	0.50	0.60	0.10	20.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	7.40	7.70	0.30	4.05
Lunchtime Skate	3.30	3.50	0.20	6.06
After school/ Family/ Twilight skate	4.80	5.00	0.20	4.17
Skate Disco Session	7.40	7.70	0.30	4.05
Family Skate Ticket (for 5)	26.60	27.50	0.90	3.38
Family Skate Ticket (for 4)	21.80	22.60	0.80	3.67
After school/ Family/ Twilight skate (for 5)	21.30	22.10	0.80	3.76
Tea Time Family Skate (for 4)	16.90	17.50	0.60	3.55
Skate Training 1	6.30	6.60	0.30	4.76
Skate Training 2	2.70	2.80	0.10	3.70
Guardian Fee (spectators who are supervising children)	1.20	1.30	0.10	8.33
Teacher Rates (15mins)	9.80	10.20	0.40	4.08
Adult Group Lesson (6 lessons)	48.10	51.20	3.10	6.44
U17/Over 60s/ Student Slice				
Skate general session	5.60	5.80	0.20	3.57
Lunchtime Skate	3.30	3.50	0.20	6.06
After school/ Family/ Twilight skate	4.80	5.00	0.20	4.17
Skate Disco Session	7.40	7.70	0.30	4.05
Skate Training 1	4.40	4.60	0.20	4.55
Skate Training 2	2.20	2.30	0.10	4.55
Golden Blades (over 50)	4.00	4.20	0.20	5.00
Guardian Fee (spectators who are supervising children)	1.20	1.30	0.10	8.33
Teacher Rates (15mins)	9.80	10.20	0.40	4.08
Adult Group Lesson 6 lessons)	48.00	49.60	1.60	3.33
Junior Group Lesson (6 lessons)	36.10	37.40	1.30	3.60
Bonus Slice				
Skate general session	1.90	2.00	0.10	5.26
Tea Time Skate	1.90	2.00	0.10	5.26
Skate Disco Session	1.90	2.00	0.10	5.26
Skate Training	1.90	2.00	0.10	5.26
Golden Blades (over 50)	1.90	2.00	0.10	5.26
Guardian Fee (spectators who are supervising children)	1.00	1.10	0.10	10.00
OTHER CHARGES (per session)				
Adult				
Aspires Physical Assessment	20.70	21.40	0.70	3.38
Body Fat Analysis	11.40	11.80	0.40	3.51
Aerobic Capacity Analysis	11.40	11.80	0.40	3.51
Fi-tech cholesterol test	11.40	11.80	0.40	3.51
Choice & Active				
Aspires Physical Assessment	11.00	11.40	0.40	3.64
Body Fat Analysis	6.00	6.20	0.20	3.33
Aerobic Capacity Analysis	6.00	6.20	0.20	3.33
Fi-tech cholesterol test	6.00	6.20	0.20	3.33
U17/Over 60s/ Student Slice				
Aspires Physical Assessment	11.00	11.40	0.40	3.64
Body Fat Analysis	6.00	6.00	0.00	0.00
Aerobic Capacity Analysis	6.00	6.00	0.00	0.00
Fi-tech cholesterol test	6.00	6.00	0.00	0.00
Bonus Slice				
Aspires Physical Assessment	6.20	6.50	0.30	4.84
Body Fat Analysis	3.30	3.40	0.10	3.03
Aerobic Capacity Analysis	3.30	3.40	0.10	3.03

	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
<u>Standard rated & inclusive of VAT</u>				
Fi-tech cholesterol test	3.30	3.40	0.10	3.03
SWIMMING LESSONS (half an hour)				
Adult				
Junior Swim Lessons	N/A			
Adult Swim Lessons (Per hour)	11.30	11.70	0.40	3.54
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	4.90	5.10	0.20	4.08
Adult Swim Lessons (Per hour)	9.70	10.10	0.40	4.12
U17/Over 60s/ Student Slice				
Junior Swim Lessons (Per half hour)	5.50	5.70	0.20	3.64
Adult Swim Lessons (Per hour)	8.30	8.60	0.30	3.61
Bonus Slice				
Junior Swim Lessons (Per half hour)	3.20	3.40	0.20	6.25
Adult Swim Lessons (Per hour)	6.80	7.10	0.30	4.41
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Active card				
Adult	44.00	46.00	2.00	4.55
Over 60	23.00	24.00	1.00	4.35
Under 17	19.00	20.00	1.00	5.26
Family	89.00	93.00	4.00	4.49
Student	23.00	24.00	1.00	4.35
Aqua card				
Adult	31.00	33.00	2.00	6.45
Over 60	17.00	18.00	1.00	5.88
Under 17	12.00	13.00	1.00	8.33
Family	63.00	66.00	3.00	4.76
Student	17.00	18.00	1.00	5.88
Choice Card				
Adult	47.00	47.00	0.00	0.00
Off Peak Choice	29.00	29.00	0.00	0.00
Couple	80.00	80.00	0.00	0.00
Family	105.00	105.00	0.00	0.00
Family Flex 1+3	88.00	88.00	0.00	0.00
The Annual Slice Card				
Active card				
Adult 12 months for 11	444.00	506.00	62.00	13.96
Over 60	227.00	264.00	37.00	16.30
Under 17	186.00	220.00	34.00	18.28
Family	742.00	1023.00	281.00	37.87
Aqua card				
Adult 12 months for 11	310.00	363.00	53.00	17.10
Over 60	165.00	198.00	33.00	20.00
Under 17	124.00	143.00	19.00	15.32
Family	639.00	726.00	87.00	13.62
Adult (Hinksey)	132.00	137.00	5.00	3.79
Family (Hinksey)	256.00	265.00	9.00	3.52
Over 60 (Hinksey)	67.00	70.00	3.00	4.48
Choice Card				
Adult 12 months for 11	470.00	517.00	47.00	10.00
Off Peak Choice 12 months for 11	290.00	319.00	29.00	10.00
Couple 12 months for 11	800.00	880.00	80.00	10.00
Family 12 months for 11	1050.00	1155.00	105.00	10.00
Other Cards				

	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
Bonus				
Adult	2.70	2.80	0.10	3.70
Dependent	1.00	1.10	0.10	10.00
Student				
October - September	10.00	11.00	1.00	10.00
Staff				
Family	36.00	38.00	2.00	5.56
Individual wet & dry	24.00	25.00	1.00	4.17
Individual dry	19.00	20.00	1.00	5.26
Reward (booking card)				
All	0.00	0.00	0.00	0.00
Sport Pitches (per match unless other wise stated)				
Cricket				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	52.40	55.00	2.60	4.96
Grass wicket - weekdays (Cutteslowe & Horspath 1)	40.40	43.00	2.60	6.43
Grass Wicket - weekend & bank holidays (Horspath 2)	41.50	n/a	n/a	n/a
Grass Wicket - weekdays (Horspath 2)	38.20	n/a	n/a	n/a
Adults				
Full Size Pitch weekend & Bank holidays	38.20	39.00	0.80	2.09
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	318.33	325.00	6.67	2.10
Full Size Pitch weekdays	29.50	30.00	0.50	1.69
Full Size Pitch weekdays 10 game - No VAT *	245.83	250.00	4.17	1.70
Under 17's				
Full Size Pitch weekend & Bank holidays	19.15	20.00	0.85	4.44
Full Size Pitch weekend 10 game booking - No VAT *	159.58	166.65	7.07	4.43
Full Size Pitch weekdays	15.30	15.50	0.20	1.31
Full Size Pitch weekdays 10 game - No VAT *	127.50	n/a	n/a	n/a
Under 11's				
Mini football	13.10	13.50	0.40	3.02
Mini football 10 game - No VAT *	109.17	112.50	3.33	3.05
Five a side pitch	27.30	28.00	0.70	2.56
Court Place Farm Stadium inc changing rooms	109.20	112.75	3.55	3.25
Court Place Farm Stadium floodlights	36.60	38.00	1.40	3.83
Floodlit 5 a side (East Oxford) per hour	37.15	38.00	0.85	2.29
Floodlit football pitch (Rose Hill) per hour	37.15	38.00	0.85	2.29
Other Charges				
Baseball	45.85	46.00	0.15	0.33
Rugby	38.20	38.50	0.30	0.79
Tarmac floodlit training area per hour	17.50	18.00	0.50	2.86
Horspath Floodlights per hour	37.15	38.00	0.85	2.29
Athletics Adult	4.10	4.10	0.00	0.00
OCAC Member Athletics Adult	3.00	3.00	0.00	0.00
OCAC Member Athletics Adult - 12 week pass	72.00	72.00	0.00	0.00
Athletics Junior	2.45	2.45	0.00	0.00
OCAC Member Athletics Junior	1.90	1.90	0.00	0.00
OCAC Member Athletics Junior - 12 week pass	45.85	45.85	0.00	0.00
Athletics Match (senior)	376.75	390.00	13.25	3.52
Athletics Match (junior)	202.00	220.00	18.00	8.91
Athletics track centre with lights	37.15	38.00	0.85	2.29
Pavilions/Changing rooms				
Adults	19.65	19.65	0.00	0.00
Concessionary Rate (including U17's)	9.85	9.85	0.00	0.00
Under 11's	4.95	4.95	0.00	0.00
Adults 10 game booking - No VAT *	163.80	163.80	0.00	0.00
Concessionary Rate (including U17's) 10 game booking - No VAT *	81.90	81.90	0.00	0.00

	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
Under 11's 10 game booking - No VAT *	41.20	41.20	0.00	0.00
Tea Room per hour	22.90	17.00	(5.90)	(25.76)
Summer Activities				
Tennis Grass Adult	3.85	3.85	0.00	0.05
Tennis Grass Conc.	1.90	1.90	0.00	0.00
Tennis Grass Bonus slice	1.55	1.55	0.00	0.00
Family card / Doubles	8.75	8.75	0.00	0.00
Tennis Hard Adult	3.45	3.50	0.05	1.45
Tennis Hard Conc.	1.75	1.80	0.05	2.86
Tennis Hard Bonus slice	1.20	1.30	0.10	8.70
Family card / Doubles	7.65	7.75	0.10	1.31
Table Tennis Adult	2.60	2.60	0.00	0.00
Table Tennis Conc.	1.65	1.65	0.00	0.00
Table Tennis Bonus Slice	1.20	1.20	0.00	0.33
		1.00		
Bowls Adult	2.50	2.50	0.00	0.16
Bowls Conc.	1.30	1.30	0.00	0.00
Bowls Bonus Slice	1.20	1.20	0.00	0.33
Putting Adult	2.50	2.50	0.00	0.16
Putting Conc.	1.30	1.30	0.00	0.00
Putting Bonus	1.30	1.30	0.00	0.00
Putting Family Rate	5.25	5.25	(0.00)	(0.04)
Volley Ball < 10 people	1.25	1.25	0.00	0.16
Volley Ball > 10 people	12.00	12.00	0.00	0.00
Equipment Hire Bowls	1.25	1.25	0.00	0.16
Equipment Hire Tennis	1.25	1.25	0.00	0.16
Equipment Hire Putting	1.25	1.25	0.00	0.16
Sales lost tennis ball	1.25	1.25	0.00	0.16
Sales lost golf ball	1.25	1.25	0.00	0.16
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,480.54	2,500.00	19.46	0.78
Tennis				
Hard Court per season	1,975.28	2,050.00	74.72	3.78
Grass Court per season	2,253.49	2,335.00	81.51	3.62
Hard Court (floodlit) per season	2,405.84	2,490.00	84.16	3.50
Equipment Provided and Prices				
Goal Nets (set)	71.00	71.00	0.00	0.00
Corner Posts (each)	9.85	9.85	0.00	0.00
Corner Flags (each)	4.95	4.95	0.00	0.00
Net Pegs (each)	0.70	0.70	0.00	0.00
Soft Broom	12.00	12.00	0.00	0.00
Dust Pan & Brush	12.00	12.00	0.00	0.00
Dust Bin (each)	20.75	20.75	0.00	0.01
Other Charges				
Use of wrong pitch	34.95	35.00	0.05	0.14
Cost for over running per 10 minutes	6.55	7.00	0.45	6.84
All works undertaken for third parties				
Cemeteries Fees & Charges 2013-14				
Exclusive Right of Burial:				
			100.00	12.50
Exclusive Right of Burial for 50 years in an adult grave (Resident)	800	900		
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	1600	1800	200.00	12.50
Exclusive Right of Burial for 50 years in a child grave	280	280	0.00	0.00
			10.00	2.70
Exclusive Right of Burial for 50 years in a cremated remains plot	370	380		
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	400	450	50.00	12.50
Fee to purchase additional 25 years Exclusive Right of Burial in a child's grave	140	140	0.00	0.00
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	185	190	5.00	2.70
Fee for the transfer of a Deed or Grant	80	80	0.00	0.00
Fee for Arrangement of Cremated Remains Interment	30	30	0.00	0.00

	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
Standard rated & inclusive of VAT				
Search Fee: General Enquiry (1-2 searches)	Nil	Nil	Nil	Ni
Search Fee: Family History (3-5 searches)	10	10	Nil	Nil
Search Fee: Family History (5-10 searches)	20	20	Nil	Nil
To verify Deed Holder prior to burial where no Deed produced	50	50	Nil	Nil
Interments:				
Interment of a child at time of death was less than one month	60	60	0.00	0.00
Interment of child at time of death was prior to 12th birthday	100	100	0.00	0.00
Interment of person at time of death was beyond 12th birthday in single depth grave	600	620	20.00	3.33
Interment of person at time of death was beyond 12th birthday in double depth grave	500	520	20.00	4.00
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	200	210	10.00	5.00
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	400	420	20.00	5.00
Interment of foetus or body parts in communal grave	20	20	0.00	0.00
Timber shoring for backfilling	180	180	0.00	0.00
Timber for use as wooden top covering	80	80	0.00	0.00
Casket	1000	1000	0.00	0.00
Exhumation of an Adult	4000	4000	0.00	0.00
Exhumation of a Child	2000	2000	0.00	0.00
Woodland Burial for selected tree	120	120	0.00	0.00
Memorials:				
Headstone in excess of 2ft 6in	190	200	10.00	5.26
Headstone up to 2ft 6in	160	170	10.00	6.25
Headstone up to 12in	110	120	10.00	9.09
Cover slab on adult grave	160	170	10.00	6.25
Cover slab on child grave	90	100	10.00	11.11
Additional inscription	90	100	10.00	11.11
Memorial plaque	40	40	0.00	0.00
Miscellaneous:				
Chapel	100	100	0.00	0.00
Penalty for late arrival	60	60	0.00	0.00
Penalty for extended during	80	80	0.00	0.00
Commercial photography	160	160	Nil	Nil
Minor filming	280	280	Nil	Nil
Major filming	400	400	Nil	Nil
Photocopies	0.5	0.5	Nil	Nil
Photocopies of Registers	1	1	Nil	Nil
Copy of Deed document	10	10	Nil	Nil
Provision of wooden frame	60	60	0.00	0.00
Northway Sports Centre - hire of sports hall	£15 p/h		0.00	0.00
East Oxford Games Hall - hire of games hall	£15 p/h		0.00	0.00
East Oxford Games Hall - hire of 10 sessions in advance	£12.38 p/h		0.00	0.00
East Oxford Games Hall - Badminton court hire for 4 people	£7.50 p/h		0.00	0.00
East Oxford Games Hall - Badminton court hire for 2 people	£5 p/h		0.00	0.00

Fees & Charges Overview

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Food Hygiene Training				
Exempt from VAT				
Programmed Certificated Courses				
Level 2 Award in Food Safety in Catering (Foundation)	75.00	75.00	0.00	0.00
Level 3 Award in Supervising Food Safety in Catering (Intermediate)	250.00	250.00	0.00	0.00
Level 4 Award in Managing Food Safety in Catering (Advanced)	730.00	730.00	0.00	0.00
Level 2 Award in Health & Safety in the Workplace (Foundation)	90.00	90.00	0.00	0.00
Above charges are per person.				
Other Bespoke courses				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
Group Certificated Courses (for businesses requesting own on-site training)				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate	68.00	68.00	0.00	0.00
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per course	2,250.00	2,250.00	0.00	0.00
Advanced Food Hygiene or Health & Safety (5 day course, plus 1 day revision) - charge per course	4,500.00	4,500.00	0.00	0.00
Intermediate Certificate in Food Safety Refresher Course - charge per candidate	80.00	80.00	0.00	0.00
Level 3 Award in Implementing Food Safety Management Procedures - charge per candidate	80.00	80.00	0.00	0.00
Other non certificated part day and day courses				
Charges for non specified training courses will be calculated to take into account market rates	POA	POA		
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Administration fee where consultation is required	100	100	0.00	0.00
Annual consent (Pro Rata for period of Consent)	7490	7,640	149.80	2.00
Weekly Consent (Weekly Rota)	165	168	3.30	2.00
All other traders				
Administration fee where consultation is required	100	100	0.00	0.00
Annual consent (Pro Rata for period of Consent)	2662	2,715	53.24	2.00
General Charges				
Replacement Consent	25.00	26	0.50	2.00
Identification badge (per badge)	26.5	27	0.53	2.00
Events				
Street Trading at event for commercial benefit	£25 per stall per day	£40 per stall per day	15.00	Charged per cost recovery
Street Trading at event for community / charity benefit	No Fee	No Fee		
Inc road closure dependant upon size				
- Minimum	100.00	100	0.00	0.00
Inc road closure dependant upon size				
- Maximum	300.00	300	0.00	0.00
Road closure with no commercial element inc street parties	No Fee	No Fee		
Street Café Licenses - subject to approval by General Purposes Licensing Committee				
Annual (calculated per table)	Obsolete			
New Annual Fee (one off payment per annum)	750.00	750	0.00	0.00
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	107.00	109	2.14	2.00
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	213.00	217	4.26	2.00
Animal Boarding Establishment	170.00	173	3.40	2.00
	+ vet fees	+ vet fees		
Dangerous Wild Animals	387.00	395	7.74	2.00
	+ vet fees	+ vet fees		
Dog Breeding Establishment	170.00	173	3.40	2.00
	+ vet fees	+ vet fees		
Pet Shop	170.00	173	3.40	2.00
	+ vet fees	+ vet fees		
Riding Establishment	393.00	401	7.86	2.00
	+ vet fees	+ vet fees		

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Zoo	393.00	401	7.86	2.00
	+ vet fees	+ vet fees		
Taxi Licensing				
Vehicles				
Hackney Carriage	400.00	400.00	0.00	0.00
Hackney Transfer of Ownership	100.00	100.00	0.00	0.00
Hackney Change of Vehicle	100.00	100.00	0.00	0.00
Hackney Plate Deposit	50.00	50.00	0.00	0.00
Hackney Temporary Vehicle	75.00	75.00	0.00	0.00
Private Hire	262.00	262.00	0.00	0.00
Private Hire Transfer	100.00	100.00	0.00	0.00
Private Hire Change of Vehicle	100.00	100.00	0.00	0.00
Private Hire Plate Deposit	50.00	50.00	0.00	0.00
Private Hire Temporary Vehicle	75.00	75.00	0.00	0.00
Drivers				
Hackney Combined	115.00	115.00	0.00	0.00
Private Hire	101.00	101.00	0.00	0.00
Additional Charges				
Local Knowledge Test	75.00	75.00		
Local Knowledge Re-Test	75.00	75.00	0.00	0.00
Disability Awareness Course	45.00	45.00	0.00	0.00
CRB check - all driver only, at cost	50.00	50.00	0.00	0.00
DVLA check - for new applicants only, at cost	8.00	8.00	0.00	0.00
Licence badge/replacement badge	10.00	10.00	0.00	0.00
Replacement external plate	25.00	25.00	0.00	0.00
Replacement internal PHV sticker	5.00	5.00	0.00	0.00
Exempt badge/replacement badge	25.00	25.00	0.00	0.00
Replacement internal HC vehicle plate	5.00	5.00	0.00	0.00
Replacement approved fare chart	2.00	2.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	1.00	1.00	0.00	0.00
Duplicate paper licence (replacement)	2.00	2.00	0.00	0.00
Fixed Penalty Notices Taxis	80.00	80.00	0.00	0.00
Unpaid Cheque Charge	30.00	30.00	0.00	0.00
Amendments to Private Hire Operator Licence	25.00	25.00	0.00	0.00
Charge for Exemption Notice	50.00	50.00	0.00	0.00
Operator's Licence				
Vehicle 3 & under	490.00	490.00	0.00	0.00
Vehicle 4 & over	980.00	980.00	0.00	0.00
Licensing Act 2003				
Application fee				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0.00
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1905.00	1905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1000.00	1000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64000.00	64000.00	0.00	0.00
Annual fee				
Premises Licenses and Club Premises Certificates - Minimum	70.00	70.00	0.00	0.00
Premises Licenses and Club Premises Certificates - Maximum	350.00	350.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	640.00	640.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1050.00	1050.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	500.00	500.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	32000.00	32000.00	0.00	0.00
Personal License	37.00	37.00	0.00	0.00
Transfer of Premises Licence	23.00	23.00	0.00	0.00
Change of address	10.50	10.50	0.00	0.00
Copy of licence	10.50	10.50	0.00	0.00
Temporary Event Notice	21.00	21.00	0.00	0.00
Provisional Statement	315.00	315.00	0.00	0.00
HMO Licensing				
Initial application fee for a 3 or more storey HMO and 2 storey HMOs with 5 or more occupants	491.00	Obsolete		
Plus for each additional room above 5 rooms	21.00	Obsolete		
Initial application fee for all other HMOs that require licensing	378.00	Obsolete		
NEW Initial HMO licence application fee where landlord is unable to demonstrate that s/he became the owner of the HMO within the previous 12 weeks	N/A	699		
NEW Initial HMO licence application fee where landlord became the owner of the HMO within the previous 12 weeks	N/A	499		
Annual renewal fee for 3 storey HMO and 2 storey HMOs with 5 or more occupants	180.00	Obsolete		
Annual renewal application fee for 2 storey HMO with 3 or 4 occupants	157.00	Obsolete		

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
NEW Annual renewal application fee where no reinspection is required	N/A	184.00		
NEW Renewal application fee for accredited landlords and agents (2 year licence)	N/A	200.00		
NEW Annual renewal application fee where a reinspection is required	N/A	350.00		
HMO Licence Variation	110.00	Obsolete		
Change of Licence Holder	110.00	112	2.20	2.00
Withdrawal of application before inspection carried out	105.00	107	2.10	2.00
Service of Interested Party Notice other than by email	25.00	Obsolete		
For the service of paper Notices by post	-	26.00		
Incomplete application form (e.g. Interested Parties)	25.00	Obsolete		
In the event of property being found by officers surveying for HMOs an additional charge will be added unless the landlord is able to demonstrate that s/he became the owner of the HMO within the previous 12 weeks	200.00	Obsolete		
Additional charge to be added following second letter sent chasing licence application (this may be in addition to fees above)	40.00	Obsolete		
Additional charge to be applied in the event of a reinspection being required during the renewal process as a result of poor management for a 3 storey HMO and 2 storey HMOs with 5 or more occupants	149.00	Obsolete		
Additional charge to be applied in the event of a reinspection being required during the renewal process as a result of poor management for a 2 storey HMO with 3 or 4 occupants	99.00	Obsolete		
Additional charge for missing an appointment during inspection process	99.00	101	1.98	2.00
NEW - Additional charge for sending a final reminder	25.00	Obsolete		
Motor Salvage Operators		See Scrap Metal Dealers		
	120.00			
Scrap Metal Dealers (replaces Motor Salvage Operators)				
NEW - Site Licence	N/A	1,200.00		
NEW - Mobile Collector Licence	N/A	900.00		
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)	8360.00	8360.00	0.00	0.00
Sex establishment transfer/vary (Sex Shop or Sex Cinema)	1150.00	1150.00	0.00	0.00
Sexual entertainment venues new	5750.00	5750.00	0.00	0.00
Sexual entertainment venues renewal	5225.00	5225.00	0.00	0.00
Sexual entertainment transfer/vary	1150.00	1150.00	0.00	0.00
Gambling Act 2005 - Premises				
Bingo Premises				
Application (3500 max permitted)	910.00	910.00	0.00	0.00
Annual fee (1000 max permitted)	600.00	600.00	0.00	0.00
Variation application (1750 max permitted)	1305.00	1305.00	0.00	0.00
Transfer application (1200 max permitted)	425.00	425.00	0.00	0.00
Reinstatement application (1200 max permitted)	545.00	545.00	0.00	0.00
Provisional statement application (3500 max permitted)	790.00	790.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Family Entertainment Centre				
Application (2000 max permitted)	735.00	735.00	0.00	0.00
Annual fee (750 max permitted)	665.00	665.00	0.00	0.00
Variation application (1000 max permitted)	1000.00	1000.00	0.00	0.00
Transfer application (950 max permitted)	390.00	390.00	0.00	0.00
Reinstatement application (950 max permitted)	475.00	475.00	0.00	0.00
Provisional statement application (2000 max permitted)	645.00	645.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Adult Gaming Centre				
Application (2000 max permitted)	735.00	735.00	0.00	0.00
Annual fee (1000 max permitted)	665.00	665.00	0.00	0.00
Variation application (2000 max permitted)	1015.00	1015.00	0.00	0.00
Transfer application (1200 max permitted)	390.00	390.00	0.00	0.00
Reinstatement application (1200 max permitted)	475.00	475.00	0.00	0.00
Provisional statement application (2000 max permitted)	645.00	645.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Betting Premises (Track)				
Application (2500 max permitted)	870.00	870.00	0.00	0.00
Annual fee (1000 max permitted)	790.00	790.00	0.00	0.00
Variation application (1250 max permitted)	1250.00	1250.00	0.00	0.00
Transfer application (950 max permitted)	415.00	415.00	0.00	0.00
Reinstatement application (950 max permitted)	515.00	515.00	0.00	0.00
Provisional statement application (2500 max permitted)	720.00	720.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Betting Premises (Other)				
Application (3000 max permitted)	820.00	820.00	0.00	0.00
Annual fee (600 max permitted)	600.00	600.00	0.00	0.00

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Variation application (1500 max permitted)	1130.00	1130.00	0.00	0.00
Transfer application (1200 max permitted)	405.00	405.00	0.00	0.00
Reinstatement application (1200 max permitted)	500.00	500.00	0.00	0.00
Provisional statement application (3000 max permitted)	710.00	710.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
Application	150.00	150.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Transfer of permit	25.00	25.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Notification of 2 machines	50.00	50.00	0.00	0.00
Club Gaming Permits and Club Gaming Machine Permits				
Application	200.00	200.00	0.00	0.00
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Renewal	200.00	200.00	0.00	0.00
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Family Entertainment Centre Gaming Machine Permits				
Application	300.00	300.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Renewal	300.00	300.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
Transferring/Replacing Licenses & Certificates				
Other replacement license	26.00	26.50	0.50	1.92
Replacement Food Hygiene/Health & Safety Certificate	35.00	35.00	0.00	0.00
Transfer of any non LA 2003 license (except Sex Establishment)	75.00		(75.00)	(100.00)
Integrated Pollution Prevention & Control Permits				
LAPPC Charges - Industrial processes covered by Environmental Permitting Regulations				
	The fee for each application and renewal will be calculated in accordance with DEFRA guidance	The fee for each application and renewal will be calculated in accordance with DEFRA guidance		
Contaminated Land Enquiries (not Land Charges)				
Location enquiries (per question)	23.00	23.00	0.00	0.00
Air Quality Enquiries				
NEW - Provision of data and written advice	0.00	Value of time spent based on hourly rate decided by Head of Environmental Development		
Environmental Sustainability Enquiries				
NEW - Provision of advice	0.00	Value of time spent based on hourly rate decided by Head of Environmental Development		
Distribution of Free Printed Matter				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
NEW - Static Annual Consent	200.00	200.00	0.00	0.00
NEW - Non-profit and community organisations	50.00 per consent badge	50.00 per consent badge		

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Replacement badge	25.00	25.00	0.00	0.00
Fixed Penalty Notice Fines				
Full standard charge				
Depositing litter	80.00	80.00	0.00	0.00
Failure to comply with a street litter control notice	100.00	100.00	0.00	0.00
Failure to comply with a litter clearing notice	100.00	100.00	0.00	0.00
Failure to produce waste documents	300.00	300.00	0.00	0.00
Failure to produce authority to transport waste	300.00	300.00	0.00	0.00
Unauthorised distribution of free printed matter	80.00	80.00	0.00	0.00
Failure to comply with a waste receptacles notice	100.00	100.00	0.00	0.00
Dog Fouling (charge set by Statute)	50.00	50.00	0.00	0.00
Failure to comply with a dog control order	80.00	80.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle	40.00	40.00	0.00	0.00
NEW - Graffiti/Flyposting	N/A	75.00		
Nuisance parking	100.00	100.00	0.00	0.00
Abandoning a vehicle	200.00	200.00	0.00	0.00
Failure to nominate key holder within alarm notification area				
Noise Act FPN	110.00	110.00	0.00	0.00
Noise from licensed premises	500.00	500.00	0.00	0.00
Reduced charge if paid within 10 days				
Depositing litter	55.00	55.00	0.00	0.00
Failure to comply with a street litter control notice	75.00	75.00	0.00	0.00
Failure to comply with a litter clearing notice	75.00	75.00	0.00	0.00
Unauthorised distribution of free printed matter	55.00	55.00	0.00	0.00
Failure to comply with a waste receptacles notice	75.00	75.00	0.00	0.00
Failure to comply with a dog control order	55.00	55.00	0.00	0.00
NEW - Graffiti/Flyposting	N/A	55.00		
Reduced charge if paid within 28 days				
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0.00
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	317.00	324.00	7.00	2.21
Request for confirmation of registration in support of work permit application	46.00	47.00	1.00	2.17
Insurance claim/voluntary surrender of unsound food		Value of time spent based on hourly rate decided by Head of Environmental Development		
Works in default	Hourly rate of officer	Value of time spent based on hourly rate decided by Head of Environmental Development + 20% establishment charges + costs incurred		
Provision of factual statements etc	Hourly rate of officer	Value of time spent based on hourly rate decided by Head of Environmental Development		
NEW - Charging for business advice	N/A	£40 per hour		
Charging for food business consultation visits - per visit	200.00	200.00	0.00	0.00
Charging for food business consultation visits - per written response	100.00	100.00	0.00	0.00
Charging for notices under the Housing Act 2004 for a singly occupied dwelling	300.00	Replaced		
Charging for notices under the Housing Act 2004 for a multi occupied dwelling	400.00	Replaced		
NEW - Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004.	N/A	481.00		
NEW - Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004.	N/A	571.00		
NEW - Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004.	N/A	288.00		
Copy of Legal Notice	20.00	20.30	0.30	1.50
Copy of Premises entry in Food Premises Register	21.50	22.00	0.50	2.33
Copy of Premises/Person Entry in Licensing Register	20.00	20.30	0.30	1.50
Statement of Licensing Policy document	40.00	40.60	0.60	1.50
Statement of Gambling Policy document	40.00	40.60	0.60	1.50
Copy of Licensing Decision Notice	20.00	20.30	0.30	1.50
Current list of licensing applications	10.00	10.20	0.20	2.00
Air Quality Reports	25.50	26.00	0.50	1.96
Contaminated Land Strategy document	25.50	26.00	0.50	1.96
Full copy of Food Premises register	376.32	460.00	83.68	22.24
Plans under copyright	8.36	8.50	0.14	1.67
Plans: A0, A1 & A2 size	5.23	5.35	0.13	2.39
Plans: A3 & A4 size	1.05	1.07	0.03	2.39
Photocopying per A4 sheet	0.52	0.53	0.01	1.92

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Invoice request	21.00	21.50	0.50	2.38
NEW - Recovery Fee - Dishonoured Cheque	N/A	30.00		
Standard rated & inclusive of VAT				
Dog Warden Services				
Return of impounded stray dog	120.00 (+ Vet fees if applicable)	120.00 (+ Vet fees if applicable)	0.00	0.00
Return of impounded stray where owner in receipt of prescribed benefits	60.00	60.00	0.00	0.00
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	28.00	29.40	1.40	5.00
Mice - charge per treatment	28.00	29.40	1.40	5.00
Wasps	50.00	50.00	0.00	0.00
Garden Ants (other than Pharaohs Ants)	60.00	63.00	3.00	5.00
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	600.00	500.00	(100.00)	(16.67)
NEW - Bedbugs - additional rooms	N/A	80.00		
NEW - Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	N/A	250.00		
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	80.00	84.00	4.00	5.00
NEW - Moths - additional rooms	N/A	40.00		
NEW - Moths - additional treatment visits (Up to standard 3 bedroom property)	N/A	85.00		
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	100.00	100.00	0.00	0.00
NEW - Pharaoh ants & cockroaches - additional hour or part hour	N/A	85.00		
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	80.00	84.00	4.00	5.00
NEW - Fleas - additional rooms	N/A	40.00		
Fleas - additional treatment visits (Up to standard 3 bedroom property)	N/A	85.00		
Squirrels - call out and treatment charge for up to three visits	150.00	157.50	7.50	5.00
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	80.00	84.00	4.00	5.00
NEW - Other pests where there is a public health significance - additional rooms	N/A	40.00		
NEW - Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	N/A	85.00		
Site survey & advice	28.00	29.40	1.40	5.00
Charge for no access for any pest control appointments	28.00	29.40	1.40	5.00
For people in receipt of prescribed benefits:				
Rats - charge per treatment	0.00	0.00	0.00	
Mice - charge per treatment	0.00	0.00	0.00	
Wasps	25.00	26.25	1.25	5.00
Garden Ants (other than Pharaohs Ants)	30.00	31.50	1.50	5.00
Bedbugs - initial survey and up to 1 treatment visit	200.00	200.00	0.00	0.00
NEW - Bedbugs - additional treatment visits	N/A	155.00		
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	50.00	52.50	2.50	5.00
Fleas - initial survey and 1 treatment visit	40.00	42.00	2.00	5.00
Squirrels - call out and treatment charge for up to three visits	75.00	78.75	3.75	5.00
Other pests where there is a public health significance - initial survey and 1 treatment visit	40.00	42.00	2.00	5.00
Charge for no access for any pest control appointments	28.00	29.40	1.40	5.00
Pest Control Services (Commercial Premises)				
Rats & mice - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Bedbugs - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Fleas - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	Quotation following survey	Quotation following survey		
Pigeons - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Squirrels - call out and treatment charge for up to three visits	Quotation following survey	Quotation following survey		
Wasps - call out and treatment charge	50.00	52.50	2.50	5.00

Environmental Development Fees & Charges 2014/15

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Home Improvement Agency				
HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work	15% of the value of works plus ancillary costs	15% of the value of works plus ancillary costs		
Acting as an agent for a client who is privately funding building works:	Fee of 10% of the builders quotation.	Fee of 10% of the builders quotation plus ancillary costs		
HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works	£220 plus VAT per application 15% flat fee per scheme	£226 plus VAT per application 15% flat fee per scheme		
HIA fee rate for the management of HRA funded adaptations schemes	£18 per hour, including VAT, plus the cost of materials used	£18.50 per hour, including VAT, plus the cost of materials used		
Small Repairs Service				
Supply and Fit Keysafe	£44 (inc. VAT)	£45 (inc. VAT)		
Supply and Fit Alert Keysafe (Within 1 working day)	£55.80 (inc. VAT)	£57 (inc. VAT)		

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Culture & Events - Fees & Charges 2014- 2015

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Local Charity Events (per day)				
Small	50.00	50.00	0.00	0.00
Medium	100.00	100.00	0.00	0.00
Large	250.00	250.00	0.00	0.00
Extra-Large	500.00	500.00	0.00	0.00
Bond Payable £250 - £1,500				
Oxford Community Event (per day)				
Small	250.00	250.00	0.00	0.00
Medium	350.00	350.00	0.00	0.00
Large	500.00	500.00	0.00	0.00
Extra-Large	750.00	750.00	0.00	0.00
Bond Payable £250 - £1,500				
National Charity Events (per day)				
Small	150.00	150.00	0.00	0.00
Medium	300.00	300.00	0.00	0.00
Large	600.00	600.00	0.00	0.00
Bond Payable £250 - £1,500				
City centre cultural performances (per day)	25.00 - 50.00	25.00 - 50.00		
Bond Payable £250				
Commercial Events				
1. City Centre - Bonn Sq, Broad St, Gloucester Green & other city locations (per day)				
Small	800.00	800.00	0.00	0.00
Medium	1,200.00	1,200.00	0.00	0.00
Large	1,500.00	1,500.00	0.00	0.00
Bond Payable £250 - £1,500				
2. Gloucester Green Market (per day)				
weekday	750.00	750.00	0.00	0.00
weekend	1,000.00	1,000.00	0.00	0.00
Bond Payable £250 - £1,500				
3. City Parks (per day)				
Small	800.00	800.00	0.00	0.00
Medium	1,200.00	1,200.00	0.00	0.00
Large	1,500.00	1,500.00	0.00	0.00
Extra-Large	price on application	price on application		
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	375.00	375.00	0.00	0.00
Bond Payable £250 - £2,500				
4. Neighbourhood Parks (per day)				
Small	600.00	600.00	0.00	0.00
Medium	800.00	800.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Circus & Funfair	500.00	500.00	0.00	0.00
Circus & Funfair - community rate)	250.00	250.00	0.00	0.00
Bond Payable £250 - £1,500				
5. Local Parks (per day)				
Small	400.00	400.00	0.00	0.00
Medium	600.00	600.00	0.00	0.00
Large	800.00	800.00	0.00	0.00
Circus & Funfair	300.00	300.00	0.00	0.00
Circus & Funfair - community rate)	150.00	150.00	0.00	0.00
Bond Payable £250 - £1,500				
Sports Tournaments & associated events	Price upon application	Price upon application		
Bond Payable £250 - £1,500				
Promotional/Marketing				
Half Day	500.00	500.00	0.00	0.00
Full Day	1,000.00	1,000.00	0.00	0.00
Bond Payable £250 - £1,500				

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Filming - Commercial				
1. Half Day (4 hours or less)				
Small	500.00	500.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £250 - £1,500				
2. Full Day				
Small	1,000.00	1,000.00	0.00	0.00
Medium	2,000.00	2,000.00	0.00	0.00
Large	4,000.00	4,000.00	0.00	0.00
Bond Payable £250 - £1,500				
Filming - Non Commercial				
1. Half Day				
Small	250.00	250.00	0.00	0.00
Medium	500.00	500.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Bond Payable £250 - £1,000				
2. Full Day				
Small	500.00	500.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £250 - £1,500				
Filming - charitable/educational				
1. Half Day				
Small	50.00	50.00	0.00	0.00
Medium	125.00	125.00	0.00	0.00
Large	250.00	250.00	0.00	0.00
Bond Payable £250				
2. Full Day				
Small	100.00	100.00	0.00	0.00
Medium	250.00	250.00	0.00	0.00
Large	500.00	500.00	0.00	0.00
Bond Payable £500				

For requests with less than 7 days notice, all charges may be doubled.

Small Event: 0-100 people
Medium Event: 100-499 people
Large Event: 500-4999 people
Extra Large Event: 5000+ people
Extra-Extra Large Event: 20,000+ people

Filming (small): crew size 1-5 people
Filming (medium): crew size 6-11 people
Filming (large): crew size 12 + people

	2014-15	2015-16	2016-17	2017-18
Proposals	£000's	£000's	£000's	£000's
Prior Investment				
Cricket Festival	2	2	2	2
Restoration of free swimming for Under 17s	28	28	28	28
Leisure/school partnership activities	33	33	33	33
Oxford Cycle City	10	10	10	10
Burial Services: Locking of Florence Park gates	5	5	5	5
Additional hours for litter picking and maintenance parks	15	15	15	15
Top up of current Grant Budget	25	25	25	25
Legal Aid - Welfare benefit	29	29	29	29
Youth Activities	240	240	240	240
Conversion of remaining Council flats sites to fortnightly collections, with recycling and improved bin stores	27	27	27	27
New low emission vehicle in city centre for removal of litter bin waste bags	2	2	2	2
Stronger enforcement in the private rented sector	65	68	68	68
Work with Groundworks	6	6	6	6
Low Carbon Oxford	25	25	25	25
Proactive riverbank enforcement - To prevent illegal mooring	22	22	22	22
Cleaner greener area based door to door campaign	12	12	12	12
Proactive night time noisy party patrol	12	12	12	12
Living Wage	9	9	9	9
Apprenticeships	150	150	150	150
Educational Attainment	450	290	400	400
Events	50	50	50	50
NEW SCHEMES				
Market Management & Investment	150	50	50	50
Technical Support for Oxford Growth Strategy	150	0	0	0
Planning Design & Review Panel	50	25	0	0
Customer Service Excellence manager	35	35	0	0
Toilets : Extended Opening & Additional Cleaning	50	25	0	0
Low Carbon Oxford	25	0	0	0
Safeguarding Children & Vulnerable Adults	24	24	0	0
Events Web Portal	5	2	0	0
Food waste for flats	100	100	100	100
Living Wage Incarese 2014/15	5	5	5	5

TOTAL

1,810 1,326 1,325 1,325

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BUDGET REPORT RISK IMPLICATIONS 2014/15 TO 2017/18

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
195	Business Rates Reforms	Threat	Business rates income less than expected	Volatility in business premises closing or being developed	Less council funding	26-Nov-13	4	3	4	3	4	2	Monitor monthly
	Welfare Reforms	Threat	Welfare Reforms may effect the authority more adversely than estimated	Changes in the administration and provision of welfare benefits will impact adversely on the authority	Increased arrears, possible redundancy payments for council, impact on homelessness	26-Nov-13	4	3	4	3	4	2	Provisions and Contingency within the budget, respond to consultation
	New Homes Bonus	Threat	The potential for the variation in the New Homes Bonus. This is based on estimated numbers of new dwellings constructed and occupied during a given 12 months period, clearly this will be subject to variation	Fluctuations in house building will affect amount of bonus paid	Reduced New Homes Bonus	26-Nov-13	4	3	4	3	4	2	New Homes Bonus mitigated to some extent by revenue contributions to capital
	Investment interest	Threat	Interest rates falling lower than projected	Economic climate	Reduced investment income	26-Nov-13	3	2	3	2	3	2	Interest rates are already low therefore only moderate impact. Monitor and ensure placing investments in high credit rated agencies
	Efficiencies	Threat	Any further slippage in the delivery of savings, especially around trading or additional pressures on the 2013-14 budget that could impact on 2014-15	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	26-Nov-13	3	3	3	3	3	2	Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks
	Formula grant	Threat	The Council's Formula Grant Settlement Figures are less than estimated	Government settlement figures less than estimated	Reduced income	26-Nov-13	3	3	3	3	3	2	Monitor. Figures based on CSR 2010
	Increased RTB's	Threat	Variations in numbers of RTB's adversely effect in HRA	Increase in discount to maximum of £75k.	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Programme conversley an increase in capital receipts will lead to a revenue pressure in reduced rental income	26-Nov-13	4	3	4	2	4	2	Track situation and either re-prioritise spend or use additional borrowing headroom
	Robustness of Estimates	Threat	The revenue and capital estimates vary from estimated and planned	Fluctuations in prices and reduced income	Potential overspend	26-Nov-13	4	3	3	2	3	2	Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within budget to cover where mitigation is insufficient. Including Fundamental Service Reviews undertaken in Customer Services and Direct Services

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
	Capital Receipts	Threat	Asset disposals are not secured or fall short of target amount	Economic climate or inability to negotiate deals	Insufficient resources to fund capital programme	26-Nov-13	4	3	4	3	4	2	Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
	Additional trading income not achieved	Threat	Budget includes additional turnover from trading activities of around £4 million per annum	Unable to compete for external contracts	MTPF adversely effected through loss of contributions to overheads resulting in potential business restructuring	26-Nov-13	4	3	4	3	4	2	Monitor situation
	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	26-Nov-13	3	3	3	3	3	2	Monitoring
	Slippage in Capital Programme	Threat	Schemes in Capital Programme do not start or finish on time	Contract delays or increased variations	Impact on delivery of Council priorities	26-Nov-13	3	3	3	3	3	2	Robust monthly monitoring of programme and flexible treasury management strategy

To: City Executive Board

Date: 11th December 2013

Report of: Head of Policy, Culture and Communications

Title of Report: CORPORATE PLAN 2014-18

Summary and Recommendations

Purpose of report: To introduce the draft Corporate Plan 2014-2018

Key decision: Yes

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2014-18

Recommendation(s):

City Executive Board is recommended to:

Agree copy for the draft Corporate Plan 2014-18

Authorise release of the draft Corporate Plan 2014-18 for consultation.

Appendix 1 Corporate Plan 2014 – 18 (draft)

Appendix 2 Corporate Plan Equalities Impact Assessment (Dec 2013)

Background

1. The Corporate Plan is the City Council's over-arching strategic document. It sets out the strategic direction of the Council over the next four years.
2. This plan updates and takes forward the corporate priorities agreed by the Council in recent years.
3. The City Council's corporate plans over the last five years have affirmed the Council's ambition – developed with our partners, including business, community organisations, the health and education sectors and the County Council – to make Oxford a world-class city for everyone. They have also affirmed our plans for transforming the way that the Council performs.

This year's plan

4. We remain committed to our core ambitions of building a world class city for everyone and continuing to transform our own performance.

The City Council's priorities for the next four years are:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner greener Oxford
- An efficient and effective council.

Key themes in this year's plan include:

- Continuing to invest in the city (for example, through our programme to build new homes and to improve the city's leisure facilities). The delivery of this programme is already well advanced. For example:
 - The outline planning application for the new Barton development has been approved, opening the way for a new community of nearly 900 homes integrated with the existing Barton estate and a new primary school, community recreation facilities, parks and a small supermarket. The first homes should be ready for occupation by 2015. 40% of these homes will be affordable.
 - Planning permission has been granted to enable the building of a minimum of 112 new homes on sites in East Minchery Farm, Bury Knowle Park, Littlemore, Cardinal Close, Leiden Road and Thompson Terrace. 44 of these homes will be provided at affordable rent.
 - Outline planning application is being sought for the new Westgate development, with a new John Lewis store at its heart. It is estimated that over 2000 jobs will be created. It is hoped that the development will be open in time for the 2017 Christmas season
 - There has been consultation over the summer on the Oxpens site and work is underway to prepare a Master Plan to replace the existing Oxford station with a new integrated station and office/retail development.
 - Work has now started on the City Council's new swimming pool complex at Blackbird Leys
- Working with our partners to build on the city-region's knowledge economy and attract inward investment.
- Expanding the options and opportunities available to young people - particularly in the more deprived areas of the city - through our programmes to improve educational attainment and promote youth ambition. The educational attainment programme is already delivering impressive results. There are four elements to the programme.
 - a leadership programme delivered by Oxford University Education Department and Oxford Brookes University for middle

and senior leaders in 12 Oxford Primary Schools. In 2013, 41 leaders took part in this programme have been on this programme and a new cohort of leaders from 13 schools will start the second round in January 2014

- an instructional programme in seven schools called KRM. This is an intensive training programme for all teachers that assists them in teaching all children to read, write, spell and do mathematics. Two schools are undertaking the reading and writing programme, three schools are undertaking the reading programme and two schools are undertaking the mathematics programme. Children on the programme are making very good progress, with some of the fastest gains being seen in children with special educational needs or who have free school meals. In the two schools doing the reading programme for longest, children have made 12 months' progress in 6 months.
 - an assisted housing scheme to support schools in getting better shortlists when they are advertising for leadership posts. Two schools have made reference to the scheme when advertising vacancies and it is hoped that other schools advertising for senior leaders will take similar advantage
 - a digital inclusion project. The City Council is working with the schools, Oxford University Education Department and the Internet Institute to offer a laptop and broadband to all students in year 9 without internet access. All the secondary schools in the city have engaged with the project. The project will provide the students with support and also monitor the impact of home access on their self-esteem and educational attainment.
- Continuing to improve the quality of houses in multiple occupation (HMOs) in the private rented sector. Since the introduction in 2011 of the HMO licencing scheme which requires every HMO to be licenced, around 3,000 HMOs have been improved and made safe for occupants.
 - Embedding the principles of sustainability and carbon reduction at the heart of everything that the Council does and working through Low Carbon Oxford to grow the green economy.
5. This Corporate Plan retains the core structure that has been agreed by Council in recent years, with substantive chapters covering each of the Council's five priorities. The information within each section has been updated and rolled forward, setting out areas of focus for the coming year.
 6. The plan aims to ensure that the links between the demographic needs of the city, our priorities, and our actions are clear.
 7. Performance measures for 2014-18 will remain largely unchanged. Performance targets are currently being reviewed in the light of performance for the year to date and changes to the circumstances in

which we work. A full set of revised targets will be included in the Corporate Plan 2014-18 when it returns to the City Executive Board for post-consultation ratification in February 2014.

8. Many of the key issues that are important to the well-being of our city and its people are beyond the direct control of the City Council and the need for effective partnership working underpins all sections of the plan.

Financial Implications

9. The Corporate Plan is underpinned by the Council's Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's Budget for 2014/18 is presented elsewhere on this CEB agenda.

Risk implications

10. The Corporate Plan is an overarching strategic document, which is underpinned by a series of supporting documents. Details of projects and actions which contribute to the delivery of corporate priorities will be found in the Council's service plans and other delivery plans. Risk assessments against these projects and actions will be found in those documents.

Equalities implications

11. An equalities impact assessment is attached. The City Council's overriding concern in formulating its budget and Corporate Plan has been to expand the options and opportunities available to the people of our city. We particularly aim to expand opportunities for those who live in the more deprived areas.

Consultation

12. Consultation on the draft Corporate Plan and draft Budget 2014-2018 will take place between 16th December 2013 and 30th January 2014. Organisations and individuals will be invited to respond. The consultation will also be accessed through our website.

Publication and Distribution

13. The published plan will be designed in the same accessible style as in previous years.

The Corporate Plan will be distributed in the following ways:

- The full-length document will be published in PDF format on our website. A link to this PDF will be forwarded to all Councillors, key stakeholders, staff and libraries.
- A summary leaflet version of the plan will be produced and distributed to all Councillors and all members of staff. Copies will be available for further distribution at Council outlets and elsewhere. A PDF of the summary version will also be posted on the website.
- A highlight summary will be included in *Your Oxford*.

Name and contact details of author:
Peter McQuitty,
Head of Policy, Culture & Communications,
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Version number: 1

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Oxford City Council’s Draft Corporate Plan 2014-18

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Introduction: Foreword from the Leader and Chief Executive

Welcome to Oxford City Council's Corporate Plan 2014–18. The Corporate Plan is Oxford City Council's key strategic document. It sets out the Council's strategic direction over the next four years and the links between the demographic needs of the city and the Council's priorities and actions.

Oxford appears to be a thriving city with many opportunities for work and leisure and, for many residents, this is the daily reality of their lives. However, there are major inequalities in life chances and life expectancy in our city.

The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas, in the south and east of the city, experience multiple levels of deprivation - low skills, low incomes and high levels of crime. People from the more deprived areas can expect to live six years less than those in the more affluent areas. While 43% of Oxford residents have degree-level qualifications or above 14% have no qualifications at all.

The Corporate Plan 2014–18 updates and takes forward the main themes agreed by the Council in recent years. It reaffirms the Council's ambition – developed with our partners, including local businesses, community organisations, the health and education sectors and the County Council – to make Oxford a world-class city for all its citizens.

We are turning this ambition into reality by delivering five corporate priorities:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner greener Oxford
- An efficient and effective council.

Within these priorities, we have been focusing on five key themes:

1. Investing in the city in order to improve infrastructure for our communities and to create new jobs
2. Working with our partners to build on the city-region's knowledge economy and attract inward investment
3. Helping to overcome some of the problems around skills that restrict access to jobs
4. Building a low carbon economy

5. Working with others.

The delivery of our programmes in these areas is already well advanced.

1. Investing in the city's infrastructure and creating new jobs

Over the last year, the Oxford City Council has:

- Approved an outline planning application for the new Barton development. This opens the way for a new community of nearly 900 homes integrated with the existing Barton estate and including a new primary school, community recreation facilities, parks and a small supermarket. The first homes should be ready for occupation by 2015. 40% of these homes will be affordable.
- Granted planning permission to enable the building of a minimum of 112 new homes, 44 of which will be provided at affordable rent.
- Continued to improve the quality of houses in multiple occupation (HMOs) in the private rented sector. Since the introduction in 2011 of the HMO licencing scheme around 3,000 HMOs have been improved and made safe for occupants.
- Encouraged commercial development on the few key locations that are available, e.g. the Northern Gateway and the Churchill site
- Worked with partners to progress the new Westgate development. It is estimated that the development will create over 2000 jobs and will be open in time for the 2017 Christmas season
- Continued to promote the regeneration of the West End in partnership with the County Council and other key stakeholders. There has been consultation over the summer on the Oxpens site and work is underway to prepare a Master Plan to replace the existing Oxford station with a new integrated station and office/retail development
- Started work on the City Council's new swimming pool complex at Blackbird Leys
- Started work to upgrade 12 sports pavilions across the city
- Been working through Experience Oxfordshire to improve the quality of the Oxford city region's tourism offer, in particular by maximising the role that contemporary culture and the arts can play
- Continued its long-standing support for small and medium-sized enterprises (SMEs) by committing to spend more than 40% of its budget in this sector.

2. Building on the city-region's knowledge economy

Over the last year, the Oxford City Council has:

- Continued working with the Local Enterprise Partnership (LEP) to build on the strengths of the knowledge economy and encourage inward investment

- Been working with the County Council, the other four Oxfordshire Districts, the Local Enterprise Partnership, the universities and the science facilities at Harwell and Culham, on a City Deal bid to the government. We expect to learn whether the City Deal bid is successful by the end of the year.

Oxford is now in the final stages of negotiating a City Deal with the government that will see greater local decision making given to our city. A City Deal is a bespoke agreement between the government and a local area on how best to ensure that area's growth and prosperity.

Our City Deal proposal recognises Oxford and Oxfordshire's great potential to deliver world-leading technology and business innovation, building upon our academic and research excellence led by the University of Oxford and Oxford Brookes University. Our aim is to work in partnership with government, universities and private sector businesses to:

- Kick-start investment to support our major economic growth centres: Bicester, Oxford and Science Vale Oxford Enterprise Zone (Harwell Oxford and Milton Park)
- Implement a package of transport infrastructure proposals
- Accelerate the delivery of 7,500 homes through the combined Oxfordshire Housing Programme by 2018, 36% of which will be affordable

3. Improving skills

Over the last year, the Oxford City Council has:

- Made good progress in delivering its educational attainment programme. There are four elements to the programme:
 - a leadership programme delivered by Oxford University Education Department and Oxford Brookes University for middle and senior leaders in 12 Oxford Primary Schools. In 2013, 41 leaders took part in this programme and a new cohort of leaders from 13 schools will start the second round in January 2014
 - an instructional programme called KRM in seven schools. This is an intensive training programme for all teachers that assists them in teaching children to read, write, spell and do mathematics. Two schools are undertaking the reading and writing programme, three schools are undertaking the reading programme and two schools are undertaking the mathematics programme. Children on the programme are making very good progress, with some of the fastest gains being seen in children with special educational needs or who have free school meals. In two schools which were early adopters of the reading programme, children have made 12 months' progress in 6 months
 - an assisted housing scheme to improve recruitment when schools are advertising for leadership posts. Two schools have made reference to

the scheme when advertising vacancies and other schools advertising for senior leaders are also likely to refer to this scheme

- a digital inclusion project. The City Council is working with the schools, Oxford University Education Department and the Internet Institute to offer a laptop and broadband to all students in year 9 without internet access. All the secondary schools in the city have engaged with the project. The project will provide the students with support and also monitor the impact of home access on their self-esteem and educational attainment.
- Been expanding the options and opportunities available to young people - particularly in the more deprived areas of the city - through our youth ambition programme. Oxford City Council is spending close to £500,000 per year to improve youth provision and promote the ambition of our young people. Greater involvement in sporting and cultural activities are helping to develop the technical skills, discipline, and confidence necessary for future success.
- Been working with customers affected by the Benefit Cap and the under-occupancy rules, known as the 'Bedroom Tax', with the prime aim of helping them move into work:
 - 613 customers have been supported or referred for advice
 - 163 customers have been supported on an on-going basis
 - 24 of these customers have moved into work.

4. Building a low carbon economy

Over the last year, Oxford City Council has:

- continued to reduce carbon dioxide emissions from its own buildings and operations
- been working with the Low Carbon Oxford Project – including private and public sectors bodies, the universities, and community groups – to create a sustainable, low-carbon economy in Oxford
- been investing funding awarded from Intelligent Energy Europe for our £1.3 million OxFutures programme
- been investing £310,000 awarded by the Department of Energy and Climate Change to boost energy efficiency projects in the city. The funding will help householders save energy and create warmer homes in one of the city's most deprived areas through the Warming Barton pilot project.

5. Working with others

Many of the challenges that face Oxford cannot be solved by Oxford City Council on its own. Partnership working is at the heart of the Council's approach and we work with the County Council and other organisations at many levels to deliver and enable services for the residents of Oxford.

We are providing leadership to the city by working proactively within the key local partnership organisations such as the Oxford Strategic Partnership, Low Carbon Oxford, the Local Enterprise Partnership (LEP) and the Spatial Planning and Infrastructure Partnership (SPIP). We have been working with the County Council, district councils, Oxford University and Oxford Brookes University to develop a new strategy for growth in the Oxford city region. The Oxford Economic Growth Strategy has now been agreed and adopted by the Oxford Strategic Partnership, and an action plan has been agreed and is being implemented.

In particular, we are working with our communities – through Area Forums and Neighbourhood Boards, voluntary and community associations, and other networks – to build community capacity and cohesion and to ensure that Oxford moves forward confidently as one city.

Efficient and effective council

The City Council has been able to continue to invest in the city and its communities because it is, increasingly, an efficient and effective organisation. The Council has achieved £8.5 million of efficiency savings over the last four years and is on track to make a further £1.3 million savings this year, without the need for compulsory redundancies.

At the same time as it has achieved these efficiencies, it has continued to improve its services.

- The Council's state of the art Customer Services Centre in St Aldate's helps more than 8,500 each year, while the Customer service centre at Templar's Square helps more than 6,770 people each year.
- Our corporate call centre, with one phone number for all Council services, deals with nearly 263,000 calls per year. We answered 89% of calls received and improved the customer experience by resolving 90% of queries at the first point of contact.
- In 2012/13 we achieved or exceeded 79% of our corporate targets.
- Sickness absence has been reduced by 25% as a result of robust performance management.
- Investors in People accreditation for the whole Council has been achieved, as has Customer Excellence accreditation. The Council has been awarded the Equalities Framework for Local Government accreditation.
- The Council's rigorous approach to efficiency is at the heart of its programme. It means that we:
 - have more resources available to invest in services that impact on the daily lives of our citizens
 - have been able to deliver a ground-breaking pay deal with Unison and Unite the Union which gives staff an annual 1.5% cost of living increase for the next four years and secures the council's budget provision
 - have also been able to maintain our Living Wage policy for directly employed staff and contractors.

The future

Oxford City Council's drive to simultaneously increase efficiency and investment in the city and its communities has been carried out against a backdrop of severe spending cuts by central government. There are more challenges to come.

Austerity now looks certain to continue well into the future, with the government stating its intention to forge a "leaner, more efficient state" on a permanent basis. The government now has no intention of resuming spending once the structural deficit has been eliminated.

The following have been at the heart of Oxford City Council's approach to delivering its ambitions:

- strong financial management
- partnership between councillors, council managers and staff, and trade unions
- focus
- a commitment not to be knocked off course by external events

We intend to maintain this approach.

This Corporate Plan sets out Oxford City Council's proposals for bringing economic growth, jobs, prosperity, and more decent homes to our city. It is about making a difference in difficult times.

Please let us know what you think of our plans for the future.

Bob Price
Leader
Oxford City Council

Peter Sloman
Chief Executive
Oxford City Council

Chapter 1 – A Vibrant, Sustainable Economy

Our ambition: a strong local economy, supported by effective education and training which is accessible to all.

Some facts

Oxford is a global brand for education, health, bioscience, information technology, publishing, the motor industry and tourism.

The University of Oxford and its colleges are the largest employers in Oxford, supporting 18,000 jobs, followed by the Oxford University Hospitals Trust and the County Council.

Around 4,100 businesses provide 107,000 jobs, and seven of the ten largest employers in the Oxford city-region are within Oxford. The University of Oxford and Oxford Brookes University between them inject an estimated £800 million annually into the regional economy.

Tourism plays a key part in the local economy, largely as a result of the city's rich architectural heritage and the appeal of the Ashmolean and other museums. Over nine million tourists visit the city every year, spending £602 million annually and supporting around 13,000 jobs.

During the banking crisis and subsequent recession, the buoyant economy of the Oxford city region has suffered less than other parts of the UK, but has suffered nonetheless. The most commonly quoted figure for measuring economic growth is Gross Value Added (GVA). GVA is a measure of the value of goods and services produced in an area. Latest estimates show that while Oxfordshire's GVA declined in 2009 as a result of the recession, it has grown by £1 billion in the last two years to £15.5 billion in 2011 – a rate of growth which compares favourably with other areas of the country. The city economy is estimated to be worth around £5 billion a year of this. The Centre for Cities in 2009 calculated that Oxford had the fifth-highest UK GVA per capita, only just behind London.

The most timely indicator of the health of the economy is the number of people claiming out-of-work benefits, in particular unemployment benefit (Jobseeker's Allowance, or JSA). The number of claimants peaked at nearly 3,000 in 2009, but in October 2013 came below 2,000 for the first time since 2008. While this suggests some revival in the labour market, there is concern about people who may be unemployed but not claiming JSA, and people who may be 'under-employed'. Other figures show that the number of long-term claimants and claimants aged over 50 remain relatively high.

Oxford City Council's approach

We are addressing three key issues as we continue to build a vibrant, sustainable economy:

1. Promoting the growth of enterprise, the knowledge-based economy, and jobs
2. Improving the skills of the workforce

3. Increasing the availability of land for commercial development

1. Promoting the growth of enterprise, the knowledge-based economy, and jobs

Nearly half of Oxford's jobs are in the public sector, the largest proportion of any UK city (where education is included in the public sector), with 49% of jobs in public administration, education and health. The distribution of employment is a cause for concern in the light of the government's austerity measures. A large number of jobs in Oxford that are directly or indirectly linked to public spending will be vulnerable over the next five years.

There is, therefore, a strong need to rebalance the local economy by promoting the growth of important sectors such as: manufacturing, health, scientific research, tourism, publishing, retail and the city centre, and the low-carbon economy.

Oxford City Council is doing this by:

- working with the private-sector-led Local Enterprise Partnership (LEP)
- negotiating a City Deal with the government
- improving Oxford's infrastructure
- boosting tourism
- improving Oxford's city centre
- supporting local businesses
- growing a low carbon economy
- supporting an ethical economy.

Working with the Local Enterprise Partnership (LEP)

The LEP is:

- building on the unique concentration of high-tech businesses and input from the universities
- attracting more investment into the city region (e.g. large world-class businesses including Centrica and SAE have recently arrived in Oxford, and BMW have committed substantial new investment into the MINI plant in Cowley)
- coordinating the activities of the various skills providers in Oxfordshire
- enabling Science Vale UK to become an Enterprise Zone.

Negotiating a City Deal with the government

Oxford City Council has been working with the County Council, the other four Oxfordshire Districts, the Local Enterprise Partnership, the universities and the science facilities at Harwell and Culham, on a City Deal bid to the government. We expect to learn whether the City Deal bid is successful by the end of the year.

Oxford is now in the final stages of negotiating a City Deal with the government that will see greater local decision making given to our city.

A City Deal is a bespoke agreement between the government and a local area on how best to ensure that area's growth and prosperity.

Our City Deal proposal recognises Oxford and Oxfordshire's great potential to deliver world-leading technology and business innovation, building upon our academic and research excellence led by the University of Oxford and Oxford Brookes University.

Our aim is to work in partnership with government, universities and private sector businesses to:

- Kick-start investment to support our major economic growth centres: Bicester, Oxford and Science Vale Oxford Enterprise Zone (Harwell Oxford and Milton Park)
- Implement a package of transport infrastructure proposals
- Accelerate the delivery of 7,500 homes through the combined Oxfordshire Housing Programme by 2018, 36% of which will be affordable

Improving Oxford's infrastructure

Oxford City Council is:

- investing around £68 million into the local economy by building new houses and improving the city's leisure facilities. This will create up to 900 jobs
- in a joint venture with Grosvenor Estates to build nearly 900 new homes in Barton. Outline planning permission has been granted
- contracting with GreenSquare to build 100 new homes and two new community centres in Northway and Cowley. Full planning permission has been granted
- negotiating to redevelop the Westgate Centre. Negotiations have led to a completed Development Agreement and an Outline Planning Application has been received
- continuing to promote the regeneration of the West End (including improvements to Frideswide Square and the railway station) in partnership with the County Council and other key stakeholders. A Supplementary Planning Document for Oxpens and a draft master plan for a new station and multi-modal interchange have been adopted
- working with developers, local residents and other stakeholders on a plan to develop the Northern Gateway site in north Oxford for mixed-use, employment-led development. This site is critical to Oxford's economy as it is the only major employment site left within the city

- working with the County Council and other partners to unlock transport blockages and promote economic development. For example, we are supporting the Chiltern Railways Evergreen 3 proposals for the fast link north through Bicester to Marylebone, including a new station at the Water Eaton Park and Ride site
- enabling businesses to realise more benefit and support start-ups through the award of up to £5 million from the Urban Broadband Fund in the Super-Connected Cities Programme. This initiative will build on already delivered commercial upgrades in Oxford and will ensure that ultrafast broadband is available to 96% (up from 76%) of businesses and 89% (up from 84%) of residents. The funding will also enable the development of wireless broadband across the city centre. The initiative has been developed in partnership with the County Council and the universities. It includes a proposal to develop an International Hub for Online Learning, in partnership with education organisations in the city.

Boosting tourism

Oxford City Council is:

- working through Experience Oxfordshire – a joint venture partnership with private-sector partners – to improve the quality of the Oxford city region’s tourism offer. We want visitors to stay longer in Oxford and to explore areas beyond the city as well
- working with Experience Oxfordshire and partners in the cultural sector to maximise the role that culture can play in Oxford’s tourism offer. Currently, cultural tourism tends to focus on historic Oxford, as represented by the University of Oxford’s buildings and museums. While the magnificent heritage offer will always be a primary attraction, Oxford also has a thriving contemporary arts and music scene which is currently under-represented in the tourist offer.

Improving Oxford’s city centre

Oxford City Council is:

- working closely with local businesses and the County Council to enhance the city centre’s night-time economy. We are committed to retaining the city centre’s Purple Flag status, which acknowledges the city centre’s low crime rates, good cleanliness standards, and the quality and range of public spaces and visitor attractions
- investing capital funding of £420,000 over three years to improve the quality of toilets in and beyond the city centre
- making business locations, tourist attractions and other places of interest more obvious to visitors and increasing footfall on less well-used routes by providing a new pedestrian way-finding system. The new system has won an award from the Oxford Preservation Trust

Supporting local businesses

Oxford City Council is:

- continuing its long-standing support for small and medium-sized enterprises (SMEs) by committing to spend more than 40% of its budget in this sector
- fast-tracking payment of invoices by setting a target of ten days
- working with Business Link, the Federation of Small Businesses (FSB), Thames Valley Chamber of Commerce, and the voluntary and community sector to improve understanding of public-sector tendering requirements and to encourage better engagement with the public sector.

Growing a low-carbon economy

Oxford City Council is:

- developing the Low Carbon Oxford Project on behalf of the Oxford Strategic Partnership. Twenty-five organisations, including private- and public-sector bodies, the universities, and community groups, are now collaborating to create a sustainable, low-carbon economy in Oxford. These organisations account for over half of the city's emissions
- in receipt of funding from the European Union to progress the £1.3 million OxFutures programme to build a low-carbon economy
- allocating an additional £50,000 per year for two years to ensure that Low Carbon Oxford is able to continue its pioneering work and attract further funding
- implementing the 'Green Deal Plus', whereby businesses offer customers energy-efficiency improvements to their homes, community spaces and businesses at no upfront cost. Customers will repay the cost of improvements through savings on their energy bills.
- investing £54,000 over two years to ensure early and full take-up of the opportunities for insulation
- supporting opportunities for local skills and businesses through renewables projects, e.g. by setting up Low Carbon Barton, which led to the installation of a solar photovoltaic roof on the community centre
- stimulating the local market for biomass energy production through the installation of biomass boilers in our own buildings, and through supporting local research and information.

Supporting an ethical economy

Oxford City Council is:

- paying its own employees a minimum living wage which acknowledges the real costs of living in Oxford and which is higher than the national minimum wage. We are requiring Council contractors to do the same. This arrangement has been in place since April 2009. In January 2012, the City Council

reviewed the statistical information on local living costs and set the living wage at a new level of £8 per hour

- working with living-wage campaigners, low-paid workers, trade unions and employers to make Oxford a Living Wage City, in which every worker will earn at least the minimum living wage
- encouraging ethical behaviour in the wider economy through Oxford's Fairtrade City status and its involvement in the Oxford Fairtrade Coalition.

2. Improving the skills of the workforce

Oxford has a highly skilled workforce, in that a very high proportion of residents hold degrees. However there is a significant proportion of residents who have no education or skills qualifications, and attainment levels of pupils in state schools remain lower than the regional and national averages.

In 2011–12, Key Stage 2 results (at the end of primary school) showed 78% of Oxford pupils achieving level 4 and above in English and Maths compared to 82% in Oxfordshire. This is an improvement of 11 percentage points upon the previous year's results.

In 2011–12 only 51.8% of Oxford pupils gained five or more A* to C grade GCSEs, including English and Maths, compared to a 59% national average. Although this is an improvement on last year the gaps in attainment between pupils in the city and the rest of the county are still significant, especially in the more deprived areas of the city.

This poor attainment at both primary and secondary levels impacts directly on access to the labour market and on economic and social life-chances. For Oxford to become a world-class city for all its people, this situation must be addressed.

The 2011 Oxfordshire Skills Needs Analysis suggested that a lack of education, qualifications and 'employability' skills prevented a significant number of Oxfordshire's residents from entering the local job market – in particular certain groups of young people including teenage mothers, young people with learning difficulties and/or disabilities, young people who have offended and young people leaving care.

Anecdotally there are also concerns from employers that they are not able to recruit school leavers and other people from the local workforce who have the right skills or who are 'work-ready' for entry-level jobs.

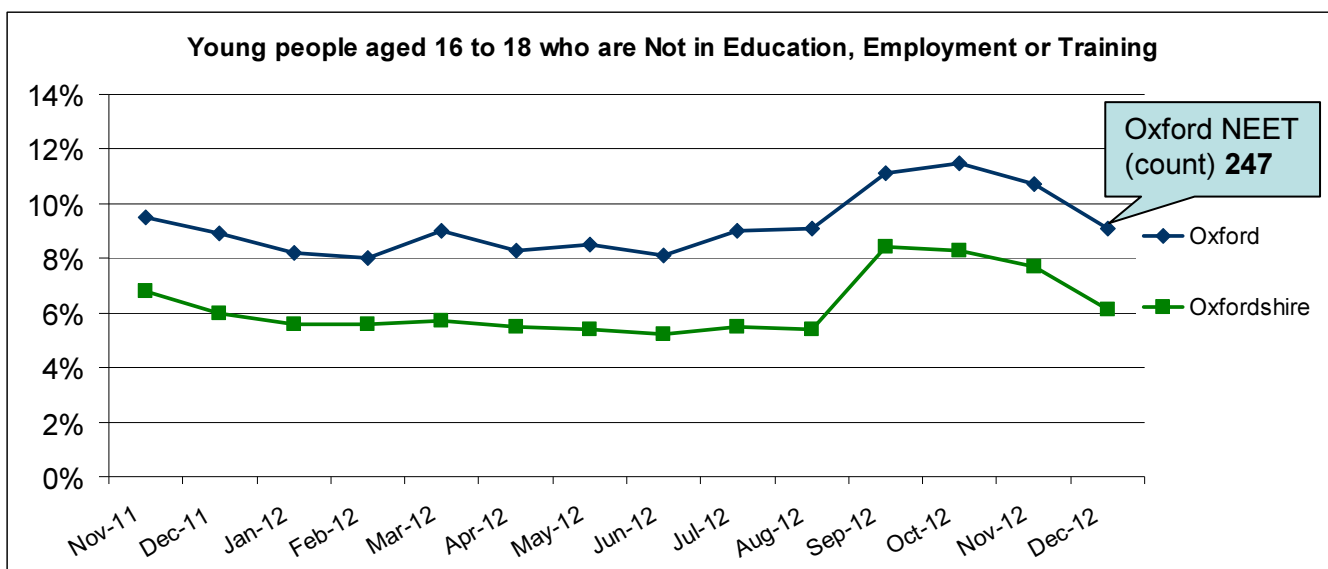
Employers report a shortage in high-level skills, most challenging to businesses in the science, technology and engineering and manufacturing sectors.

Young people in many parts of the city already face significant difficulties in gaining employment because of the lower levels of educational attainment at the school-leaving age. As the growth of high-value jobs is increasingly driven by high-tech businesses and academic spin-off from the universities, there is a clear danger that this exclusion will deepen.

Young people between the ages of 16 and 18 who are not participating in education, employment or training (NEET) are a major source of concern. Their circumstances

are predictors of future unemployment, low income, poor mental health and potential involvement in crime.

Oxford remains well above Oxfordshire's average in terms of the percentage of young people not in education, employment or training. As of December 2012, 9.1% of young people in Oxford were NEET compared with 6.1% across Oxfordshire.



Source: Oxfordshire County Council, Education and Early Intervention team. This data is adjusted to take account of "not knowns".

Oxford City Council is:

- working in partnership with the County Council, Oxford University and Oxford Brookes University, on coordinated initiatives to drive improvements in educational attainment
- investing £400,000 annually over the next four years in education and leadership programmes, particularly in the more deprived neighbourhoods. Ten local schools have signed up to these programmes
- working with the Local Enterprise Partnership (LEP) to understand the skills needed by businesses in the city
- encouraging local high-tech companies to create new apprenticeships and development opportunities, so that young people can improve their skills and experience
- using its procurement processes to help young people from the city to gain apprenticeships and get into employment. We require Council contractors to create apprenticeship opportunities as part of any large construction project. Our joint venture with Grosvenor on the Barton development will involve a training and apprenticeship programme. The GreenSquare project in Northway and Cowley will create a minimum of 12 new apprenticeships during the construction stage through its '4ward2work' programme

- allocating £50,000 each year for two years to provide ten new apprenticeships within the Council’s own workforce and looking at ways to extend the arrangement into future years
- working with Job Centre Plus and Oxford and Cherwell Valley College to support a Work Club which will help people to find their first job, return to work, or look for a new career direction
- working with the Department for Work and Pensions to explore how, in the face of welfare reform reducing available benefits, local authorities can improve opportunities for low-income households to increase their hours of work.

3. Increasing availability of land for commercial development

Land in Oxford is scarce, as a result of constrained boundaries, flood plains, and other issues. In particular, land for commercial uses is scarce. The desirability of Oxford as a place to live, work and study has resulted in increasing house prices, leading to transfers of land from employment to residential use and exacerbating the lack of commercial space. Between 1985 and 2004, the city lost an average of 2.5ha of employment land per annum, with redevelopment for residential and student accommodation purposes driving the majority of this loss. This has slowed to 2ha per annum over the last five years.

Oxford City Council is:

- encouraging commercial development on the few key locations that are available, e.g. the Northern Gateway. The Science Park has a capacity of 27,200m² of employment space available. The Business Park has a further capacity of 29,400m²
- negotiating about future development with partners outside the city’s constrained boundaries.

Measuring progress

Measure	2014–15	2015–16	2016–17	2017-18
Percentage of Council spend with local businesses	46%	48%	48%	TBC
Number of jobs supported by Council investment projects and other spend	856	856	900+	TBC
Number of Council apprenticeships created through Council investment for those who live in Oxford	22	24	26	TBC
Percentage of pupils in schools supported by the Council's educational attainment programme achieving level 4 in English and Maths at Key Stage 2	74%	80%	84%	TBC

Chapter 2 – Meeting Housing Needs

Our ambition: more affordable, high-quality housing in Oxford. This is essential for the vibrancy of the economy and the health and well-being of residents.

Some facts

Oxford's population has been growing, as has the number of people requiring housing. Oxford's population reached 152,000 in 2011 and is projected to reach 161,000 by 2021.

There has been a long-term housing shortage in Oxford. Demand is high and availability is scarce, as a result of the city's constrained boundaries, the risk of flooding and other issues. This results in very high house prices.

According to *Cities Outlook 2013*, Oxford has overtaken London as the UK's least affordable city in terms of housing. The average house price in Oxford is £360,000 while the average salary is £27,000. Average Oxford house prices are now thirteen times higher than average annual incomes. Owner-occupied housing is increasingly out of the reach of people on lower incomes.

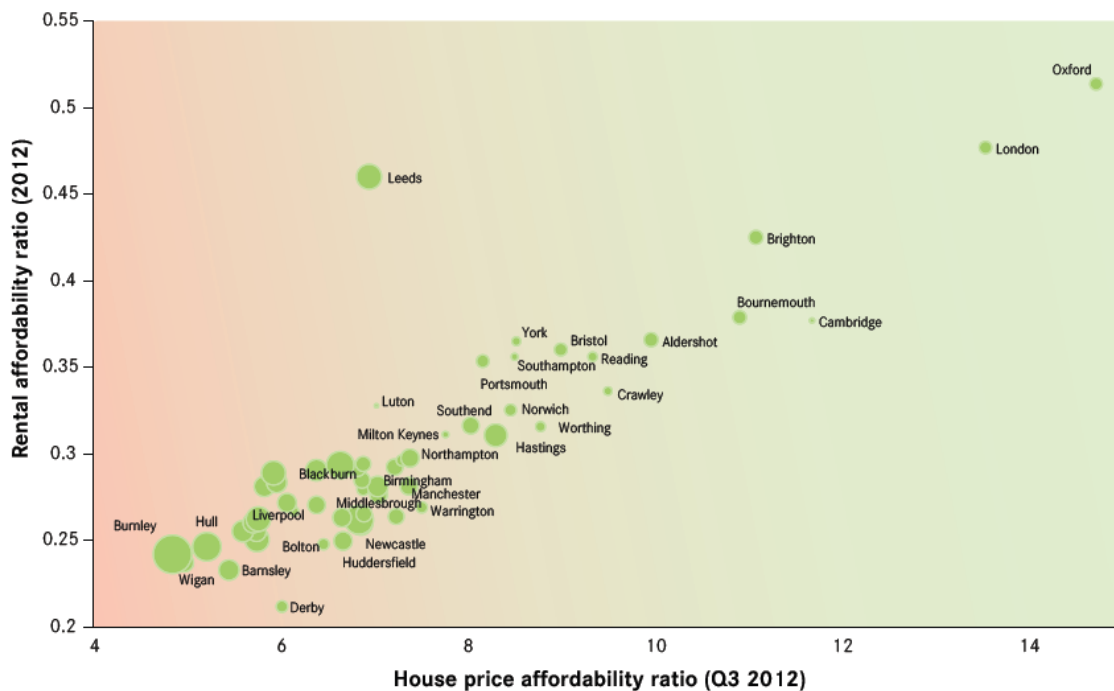
Oxford is also the least affordable city in the UK for private rented housing. Conditions in some private-sector rented housing are very poor, particularly those in multiple occupation.

This low level of affordability puts severe strain on social housing provision. Oxford City Council is a landlord responsible for 8,000 homes. Over 6,000 households are on the Housing Register for social housing and, in spite of our good work in preventing homelessness and reducing the use of temporary accommodation for homeless households, demands on our service are high and likely to increase in the future.

This situation means that Oxford residents spend a large proportion of their income on housing costs. It also hampers local employers from attracting people to the city.

50% of people who work in Oxford commute from outside the city, causing significant traffic congestion issues.

Figure 7:
Housing and rental affordability and vacant properties across UK cities



Source: DCLG 2012, Live Table 581 and Live Table 584, Q3 2012 data; VOA 2012, Rental Data (Sep2011-12); ONS 2012, Annual Survey of Hours and Earnings 2012; DCLG 2012, Housing Strategy Statistical Appendix, 2011 data.
 Note: Data available for English cities only.

Oxford City Council’s approach is to promote housing development within the city wherever possible, and encourage developers to provide affordable housing. We also take action to bring empty homes back into use.

Changes to welfare policy are imposing significant additional pressures on housing and homelessness in the city. Changes to Local Housing Allowance, which came into force on a rolling basis from April 2011, mean that the maximum Local Housing Allowance can only be paid to properties in the cheapest 30% of the local market. This has severely constrained housing options in the city for many households. The 'local' housing market includes much of rural Oxfordshire, where rental costs tend to be lower. This will mean that many low-income households may be forced out of Oxford to meet their rent obligations, while the small size of the private rented sector outside the city may restrict the Council’s capacity to re-house Oxford families within the county itself. This pressure will be most severe on households needing a five-bedroom property or larger.

In addition, welfare and benefit changes – for example, reductions in benefit for those claiming Jobseeker’s Allowance for over 12 months – will reduce the available income of many low-income households. These pressures will increase over time, as the changes impact on a growing number of households, and as housing costs rise faster than benefits increase.

The changes to welfare overall are likely to increase the demand for housing and

homelessness assistance, and also debt and welfare advice services. The City Council has maintained and increased its funding for the voluntary and charitable bodies which provide this, particularly in areas of the city where need is greatest.

Oxford City Council's approach

Oxford faces serious challenges with regard to housing in the coming years.

The economic situation and the impact of austerity measures, including welfare reform, are putting downward pressure on real incomes and contributing to a growth in the number of homeless families across the country. We have so far limited the increase in the city to below national average levels but Oxford will not be exempt from this trend. The ability of the Council to respond to demand – for example, by assisting people into the private rental market – is likely to be further restricted. There is a strong risk that the downward trend in the number of households in temporary accommodation will not be maintained.

We are addressing five key issues to meet housing need in Oxford:

1. Building new homes
2. Providing a high-quality landlord service
3. Improving standards in the private rented sector
4. Reducing homelessness
5. Piloting Direct Payments and Universal Credit

1. Building new homes

The Housing Market Assessment in 2007 showed that 1,700 new homes per year would have to be built in the city if demand is to be met. Oxford City Council, in the light of the constraints imposed by the city's boundaries, has committed to building 8,000 new homes over the 20 years from 2006. Most of the new homes built over the last five years have been one- or two-bedroom properties.

Our approach is to promote housing development within the city wherever possible, and encourage developers to provide affordable housing. We are also bringing empty homes back into use. Despite a reduction in house building following the recession, we are currently on course to meet our new homes target. A large proportion of the homes built in the next five years will result from the West Barton development.

As a result of changes by central government to the way in which social housing is financed, the Council now has full financial responsibility for its housing stock.

Oxford City Council is:

- significantly increasing the quantity of affordable housing. About 1,400 new affordable homes were built in the city from 2004 to the end of 2012
- committed to using its own resources to provide new affordable housing wherever possible

- building on council land at Cowley and Northway, in partnership with GreenSquare Housing Association. This project will deliver new affordable and market-rate homes, two new community centres, and a new home for the Emmaus Furniture Store, which recycles good-quality, used furniture while giving skills training and accommodation to formerly homeless people. Planning permission granted for this development
- working through a new joint-venture company, formed with Grosvenor Estates, to deliver 800 new homes, a new school and community facilities, and commercial development on land to the west of Barton. Outline planning permission has been granted for this project
- in receipt of around £2.5 million from the Housing and Communities Agency (HCA) to build 112 new homes on Council-owned sites throughout the city. HCA funding is conditional on homes being let at 'affordable' rents, with limited exceptions. The Council will fund the balance of the cost of £16 million.

2. Providing a high-quality landlord service

The Council is currently responsible for around 8,000 homes and aims to build and maintain high-quality estates with very high standards of service.

Oxford City Council is:

- maintaining all its own homes at or beyond the national Decent Homes Standard
- investing £8.25 million to improve the external and communal areas in our five tower blocks. This will extend their lives for a further 30 years. The apartment interiors are already at Decent Homes Standard.
- investing £700,000 each year over the next three years to fund adaptations to Council homes to ensure that they are suitable for people with disabilities
- improving cleanliness on our estates as part of our cleaner, greener Oxford campaign
- working with the Tenant Participation Advisory Service (TPAS), one of the first organisations to specialise in tenant and resident involvement at a national level, to improve our arrangements for involving tenants and leaseholders in decision-making. Tenants and leaseholders co-exist in areas of mixed tenure, and problem solving, or the driving of initiatives, cannot be delivered successfully without the involvement of all groups concerned.

3. Improving standards in the private rented sector

The private rented sector is important in Oxford. It provides essential accommodation for key workers, young professionals, students and people who are unable to access social housing or to purchase homes on the private market. It accounts for 28% of the city's housing stock, with one in five of Oxford's population living in a house in multiple occupation (HMO). The combination of exceptionally high demand and high rental values has created an environment where landlords can charge high rents for poorly managed and badly maintained properties.

Oxford City Council is:

- improving the management and condition of HMOs by requiring every HMO in the city to be inspected and licensed
- investing £60,000 per year to enable more proactive enforcement of standards in the private rented sector
- managing the impact of private rented housing on communities and neighbourhoods by implementing planning controls requiring planning permission for the change of use from a family or single unit dwelling into an HMO. There is a presumption against new HMOs in areas which already have a significant concentration
- working with Oxford Brookes University and the University of Oxford to tackle issues relating to student housing, particularly in East Oxford
- using more targeted and effective use of noise enforcement as part of a programme of assistance for neighbourhoods whose character is being adversely affected by HMOs and entertainment venues
- using our Home Improvement Agency to improve private homes of the elderly and vulnerable
- investing £640,000 every year over the next three years to fund adaptations to private dwellings to make them suitable for those with disabilities.

4. Reducing homelessness

Oxford has historically had a problem with homelessness. The Council has been recognised as a centre of excellence in dealing with the challenges of homelessness, and is proud of its innovative work in this area. Over the last decade we have been able to substantially reduce the number of homeless families living in temporary accommodation. We have done this through prevention work, based on advising families about the housing options available to them. We have also worked in partnership with others, including private landlords, to help to secure accommodation for those threatened with homelessness. However, changes to the benefit system, along with increasingly high demand and costs of housing in Oxford, may increase the number of people at risk of homelessness over the next five years

Oxford City Council is:

- reducing the number of people living in temporary accommodation
- funding services to assist single and rough-sleeping homeless people
- supporting the Crisis Skylight centre, which gives single homeless people access to training and other opportunities
- investing over £150,000 into funding that will allow tenants in private rented properties to meet the cost of their rent where Housing Benefit levels are too low.
- supporting the No Second Night Out campaign.

5. Piloting Direct Payments and Universal Credit

The proposed introduction of the Universal Credit in October 2013 will replace a number of existing sources of welfare benefit, including Housing Benefit, with a single payment to individuals and families. Currently, Housing Benefit is paid directly to the landlord. There is a risk that, if Housing Benefit is paid directly to tenants who are then responsible for making rental payments, arrears and bad debts could increase

Oxford City Council is:

- one of a small number of local authority and housing associations who are working with the Department for Work and Pensions on a demonstration project, to test the effects of paying monthly Housing Benefit payments direct to tenants in social housing. The project took place from June 2012 to June 2013 and tested how claimants manage monthly Housing Benefit payments, and the kinds of safeguards needed to prevent tenants from falling into arrears
- seeking ways to improve the financial awareness of tenants, and minimise the financial risks of direct payments for landlords
- using findings from the demonstration project to supplement and improve existing income management policies, and inform our work providing advice and support to vulnerable people
- maintaining funding for the voluntary and charitable bodies which provide debt and welfare advice services, particularly in areas of the city where need is greatest
- working with the County Council to address the consequences of welfare changes, in particular the relationship between the County Council's social care responsibilities and homelessness.

Measuring progress

Measure	2014–15	2015–16	2016–17	2017-18
Number of individual HMOs subject to agreed licence provisions	3,540	3,890	4,100	TBC
Number of new rough sleepers spending more than one consecutive night on the streets each year	0	0	0	TBC
Number of households in Oxford in temporary accommodation	120	120	120	TBC
Number of affordable homes for rent delivered	200	100	150	TBC
Capital investment in Council housing	£19.12m	£12.88m	£20.12m	TBC
Tenant satisfaction with their estates	77%	79%	81%	TBC

Chapter 3 – Strong, Active Communities

Our ambition: communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.

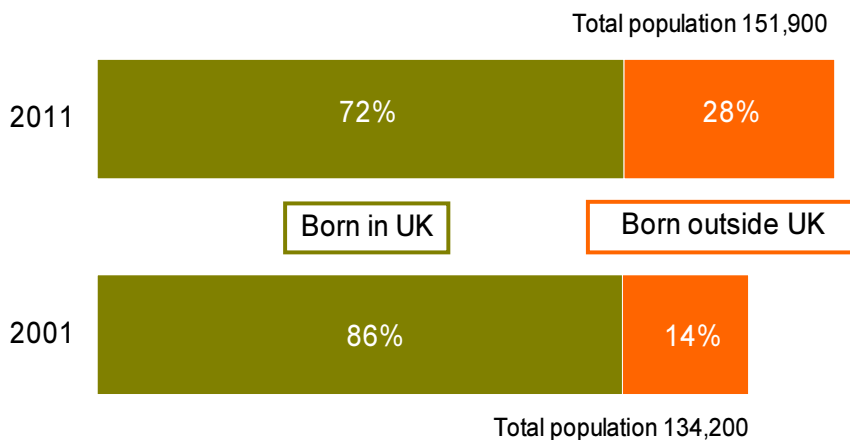
Some facts

In contrast to other parts of the county, Oxford is ethnically and culturally diverse, with the third-highest minority ethnic population in the south-east. In 2011, 22% of the population were from black and minority ethnic backgrounds, compared with an England average of 15%. The largest non-white ethnic groups represented are of Indian, Pakistani and Black African origin. There are also large numbers of people of white non-British ethnic origin, including increasing numbers of new migrants from EU accession countries. This means that newer communities tend to be made up of many diverse groups rather than a small number of larger blocks.

Oxford's population is constantly changing. People come to Oxford to live, to study and to work, coming from both within the UK and from other countries. There are over 30,000 students studying full-time at the two universities. Around 6,000 people arrive from overseas to live in Oxford each year, about half of these being students and a quarter being migrant workers.

More than one in four of our residents were born outside the UK – the most common countries of birth being Poland, USA, India, Germany and Pakistan.

Growth in Oxford's international diversity, 2001–11



Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Index of Multiple Deprivation 2010 ranks Oxford 131 out of 354, placing it in the top half of the most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England, with one area in Northfield Brook ward among the 10% most deprived.

Around 22% of Oxford's under-16s live in low-income households, and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst-affected in England.

In some areas, half of all adults have no education or skills qualifications and this is linked to lower incomes, poor health and child poverty. Oxford has over 10,000 working-age residents claiming benefits – the highest percentage in Oxfordshire.

Life expectancy in the most deprived areas is up to ten years less than in the wealthy areas.

Oxford City Council's approach

There are major inequalities in life chances and life expectancy in our city. The City Council is using its own powers and its partnerships with others to open up access to those opportunities which have been denied to people living in the most deprived areas of our city.

We are addressing six key issues as we continue to develop strong, active communities:

1. Promoting youth ambition
2. Supporting older people
3. Involving our communities
4. Promoting healthy living
5. Building safe communities
6. Celebrating One City Oxford

1. Promoting youth ambition

As part of its commitment to building a world-class city for everyone, Oxford City Council aims to reduce the extent of inequality and to improve the lives of the most vulnerable members of our society. We particularly want to improve outcomes for young people, to help them open the doors to positive life opportunities.

Funding cuts from central government have resulted in reduced direct spending on services for young people outside the school environment. They have also reduced local government budgets and the capacity of local government to spend in these areas. In the light of these challenges, Oxford City Council believes that there is a need for a significant coordinated response to prevent lasting damage to our young people and our communities. Oxford City Council is therefore significantly increasing its own investment in areas that impact directly on young people. We want to stimulate partnership working and voluntary action around this important agenda.

We believe that engagement with a wide range of sporting and cultural activities from an early age can:

- offer opportunities for young people to share their experiences with others, and help to build social cohesion
- expand young people's horizons and generate a sense of ambition
- develop technical skills, discipline, and the confidence necessary for future success

- improve educational attainment
- encourage healthy living. The UK has the highest rate of obesity in Europe. In Oxford, 19% of year-six children are classified as obese
- open up possibilities for employment of talented and committed young people, including in the creative and sports industries.

Oxford City Council is:

- working with partners such as Fusion Lifestyle, the Cultural Partnership, Oxfordshire County Council, Oxfordshire Sports Partnership, the voluntary sector, Oxford University, Experience Oxfordshire and Public Health Oxfordshire. We are coordinating an innovative and inspiring programme to encourage our young people to expand their opportunities by participating in sporting and cultural activities
- investing £400,000 annually over the next four years so that we can play our role in improving educational attainment in the city, particularly in the more deprived neighbourhoods
- investing £500,000 over the next four years to improve youth provision generally. We will strengthen the links between improved educational attainment, access to positive life choices, and engagement with cultural and sporting experiences. Our focus will be on areas with the lowest levels of provision and the highest levels of need. This level of investment in positive activities should be contrasted with the cost of negative activities. Placing one young person in custody for a year costs £45,000 and the national cost of responding to antisocial behaviour is £3.4 billion per year. The health cost of inactivity in Oxford is £2.1 million per year
- encouraging young people to be more active and engaged, by developing diverse, high-quality cultural and sporting activities, with clear pathways into clubs and organisations
- diverting young people from crime and antisocial behaviour by engaging them in positive, creative activities which broaden their horizons
- helping to get young people into work by developing confidence, skills and opportunities, and an awareness of positive life chances rather than life limitations.

2. Supporting older people

Despite its youthful age profile, Oxford has more pensioners living alone than any of the surrounding districts. Of 6,000 single-pensioner households in Oxford, 3,400 were people who reported suffering from a limiting long-term illness.

Oxford City Council aims to respond more effectively to the needs of vulnerable older people and is exploring ways in which they can be supported to live in their homes and local communities for as long as possible.

The Council is:

- investing £20,000 per year for the next two years to encourage new initiatives to support isolated older people in the community

- initiating a £10,000 per year project with Age UK Oxfordshire to promote home sharing by older and younger people
- Working with other agencies – Oxfordshire County Council, Age UK and the Over 50s Group – to improve services for older people
- involved in on-going discussion with GPs on the Oxford Clinical Commissioning Group, the new Shadow Health and Well-Being Board, the Adult and Social Care Board and the Health Improvement Board to improve the quality of life for older people in the city
- supporting the development of extra care and supported housing for older people.

3. Engaging our communities

Communities take many forms. They can be:

- communities of place: people living in geographically distinct areas of the city
- communities of identity: people from black and ethnic minority groups, older people, younger people, people with disabilities, religious groups, and gay and lesbian groups. The Council has prioritised black and minority ethnic communities, young people and older people as the focus of its work in the current year
- communities of interest: people involved in groups which might intersect with other communities, such as council tenants, allotment holders, cyclists, theatre-goers – or people who come together to use services such as parks, roads, community buildings or transport.

While people often see themselves as belonging to one community of place, but more than one community of interest, we aim to engage with communities primarily through the following routes:

- communities of place – through Area Forums and Neighbourhood Partnerships
- communities of identity – through the work of our community development team
- communities of interest – through the services they best relate to, e.g. Friends of parks and Friends of the Museum of Oxford.

Oxford City Council has developed a range of innovative ways in which local communities can become engaged in decisions that affect them. These include:

- consultation, and other forms of public engagement
- Area Forums and Neighbourhood Partnerships
- resident engagement
- engaging with young people
- engaging with older people
- supporting the community and voluntary sectors

- community development.

Clarity about how decisions are made

This is at the heart of Oxford City Council's approach to community involvement. The Council believes that most services are best designed, delivered and reviewed on a city-wide basis. Services will, of course, reflect the different demographics and needs of areas across the city and resource allocation will vary accordingly. For example, street-cleansing outcomes require greater inputs in busier areas. However, these variations should be seen in the context of the Council's vision for the whole city, which is set out in the Corporate Plan and the budget approved by Council.

Community involvement is about ensuring that elected councillors are aware of the views – often very strongly held – of individuals and community groups. It is not intended to enable minority interests to overrule the best interests of the wider community and the city as a whole. Local involvement and participation supports and underpins decision-making. It does not replace it. The final decision on any issue rests with the city's elected councillors.

Consultation and other forms of public involvement

The Council has a formally approved process which sets out how and when it will seek views from individuals and communities. The term 'consultation' is often loosely used to cover a wide range of public-involvement activities. Technically, consultation only occurs when the Council is seeking the views of members of the public in order directly to influence options, alternatives and/or decisions.

Oxford City Council also involves members of the public by:

- providing balanced and objective information to assist understanding of issues
- seeking views from members of the public for market-research purposes.

Area Forums and Neighbourhood Partnerships

The Council has formed Area Forums consisting of all ward councillors in any given area of the city. These are informal meetings, sponsored and supported by the Council, to engage with the communities in their area. Each area is free to adapt its arrangements to best meet its own needs.

Neighbourhood Partnerships exist in those areas of the city which have been identified as being in greatest need. Area Forums and Neighbourhood Partnerships are not decision-making bodies but provide a focus for local action and engagement on local issues.

The Area Forums:

- identify key issues and priorities to feed into city-wide service and budget planning processes
- enable local councillors to play a central role in drawing up neighbourhood plans, linking service-planning more closely with local needs and aspirations
- provide a space in which residents and community groups can work with mainstream service providers – health, education, police, businesses and the

voluntary sectors – to ensure that local services are responsive to community needs

- comment on planning policy documents and proposals that affect the area
- monitor service standards in the area.

Oxford City Council is:

- providing each Councillor with an annual budget of £1,500 for small projects that link to the priorities emerging from forum discussions and other local consultations
- exploring ways to ensure that all of our communities, including the more ‘hidden’ groups, have the opportunity to engage with them.

Resident Engagement

Oxford City Council’s work with the Tenant Participation Advisory Service (TPAS) has been referred to earlier in this report. Tenants and leaseholders co-exist in areas of mixed tenure and problem solving, or the driving of initiatives, cannot be delivered successfully without the involvement of all groups concerned.

Oxford City Council is:

- creating a structure which enables broad involvement opportunities across all demographics and geographical areas of the city
- enabling varied involvement opportunities which allow tenants, residents and leaseholders to be involved in ways that suit their needs
- developing training and support opportunities and encouragement for the widest possible audience
- ensuring that structures do not allow one group, issue or process to become dominant
- ensuring transparency so that tenants, residents and leaseholders are able to see the difference that has been made as a result of their engagement.

Engaging with young people

The City Council’s Youth Ambition Strategy details the Council’s approach to engage young people in positive activities and its aim to more fully involve young people in how we develop and deliver services. Youth Voice is a programme to support the children and young people of Oxford City between the ages of 15 and 21 (25 where there are special educational needs) to have influence and power over services that affect their lives.

The Youth Voice plan will work towards the following outcomes:

- For Oxford City Council to have a more pro-active approach to gaining, listening to and acting on the feedback of young people and to influence partners to do the same;
- To engage young people in activities that allow them to make the positive changes they feel are needed in their community;

- For young people to have increased access to decision makers in their local community, the city, regionally and nationally, allowing them to have influence and power over decisions, processes and services that will affect their transition into adulthood;
- To provide more and better personal and professional development opportunities to young people enabling them to effectively engage with decision makers;
- To create a legacy of participation across the city and for young people to become role models and ambassadors for change now and in their adult lives.

Engaging with older people

Oxford City Council co-ordinates the Ageing Successfully Partnership to provide a partnership approach to addressing the needs of Older People in the City to improve wellbeing; address isolation and increase engagement with older people.

An Older People's Needs Assessment has recently been carried out to review the needs of the older population of Oxford. This work will help inform the City Council of the longer term support for older people in the city.

The City Council work closely with the 50+ Network which is a volunteer run community group whose aim is to engage with older people on relevant issues and increase involvement. This group have a representative on the Ageing Successfully Partnership.

Supporting the community and voluntary sectors

The Council is keen to support the community and voluntary sectors, as well as individual volunteering activity. Volunteering has the potential to benefit those who volunteer as well as the wider community.

Oxford City Council is:

- building a new community centre in Rose Hill and looking at ways to improve community centres across the city
- using its membership of the Oxfordshire Stronger Communities Alliance to strengthen the role of the voluntary and community sectors, and to increase the number of volunteers in the city. We work with Oxfordshire Community and Voluntary Action to promote partnership working between the City Council and the voluntary sector
- using its grants programme to invest £1.4 million annually into a wide range of voluntary and community organisations that collectively make a significant contribution to the life of the city. The grants programme has two elements:
 - open bidding, where community and voluntary organisations can apply for one-off grants
 - commissioning, where funding is provided for activities that have been identified by the Council as contributing to the achievement of our corporate priorities
- encouraging its own staff to volunteer and working with its partners to increase the quality, quantity, and accessibility of volunteering. Oxford City Council hosts the annual volunteers' awards and Volunteers' Fair where different groups publicise their work

- ensuring high-quality community-centre provision across the city, with particular focus on our priority areas. The Council supports well-managed community centres which provide open access to all sectors of the community and encourage involvement.

Community Development

Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone can contribute to decisions that affect their lives. It starts from the principle that, within any community, there is a wealth of knowledge and experience which can be channelled into collective action to achieve desired goals.

Oxford City Council is:

- supporting community development through its own activities and through working with voluntary groups and local communities
- targeting its work in the priority areas of the city and advising other communities who want to engage in community planning
- applying community development principles to projects such as the community centre refurbishment programme and the development at Barton
- promoting a partnership with voluntary managers of local allotments, through regular meetings with the Oxford and District Federation of Allotment Associations.

4. Promoting healthy living

Oxford City Council is responsible for a range of functions that affect people's health and well-being. Some of these – planning, housing, social cohesion, and employment – have already been referred to in this plan. The Council will use its powers to improve these and the other wider determinants of health, such as environmental health, air quality, and green spaces.

Our ambition for our leisure services is to deliver the quality of service found in many private clubs, at an affordable price. Over the last four years we have invested over £4 million in improving our facilities. These improvements have been funded from the increased income resulting from a management partnership for leisure facilities between Oxford City Council and Fusion Lifestyle, a charitable trust. Over the same period we have received a quarter of a million more visits annually and are predicting 1.4 million visits in total this year. Oxford is now in the top quartile for adult activity in Oxfordshire, from being the second least active area in 2006. Blackbird Leys Leisure Centre, Ferry Leisure Centre, and Hinksey Outdoor Pool (Oxford's public heated outdoor pool – have all achieved a rating of 'good' from Quest, the national quality award for sport and leisure.

We are using the legacy of the 2012 Olympic and Paralympic programmes to encourage people of all ages and levels of fitness to embrace healthy and physically active lifestyles.

Oxford City Council is:

- Continuing to improve our leisure provision by:

- building a new competition-standard swimming pool in Blackbird Leys. This facility will help increase community participation in swimming, as well as providing a venue where county-standard competitions can be held. The new pool will replace Temple Cowley Pools and Blackbird Leys Pool, both of which are in poor condition, very costly to run, and major contributors to the Council's carbon footprint. The large savings in running costs over the facilities that it will replace will substantially meet the cost of the capital investment involved
- refurbishing the popular ice rink, a regional facility
- investing just under £1 million over the next year in refurbishing sports pavilions across the city,
- investing more than £300,000 over four years to encourage cycling, with more cycle lanes and better signage
- investing £174,000 to improve tennis courts across the city
- working in partnership to deliver the GO Active programme to get more people active in the city. The Oxford Health Walks scheme, which encourages walking, particularly in the city's beautiful parks, is exercise for those unaccustomed to physical activity. This accredited scheme provides health professionals with another avenue to promote healthy living through the Exercise on Referral scheme.
- improving the quality of the outdoor sports offer in the city. The Council's StreetSports programme has achieved the prestigious StreetMark accreditation, a national recognition of quality
- providing opportunities to improve mental and physical well-being, plus encouraging physical activity and better diet by supporting 36 popular allotments across the city
- working in partnership to deliver the Active Women programme within the city
- protecting public health by carrying out over 700 inspections of food premises a year, and displaying the results of food hygiene inspections on the 'Scores on the Doors' website
- acknowledging the diversity of Oxford's communities by delivering food hygiene training courses in different languages as well as providing foreign-language exam papers. Nearly 50% of all the people trained on our food hygiene training courses do not have English as their first language.

5. Building safer communities

Crime and the fear of crime have an adverse effect on the well-being of our communities. As a leading member of the Oxford Community Safety Partnership, Oxford City Council has made a significant contribution to the reduction in levels of crime and antisocial behaviour in the city.

Over the last twelve months, total crime fell by 10%, compared to the same period in 2011. The total number of stealing offences (including domestic burglary, theft of or from a vehicle, and robbery) fell by 10.1%. There has also been great success in

reducing violent crime. Violence against the person decreased by 19.5% compared to the same period last year. The relatively low level of crime in the city is no consolation for victims and the partnership remains committed to maintaining tight control on crime. The Oxford Community Safety Partnership is also committed to protecting young people from sexual abuse, sexual exploitation and trafficking.

The Police and Crime Commissioner now takes responsibility for funds to support community safety partnerships – funds which previously came to local authorities. This could impact on local neighbourhood programmes.

Oxford City Council is:

- participating in the NightSafe scheme to tackle alcohol-related disorder in the night-time economy. Its success helped enable Oxford to obtain its Purple Flag accreditation
- improving coordination between our Community Warden service and our Crime and Nuisance Action Team, specialists in the investigation of antisocial behaviour
- using our citizens' panel to survey people's opinions on a range of antisocial behaviour issues. Young people 'hanging about around the streets' was often cited as an important concern by respondents. This issue has dropped from second to seventh in terms of people's concerns.
- Investing in the Positive Futures Programme to offer alternative activities to young people who might otherwise be drawn into various forms of antisocial behaviour
- engaging with the community on safety issues, through the successful Neighbourhood Action Groups (NAGS)
- applying resources specifically to tackle abuse and trafficking.

6. Celebrating One City Oxford

Oxford City Council and its partners believe that access to high-quality cultural experiences is the right of all our citizens. It can play a vital role in enriching and energising the lives of individuals and regenerating communities.

Culture, the arts and community festivals have the potential to bring together people from all areas of life, breaking down barriers and increasing our sense of local identity and belonging, celebrating what unites us as well as our differences. The popular events staged in the city to celebrate the Olympics, along with our local torch-bearers, brought people from all of the city's communities together in a common cause.

Oxford City Council is:

- leading a partnership-based approach to developing and improving the cultural life of the city, so that more people can have more access to quality cultural experiences
- improving opportunities for young people to participate actively in high-quality cultural activities. Active participation is a means of developing young people's

technical skills and discipline, and building confidence. It can also expand their horizons and generate ambition

- improving opportunities for the diverse range of communities and faith groups in the city to participate actively in high-quality cultural activities that reflect their own identities and that can be shared with the whole community.

Measuring progress

Measure	2014–15	2015–16	2016–17	2017-18
Number of young people accessing youth engagement projects and activities outside school hours	5,500	5,775	6,000	TBC
Percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey)	27%+	27%+	27.5%+	TBC
Satisfaction with our neighbourhoods	90%	91%	92%	TBC

Chapter 4 – A Cleaner, Greener Oxford

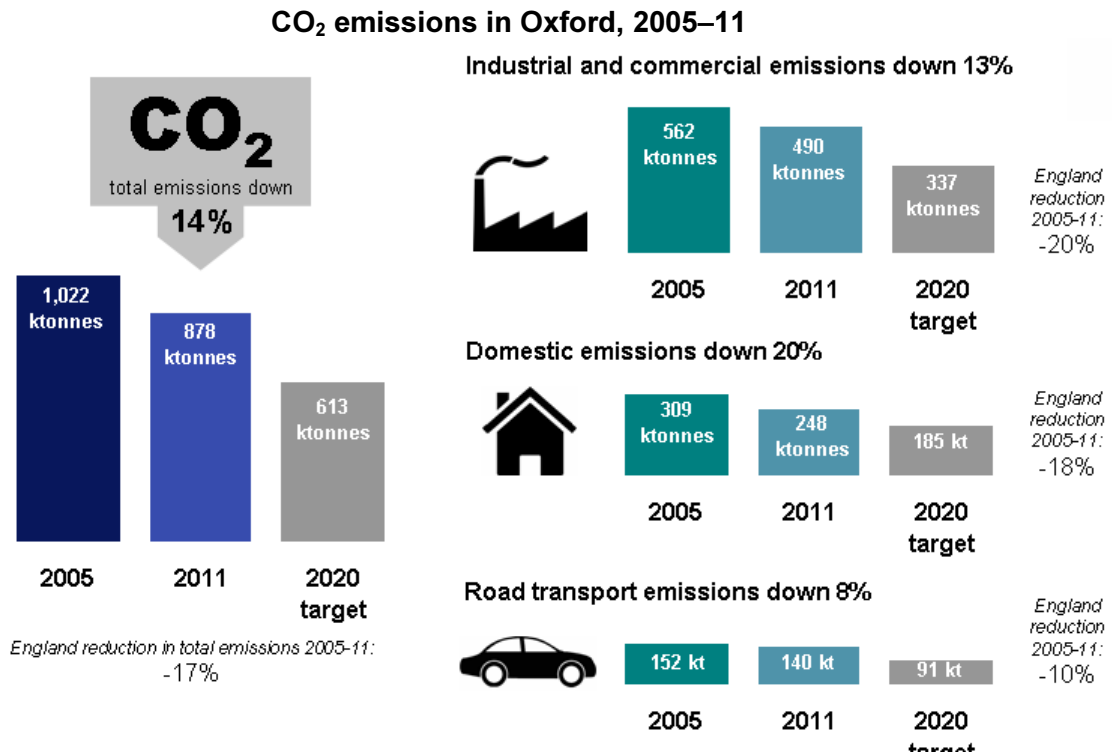
Our ambition: a cleaner, greener Oxford – in the city centre, in our neighbourhoods and in all public spaces.

Some facts

Around 900,000 tonnes of carbon dioxide are emitted as a result of activity in Oxford every year. This equates to 5.8 tonnes of carbon dioxide per person.

Carbon emissions generated by industrial and commercial uses account for over half the total emissions, followed by domestic uses at a little over a quarter. Compared to the national averages, Oxford has lower per capita emissions from households and transport but higher emissions from industry and commerce.

There have been reductions in each of these three emissions sources over the period from 2005 to 2011, resulting in a reduction in the total level of emissions from 1,022 kilotonnes (kt) in 2005 to 878 kt in 2011. Domestic carbon emissions have fallen despite a rise in the total population and number of dwellings over the period.



Four of the city's parks have achieved Green Flag status.

Oxford City Council's approach

The need to improve and maintain the cleanliness of our city is an issue of abiding concern for Oxford's citizens. The Council is addressing five key issues as we continue to make Oxford cleaner and greener:

1. Recycling and refuse collection

2. Improving cleanliness in streets, neighbourhoods and open spaces
3. Reducing the Council's carbon footprint
4. Reducing the city's carbon footprint
5. Transport

1. Recycling and refuse collection

The city presents particular challenges due to the diverse nature of its population, its high population churn (25% per annum), and the large number of houses of multiple occupation and self-contained flats, around 19,500 in total.

These challenges apply across the range of issues important to the Cleaner, Greener campaign in that there is a continual need to reinforce positive attitudes and behaviours in relation to the public realm. However, they particularly impact on recycling and refuse collection.

Oxford City Council is:

- operating a recycling and waste service which, as a result of a market-testing exercise, is highly efficient and committed to improving customer satisfaction
- operating a weekly food-waste recycling programme across the whole city
- giving householders choice about containers: wheeled bins, boxes and sacks are all available in order to reflect the different kinds of housing stock in the city
- making recycling easier by enabling nearly all recycling materials to be placed into one container
- providing a programme of recycling education and events to support individual customers, school, college and university students and local businesses, to increase their recycling efforts
- continuing to be at the forefront of new initiatives to improve recycling from waste streams such as food waste, small electrical items and batteries
- providing recycling bins in the city centre, around the ring road, at Cowley Centre and other retail locations around the city providing a garden waste collection service to which over 123,000 customers have subscribed to so far
- providing customer recycling sites around the city to include general recycling, textile and clothes recycling and new WEEE banks (small electrical items)
- continuing to adapt and improve recycling facilities and bin stores at city council owned flat sites
- working with social housing and private landlords to increase recycling at their flat sites
- recycling or re-using 100% of the green waste from our parks and countryside sites and from the green open spaces of our estates

- consistently improving its recycling rate – from 20% in 2005–6 to nearly 45% currently. Our goal continues to be the reduction of waste sent to landfill year on year.

2. Improving cleanliness in streets, neighbourhoods and open spaces

Achieving permanent improvements in cleanliness levels also requires continual reinforcement of positive public attitudes and behaviours. Ongoing education is at the heart of the campaign for cleaner streets, neighbourhoods and open spaces, but this is backed by the use of environmental enforcement notices where appropriate.

Oxford City Council is:

- tackling inappropriate refuse disposal, fly-tipping, littering, dog-fouling, and graffiti
- continuing to target resources so that we can keep the city centre clean and retain our Purple Flag accreditation
- carrying out a programme of street washing and chewing gum removal at key retail locations in the city centre and other retail centres around the city
- using new powers to control litter caused by leafleting
- targeting rolling clean-up campaigns in our neighbourhoods enabling the Community Response Team to play a bigger role in environmental enforcement
- working in partnership with the *Oxford Mail* on an on-going publicity campaign
- spending an additional £12,000 per year for the next three years on a door-to-door campaign of encouragement and enforcement
- investing an additional £15,000 per year for three years to improve litter-picking and maintenance in our parks, reflecting the increased use of these facilities in recent years
- investing £1.1 million on a major refurbishment of park pavilions, including those in Blackbird Leys, Barton and Quarry Fields.
- completing a £3.1 million programme to improve the majority of our 92 play areas
- using dog control orders across the city, to prevent dog-fouling and control dogs accessing park play areas
- carrying out intelligence led campaigns, at hot spot locations around the city, to educate and enforce responsible dog ownership regarding dog-fouling on our streets and open spaces.

3. Reducing the Council's carbon footprint

Reducing the Council's own carbon footprint has been a high priority over the past four years, through the 'Getting our own house in order' programme. We put

measures in place to reduce carbon dioxide emissions from our buildings and operations by 25% by March 2011. The Council is now planning 5% yearly reductions through a new, expanded carbon management programme - 'Carbon reduction is at the heart of everything that we do'.

Oxford City Council is:

- improving energy efficiency in our housing stock by installing efficient gas boilers, improving insulation, and installing water-saving devices
- applying external cladding to our tower blocks, which will improve thermal efficiency in over 400 homes
- using solar photovoltaic panels to provide cheaper electricity and feed surplus electricity into the national grid
- requiring a 20% on-site renewable energy production for all large developments
- drawing on a revolving loan fund through Salix, a financial organisation that empowers public sector organisations to take a lead in tackling climate change by helping to increase their energy efficiency. Salix have provided £405,000 to spend on energy-saving technologies, e.g. by installing pool covers in our leisure centres. This has reduced energy loss and saved around £250,000 per year
- including electric vehicles in the Council fleet
- using tracker and telematics systems, which re-route operational vehicles to save mileage and report on vehicle emissions and fuel consumption
- using route optimisation software to plan the most efficient routes for our waste and recycling rounds
- reducing energy consumption in the St Aldate's Chambers offices. Energy efficiency measures such as improved lighting and motion sensor controls have improved the building's energy performance rating from an E to a C
- using our procurement strategy to support suppliers who are taking action to reduce their environmental impact. This means, for example: using local suppliers, buying only recycled paper, using only FSC certified wood as building material
- the first UK local authority to achieve the new British Standards Kitemark for Energy Reduction Verification
- recognised as a leader in this field, e.g. Highly Commended in the Low Carbon Council category, 2012 LGC awards; The Carbon Trust; The Energy Saving Trust; Guardian Public Service Award; 2012 Green Apple Environment Award, for the Council's ReFashion event.

4. Reducing the city's carbon footprint

Low Carbon Oxford consists of 31 organisations including private- and public-sector bodies, the universities, and community groups. These organisations have agreed to

work together to create a sustainable, low-carbon economy in Oxford and to reduce its carbon footprint. These organisations account for over half of the city's emissions. The Low Carbon Oxford charter commits its signatories to collaborate to reduce their carbon footprints in Oxford by a minimum of 3% average, every year, for at least the next ten years.

Community groups from around the city are also part of the Low Carbon Oxford initiative.

Oxford City Council is:

- progressing our work to build a low-carbon economy through the £1.3 million OxFutures programme which receives European grant funding
- using £310,000 which has been awarded by the Department of Energy and Climate Change to help expand the Warming Barton pilot project, which is helping householders save energy and create warmer homes in the city's most deprived area
- leading the Low Carbon Oxford initiative for the city
- Investing an additional £50,000 per year to ensure that Low Carbon Oxford is able to continue its pioneering work
- investing £54,000 over two years to ensure early and full take-up of the Green Deal opportunities for home energy efficiency improvements, particularly by households on low incomes
- working through strategic partnerships to combat the adverse effects of climate change, including the increased incidence of flooding within the city
- implementing a sustainability strategy in order to deal more effectively with the management of natural resources
- continuing to support allotments, recognizing their contribution to reducing Oxford's carbon footprint by producing an estimated 500 tonnes of vegetables to the value of £1.25 million each year.

Low Carbon Oxford is running a number of Pathfinder Projects organised around the four themes of industrial and commercial, domestic, transport and food. These include: follow up to its successful Foodprinting report and running Low Carbon Oxford Week in June 2014.

5. Transport

The transport network is highly constrained, with very limited potential to increase traffic on roads in particular. Operational capacity has already been reached or exceeded on much of the road network, resulting in frequent congestion and delays. The limited platform and line capacity of Oxford's railway station results in a significant bottleneck on the rail network.

There are a number of future pressures to consider:

- The city's population will continue to grow, not only within existing settlements but also at new developments such as West Barton
- The role of Oxford as a workplace – one-third of the county's jobs are in the city – is important in supporting economic growth, but leads to a high level of in-commuting and therefore congestion at peak times
- Compared to most cities, Oxford has particularly high proportions of people travelling by bus and by bicycle and we will promote these forms of travel further. More Oxford residents cycle or walk to work than those who drive.
- There is also a need to reduce the environmental impact of travel, and to promote health and safety,.

Oxford City Council is working proactively with the County Council and other partners to deliver the Oxford Transport Strategy and planned development across the city, to reduce traffic congestion and promote carbon reduction.

Oxford City Council is:

- using its Economic Development and Growth Strategy to encourage new housing developments and other growth initiatives in areas already linked to Oxford's transport infrastructure
- implementing a Low Emission Zone (LEZ) from 2014, which will place restrictions on the types of engines that can be used in buses operating within central Oxford, leading to reductions in emissions of nitrogen dioxide
- supporting joint bus ticketing and other partnership initiatives which will reduce congestion, including:
 - Oxford-Marylebone rail link, including Water Eaton station
 - Oxford railway station development
 - East-West rail extension
 - Frideswide Square redevelopment
- investing more than £300,000 over four years to encourage cycling, by providing more cycle lanes and better signage as part of the Oxford Cycle City initiative.

Measuring progress

Measure	2014–15	2015–16	2016–17	2017-18
Satisfaction with our street cleansing	75%	76%	77%	TBC
Reduction in the Council's carbon footprint	5%	5%	5%	TBC
Number of enforcements carried out as a result of environmental offences (e.g. noisy parties, dog-fouling, littering)	1,100	1,200	1,300	TBC
Amount of waste sent to landfill per household	430kg	430kg	430kg	TBC
Percentage of household waste sent for reuse, recycling, composting or anaerobic digestion	50%	51%	51%	TBC

Chapter 5 – An Efficient and Effective Council

Our ambition: a flexible and accessible organisation, delivering high-quality, value-for-money services.

Some facts

Oxford City Council has achieved £8.5 million of efficiency savings over the last four years and is on track to make a further £1.3 million savings this year, without the need for compulsory redundancies. Our ability to continually improve the way we do things means we have been able to invest in new projects and infrastructure which are critical to delivering the Council's vision: building a world-class city for everyone.

In 2012–13 we achieved or exceeded 79% of our corporate targets.

Oxford City Council won the silver award in the Council of the Year category of the Improvement and Efficiency South East annual awards.

Our state-of-the-art customer service centre in St Aldate's is helping more than 8,500 people each year, while the customer service centre at Templar's Square helps more than 6,670 people each year..

Our corporate call centre has been established, with one phone number for all Council services deals with nearly 263,000 calls per year. We answered 89% of calls received and improved the customer experience by resolving 90% of queries at the first point of contact.

Sickness absence has been reduced by 25% as a result of robust performance management.

Investors in People accreditation for the whole Council has been achieved, as has Customer Excellence accreditation. The Council has been awarded Equalities Framework for Local Government accreditation.

Oxford City Council's approach

The financial constraints which government has imposed on local authorities present us with the significant challenge of doing more with less while still ensuring that our residents receive a world-class service. In spite of the financial constraints within which we operate, our ambition is to take the Council from being good to great – through GOLD (Greater Outcomes, Leaner Delivery). We will do this through our ongoing efficiency programme and by delivering new and increased income streams, requiring a more commercial and innovative approach from all employees.

The Council is focusing on five key areas to drive further efficiency:

1. The Customer First programme
2. Improving our processes
3. Better procurement and contract management
4. Trading and business development
5. Organisational development.

1. The Customer First programme

Our Customer First programme has been successful in creating a single approach to managing customer contact through telephone, face- to-face and online channels. A multi-skilled workforce resolves the majority of enquiries at the first point of contact without handover to the back office, using a customer-relationship management system to capture these enquiries and integrate with our key IT systems. This has resulted in greater consistency in standards of service, improving levels of customer satisfaction and greater efficiencies through improved business processes.

We now need to build on this success and achieve even higher standards of performance – seeking to get more customer contact ‘right first time’, thereby reducing the need for customers to contact us more than once about the same issue. We also need to encourage customers to use more convenient and lower-cost channels such as the website.

Oxford City Council is:

- improving our website to better enable residents to carry out more transactions online at their convenience. We will continue to expand the range of services that can be provided or paid for online, and integrate these with our back-office systems to improve efficiency and reduce cost
- continually testing customer satisfaction and using customer feedback to inform how we deliver our services and learn from our customers’ experiences
- carrying out a major survey of our residents to gain insight into their views of council services, and of Oxford as a place to live, to help us meet customer needs in future years
- installing a more modern call-handling system, which includes customer call-back facilities, to ensure that customer calls are dealt with more efficiently.

2. Improving our processes

Oxford City Council’s Performance Improvement Framework sets out how the Council plans to review and improve service delivery both through fundamental, whole-service reviews (such as waste collection and housing benefits) and smaller, process reviews within services, following benchmarking activity.

We have rationalised and centralised our back-office functions by bringing together finance and ICT staff from across the Council into centralised teams.

The Council has introduced a single integrated performance reporting tool, CorVu, which captures risk, performance and finance data at both a corporate and service level in an accessible and user-friendly way. The iTrent system is providing similar benefits for human resources management processes.

Oxford City Council is:

- using a quality-management system (ISO:9001) in our Corporate Property team, and using the learning from this pilot to roll out quality systems more widely across the Council
- implementing the outcomes of our review of Housing Benefits to enable people to make their claims online from the comfort of their own home, or with assistance from our customer service staff (by telephone or in person), rather than using lengthy and confusing paper forms. We are also introducing a new risk-based verification approach to determine claims, which will significantly reduce the amount of additional information the majority of claimants are required to provide, and speed up processing times, as well as deliver efficiency savings of £110,000 per year.
- rationalising and improving our ICT systems architecture and reviewing the Council's licensing arrangements.

3. Better procurement and contract management

Currently, £23 million of Oxford City Council's £40 million annual supplier spend is covered by corporate contracts. The Council manages a collaborative procurement hub that operates across all the councils in Oxfordshire. A dedicated procurement officer ensures that the majority of procurements undertaken benefit all the partners in the hub.

We are shifting from a focus on individual procurement exercises to better management of our contracts to deliver the maximum value from them through improved supplier relationships. We are also introducing new technology to improve the way we order and pay for goods and services

Oxford City Council is:

- implementing a 'purchase to pay' system to ensure that orders take advantage of existing corporate contracts, to eliminate the need for most paper orders and streamline invoice authorisation
- developing a corporate approach to managing contracts and developing supplier relationships
- developing a greater commercial focus
- supporting and developing effective contract management through the introduction of training for key officers within the Council's service areas, enabling them to become accredited with a professional procurement qualification
- delivering contract savings through supplier development and offering services to other councils beyond the Oxfordshire Hub initiative.

4. Trading and business development

In an environment of reducing central government funding, it is vital that the Council does all it can to grow external sources of revenue. Good progress has already been made through establishing markets for the Council's building services, engineering, motor transport, commercial waste, grounds maintenance/landscaping and legal

services. There is a requirement to deliver new and increased income streams that will require a more commercial and innovative approach to be adopted.

Oxford City Council is:

- implementing a strategy and framework to support its aspirations to grow external revenue
- seeking to bring in additional revenue from the provision of services to other external organisations.

5. Organisational development

The Council's ambitions are high. We are lifting our service from good to great by producing greater outcomes through leaner delivery (GOLD), and we are doing this in a climate of significant financial constraint. The Council's staff are its key asset and ensuring they are equipped to undertake the roles we require them to fulfil is vital. To this end the Council is investing not only in a new performance management scheme, but also in a variety of development and well-being initiatives to support performance improvement.

The challenges that the Council faces, together with its high ambitions, mean that it must continue to develop the attitudes, skills and competencies of its employees.

Effective people-management skills driving high performance, sound project and programme management methodologies, and business improvement tools will continue to play an important role. However, new skills will also be necessary: leadership, coaching and team-building skills, business acumen (including the ability to interpret and respond to customer intelligence) plus the ability to 'think outside the box', will all be critical. High levels of employee engagement, where employees 'connect' with exactly what the Council is trying to achieve for the city, will set us apart and enable us to succeed.

Oxford City Council is:

- restructuring its services to integrate and align teams with a similar purpose and identifying career and development pathways to facilitate succession planning
- implementing an organisational development strategy which will:
 - define our organisational values and shape our behaviours framework
 - develop, retain and attract a high-performing and motivated workforce, where excellence in people-management and development is recognised
 - ensure our values are aligned closely with corporate objectives and that staff are clear about how they contribute to the delivery of the Council's vision
 - champion innovative thinking and proactive engagement with staff and customers in service redesign
 - deliver a comprehensive learning and development programme to bridge any gaps in employee capability

- training managers in more effective recruitment
- developing a talent management strategy that enables career growth, workforce and succession planning
- piloting an employee well-being programme to improve fitness, encourage healthy lifestyles and develop a better work/life balance in order to improve staff attendance
- aiming to achieve IIP Gold in 2014.

Measuring progress

Measure	2014–15	2015–16	2016–17	2017-18
Percentage of customers satisfied at their first point of contact	80%	85%	85%	TBC
Delivery of the Council's savings and income targets	£1.887m	£1.183m	£0.906m	TBC
Level of self-service transactions that are carried out using the Council's website	23%	28%	37%	TBC
Achievement and retention of IIP Gold	Gold	Gold	Gold	TBC

Chapter 6 Spending Plans 2014-18 (to be inserted once the budget is approved)

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Initial Equalities Impact Assessment. Corporate Plan 2014-2018

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

The Corporate Plan is the City Council's key strategic document. This Corporate Plan updates and takes forward the themes in the plan that was agreed by Council last year. It sets out the strategic direction of the Council over the next five years.

It is subject to an annual review and is directly relevant to the Section 149 general Equality Duty for the public sector under the Equality Act 2010 where public bodies must specifically show due regard to the need to:

- Eliminate unlawful discrimination, harassment or victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not; and
- Foster good relations between people who share a protected characteristic and those who do not

The protected characteristics covered by the Equality Duty are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership (Note: only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race (including ethnic or national origins, colour or nationality)
- Religion or belief (including the lack of belief)
- Sex
- Sexual orientation

The Corporate Plan sets out the significant challenges and opportunities that Oxford presents as a city:

- Ethnically and culturally diverse with the third highest minority non white ethnic population in the south east at approximately 19.6% and an estimated 8% of white non-British residents
- 19.3% residents were born outside the UK
- Experienced population growth of 13.4% over the last decade
- House prices are nearly 10 times average earnings
- A social housing waiting list of approaching 6000
- 12 of its 85 "super output areas" are among the 20% most deprived areas in England
- Nearly one-quarter of Oxford's children (5,000) live in poverty, 3,000 people of pensionable age and 9,000 people of working age

- Has the highest proportion of students at 26% (32,000 full time students) of the working age population
- Although only 1:10 16-24 year olds are not in education, education or training (amongst the lowest in the country) 1:5 are unemployed (close to the national average)

The Corporate Plan 2014-18 sets out the ways in which the Council will continue with, and expand upon, its existing work programmes in order to address these challenges. It reinforces and will be supported by the Council's refreshed 2012-2015 Corporate Equality Scheme.

The last external Audit Commission report on the Council's equalities work in 2009 stated that:

"The Council has achieved real improvements for vulnerable communities over the last five years, with a range of physical, economic and social projects. Leadership is effective in promoting equalities and diversity externally. It provides long term financial support to voluntary groups to build capacity and there are positive examples of engagement with the local community which work well. The Council promotes community cohesion and gives commitment and support to events in the City which help the understanding and engagement of differing sectors of the community."

The Corporate Plan sets out the ongoing ambition of the Council to reduce the extent of inequality and to improve the lives of the most vulnerable members of our community. It sets out a firm commitment to:

- improve equality and diversity
- ensure that services are fully accessible to all community groups
- ensure that work programmes are scoped to continue to target and protect the most vulnerable people in our communities
- promote new opportunities for people living in the more deprived communities in our city, particularly through its programmes to promote educational attainment and youth ambition.

The City Council's overriding concern in formulating its Corporate Plan and budget has been to protect vulnerable communities.

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

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

The Corporate Plan 2014-2018 sets out the Council's priorities for action over the next four years which will combine to invest in Oxford's future to create a world class city for everyone. This ambition is undiminished.

The Plan has five key priorities:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Cleaner, greener Oxford
- An efficient and effective Council

Our guiding principles in constructing the budget were to:

- Continuing to invest in the city (for example, through our programme to build new homes and to improve the city's leisure facilities). The delivery of this programme is already well advanced.
- Working with our partners to build on the city-region's knowledge economy and attract inward investment.
- Expanding the options and opportunities available to young people - particularly in the more deprived areas of the city - through our programmes to improve educational attainment and promote youth ambition. The educational attainment programme is already delivering impressive results
- Continuing to improve the quality of houses in multiple occupation (HMOs) in the private rented sector. Since the introduction in 2011 of the HMO licencing scheme which requires every HMO to be licenced, around 3,000 HMOs have been improved and made safe for occupants.
- Embedding the principles of sustainability and carbon reduction at the heart of everything that the Council does and working through Low Carbon Oxford to grow the green economy.

These resource commitments are supported by 10 corporate Equality Objectives and 22 headline measures (four or five within each priority, with the 15 key measures with equalities implications in bold):

A vibrant sustainable economy:

- Increase the percentage of council spend with local business to 48% by 2015/16
- Increase the number of jobs supported Council investment projects and other spend to over 900 by 2016/17
- Increase the number of apprenticeships created through Council investment for those who live in Oxford to 28 by 2014/15
- Increase the percentage of pupils in schools supported by the Council's educational attainment programme achieving level 3 in English and Maths at Key Stage 2 to 80% by 2015/16

Meeting housing need:

- Increase the number of individual HMOs subject to agreed licence provisions to 3,890 by 2015/16
- Ensure the number of households in Oxford in temporary accommodation is no more than 120 each year
- Ensure no new rough sleepers spend more than one consecutive night on the streets each year
- Increase the number of affordable homes for rent delivered to 350 by 2015/16
- Increase our investment in creating great estates (target under development)

Strong and active communities:

- Increase the number of young people accessing youth engagement projects and activities outside school hours to 6,000 by 2016/17
- Ensure 9 sports facilities are improved by investment from the Council with works completed within each financial year
- Increase the percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey) to more than 27.5% by 2016/17
- Improve satisfaction with our neighbourhoods to 92% by 2016/17

Cleaner, greener Oxford:

- Improve satisfaction with our street cleansing to 75% by 2015/16
- Reduce the Council's carbon footprint by 5% each year
- Increase the number of enforcements carried out as a result of environmental offences (e.g. noisy parties, dog fouling, littering) (target under development)
- Reduce the average amount of waste sent to landfill per household each year to 430kg by 2014/15
- Increase the percentage of household waste sent for reuse, recycling, composting or anaerobic digestion each year to 52% by 2015/16

An efficient and effective council:

- Increase the percentage of customers satisfied at their first point of contact to 85% by 2015/16
- Deliver a further £3.143m in efficiency savings between 2013/14 and 2016/17
- Increase the level of self-service transactions that are carried out through the Council's website (target under development)
- Achieve and retain IIP Gold accreditation for the Council from 2014/15

All stakeholders within the City (including residents, visitors, customers, businesses, strategic partnerships, and elected representatives) benefit directly from the implementation of the plan and detailed outcomes are set out in the plan itself against all the key objectives.

The respective actions noted are embedded within annual service planning

and performance is monitored through directorate meetings, wider leadership team, performance boards, two scrutiny committees and City Executive Board.

The Corporate Plan has specific actions around providing opportunities for young people. The differential impact resulting from providing new opportunities reflects the need to engage more effectively, tackle social inclusion and address (as far as possible) employment through apprenticeships and other initiatives. The Council will also address issues around social marginalisation and anti social behaviour in order to have a positive impact on the fabric of neighbourhoods.

A notable differential impact surrounds the issue of socio economics and poverty (removed from the Equality Act 2010) as the Corporate Plan has comprehensive actions around increasing the number of affordable homes within the city (either through rental, low cost or social housing provision). This will directly enable those who are unable to secure decent housing at an affordable cost and as such is a defensible differential but positive impact.

It should be noted that the Council previously set a corporate programme containing 5 core objectives that were supported by equality impact assessments at service level and service level equality indicators that were reported on and tracked via the CorVu performance management system. A programme of 185 service level and corporate strategic assessments were carried out between 2008-2011 and all key strategies underpinning the 2011-2015 Corporate Plan have undergone EqlAs and wider public consultation in 2011 where all groups had the opportunity to comment on the plan. A forward plan of all policies which require an EqlA is posted on the Council website.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

- The consultation period will begin 16th December, following City Executive Board approval on 11th December. The consultation will last until 30th January 2014. A draft amended in the light of consultation will come back to City Executive Board on 12th February 2014.
- A website link will be sent to all key stakeholders and community groups and an item will also be placed in the Oxford Mail, directing people to the web link.

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

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

The changes made to the Corporate Plan as part of the review process strengthen and enhance the Council's commitment to maintaining the quality and access to its services.

- Investing in Oxford's future
 - delivering physical regeneration projects – Barton, Cowley and Northway, Blackbird Leys Pool – in order to deliver new housing and create jobs
 - maintaining and improving on the Decent Homes Standard in Council homes
 - completing the play area improvement programme
 - Investing in our sports pavilions so that sporting clubs are encouraged to expand.
- Protecting vulnerable communities
 - improving the quality of houses in multiple occupation in the private rented sector; and striving to reduce the numbers of people in temporary accommodation
 - challenging the cycle of deprivation by strengthening early intervention and other social programmes aimed at children and families as part of a broader campaign to enhance educational attainment
 - maintaining and increasing our funding for the voluntary and charitable bodies who provide money and other advice, particularly in areas of the city where need is greatest
 - developing an integrated programme of assistance for neighbourhoods whose character is being adversely affected by high levels of private sector renting and entertainment venues
 - Maintaining a coherent offer - including culture, sport and community activities - for young people who are at risk of becoming socially alienated

Strengthening community engagement

- embedding Area Forums, Neighbourhood Boards, and Councillor budgets for local projects
- building community capacity for self-help and participation as a way of continuing to improve our neighbourhoods
- building community cohesion by using cultural and other binding events and activities to encourage different community groups to celebrate each other
- continuing to improve our website as a means of encouraging customers to engage with the Council in convenient and cost

- effective ways
- o being open and transparent in all our activities.

Providing leadership to the city

- o supporting proactive partnership initiatives such as the Oxford Strategic Partnership, Low Carbon Oxford, and the Local Enterprise Partnership (LEP)
- o creating the right environment for economic growth in our area; and the transition to a low carbon economy.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The Corporate Plan is reviewed and updated on an annual basis. Progress on implementing the projects and work-streams will be monitored on a monthly basis through team meetings, directorate meetings, Wider Leadership team meetings, and Directors' meetings. Progress is reported to the City Executive Board on a quarterly basis.

Lead officer responsible for signing off the EqIA: Peter McQuitty

Role: Head of Policy, Culture and Communications

Date: 11th December 2013

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DRAFT

To: City Executive Board

Date: 11th December 2013

Report of: Head of Environmental Development

Title of Report: AIR QUALITY ACTION PLAN

Summary and Recommendations

Purpose of report: To agree the adoption of the Air Quality Action Plan following public consultation

Key decision? Yes

Executive lead member: Councillor John Tanner

Policy Framework: Cleaner Greener Oxford

Recommendation(s): To approve the Air Quality Action Plan for adoption

Appendices to report

Appendix 1: Air Quality Action Plan

Appendix 2A: Public Consultation Questionnaire Responses

Appendix 2B: Public Consultation Open Responses

Appendix 3: Risk Assessment

Appendix 4: Equalities Impact Assessment

Introduction

1. Oxford, in common with many urban areas throughout the United Kingdom, is subject to poor air quality, particularly close to areas with high levels of road traffic.
2. Pollution hot spots are typically found in canyon streets, busy roads and junctions with periods of congested traffic. Pollution concentrations reduce significantly away from the roadside. Most healthy adults are unlikely to be significantly affected by the levels of air pollution normally found in Oxford.

3. A significant amount of work has been undertaken to improve air quality in Oxford. To date, this has focussed on initiatives developed in partnership with the County Council including:
 - The development of the Quality Bus Partnership delivering integrated ticketing and leading to reductions in bus numbers;
 - The Transform Oxford initiative which has increased pedestrianisation and re-located bus stops;
 - A bus based low emission zone in central Oxford from 2014; and
 - Investment in cleaner greener vehicles by bus operators.
4. Local transport measures are prioritised under the Oxford Area Strategy of the Local Transport Plan. These include promotion of public transport and alternatives to use of private vehicles, walking & cycling, 20mph zones and reducing congestion. These initiatives have and continue to contribute to reducing vehicle emissions city-wide, but we recognise more needs to be done.
5. A city-wide Air Quality Management Area (AQMA) was declared in September 2010, due to levels of nitrogen dioxide (NO₂) which exceed the 40 µg/m³ mean annual objective set by the UK National Air Quality Strategy, under the Environment Act 1995.
6. The declaration of an AQMA means Oxford City Council has a duty to “prepare a written plan in pursuit of the achievement of the air quality standards and objectives in the designated AQMA¹”. The AQAP is developed in response to this requirement.

The Draft Air Quality Action Plan

7. In July 2013 the City Executive Board (CEB) approved a Draft Air Quality Action Plan (AQAP) for public consultation. This report summarises the public consultation responses and presents the final Air Quality Action Plan for adoption.
8. There is a direct relationship between this updated AQAP and several other Council Strategies.
9. The City Council approved a Sustainability Strategy in December 2011 and CEB approved a Low Emission Strategy (LES) in July 2013. These strategies set out an integrated approach to developing measures to address climate change and air quality issues at the local level. The City's Low Emission Strategy recognises there is significant added value in integrating actions to reduce air quality related emissions with those for reducing carbon emissions in order to mitigate climate change.
10. The AQAP addresses sustainable road transport and air quality.

¹DEFRA Local Air Quality Management. Policy Guidance (PG09)

11. AQAP measures are presented within six key themes:-
- Support for development of sustainable transport measures
 - Support for the uptake of low and zero emission vehicles
 - Reducing freight emissions
 - Planning for sustainable transport
 - Managing the Council's transport emissions
 - Developing partnerships and public education
12. The measures within the AQAP are necessarily shared between measures that the City Council can deliver by:-
- Implementing programmes within our own estate for example:
 - Procurement of low emission vehicles;
 - Staff workplace travel plan; and
 - Developing electric vehicle (EV) charging infrastructure.
 - Using direct influence:
 - Promoting sustainable travel through the planning process (sustainable low emission transport and low emission strategies promoted in new developments);
 - Regulations to promote cleaner greener transport (adoption of the Low Emission Zone and taxi licensing); and
 - Partnerships with the County Council, district councils and community groups to pursue initiatives such as reducing emissions from freight
 - Through wider influence:
 - Co-ordination for developing EV and low emission fuel infrastructure county-wide,
 - Low emission car-clubs;
 - Workplace travel plans; and
 - Raising public awareness through education and media.
13. The AQAP covers the period from 2013 to 2020, in line with the Sustainability Strategy and Low Emission Strategy. The AQAP provides a focus for the delivery of air quality related transport measures in the city. The AQAP links to the Local Transport Plan (LTP), which is managed and delivered by the County Council as the Transport Authority, as the key delivery mechanism for wider transport measures.
14. The City Council will liaise with the County Council to ensure measures within the forthcoming Oxford Area Strategy, forming part of the LTP, (due for revision during 2014) help achieve the objectives of the AQAP.
15. The draft 2013 AQAP is presented in Appendix 1.

Objectives and Targets

16. The overall objective of the integrated air quality and low carbon AQAP for the whole of the Oxford City area is to:

"Pursue the achievement of air quality standards and objectives across the city, and reduce carbon emission from transport activity"
17. A top level target for carbon dioxide (CO₂) emissions, along with emissions of oxides of nitrogen (NO_x) and particulate matter (PM) has already been set within the LES and reflects the City Council's Sustainability Strategy and the need to meet air quality objectives.
18. These top level targets are based on emissions from surface transport across the City and are as follows:
 1. a 35% reduction in transport CO₂ emission from 2005 to 2020;
 2. a 50% reduction in transport NO_x and PM emissions from 2005 to 2020.
19. In addition to these emission-based targets we have also set a concentration based air quality target for the AQAP in relation to the national air quality standards and objectives as follows:
 - Achieve mean NO₂ concentrations levels of at least 45 µg/m³ by 2020 and 40 µg/m³ by 2025 at the latest.

Public Consultation

20. A Statutory Public Consultation was carried out on the draft AQAP between 17th July and 17th September 2013. In total, approximately 2000 organisations and individuals were contacted and invited to submit representations on the content of the AQAP. Over 200 comments were received during the consultation period.
21. Further consultation has taken place with the County Council, as a key stakeholder. As the Transport Authority the County Council are key partners in implementing measures through the LTP.
22. The key issues raised were:
 - Respondents noted the major issues that require attention to promote good air quality include:
 - a co-ordinated sustainable transport strategy;
 - measures to address impacts of delivery and freight vehicles;
 - reducing traffic congestion;
 - improving public transport;
 - promoting alternative means of travel; and
 - safe cycling & walking.

- Respondents state that they do not feel well informed or do not have enough information on air quality or climate change issues. The draft AQAP proposes measure to address this.
 - Respondents would limit the use of private vehicles in Oxford, and seek less polluting alternatives.
 - Safe cycling routes, cycle lanes, and improved security for cyclists were raised as important.
 - There is clear support for separate targets for Air Quality and Carbon, with the establishment of clear baselines, and measures that can be assessed in relation to cost-effective emissions reductions.
 - The Low Emission Zone is acknowledged as a significant development. Options to extend the scheme to other vehicles were raised along with promotion of anti-idling policy and eco-driving.
 - Clear support for freight consolidation and anti-idling for freight and delivery vehicles.
 - Comments also acknowledged the significance of new developments and potential impacts on known air quality hotspots.
23. Representations made during the consultation period were carefully considered and a number of revisions have been made to the AQAP as a result.
24. The County Council has made an initial response to relevant comments, highlighting that many local issues will be addressed through the Oxford Area Plan (during 2014), as a development of the Local Transport Plan.
25. A full summary of the Public Consultation responses is in Appendix 2A/2B

Delivery

26. The AQAP proposes measures that requiredevelopment through the Local Transport Plan (Oxford Area Strategy), in conjunction with the County Council. It highlights the significance of contributions to emissions reductions from a wide range of stakeholders and hence much of the work will continue to be completed through partnership.
27. Progress on the AQAP will be reported annually.

Risk

28. The LES and AQAPare subordinate to the Council's Sustainability Strategy which has already been risk assessed. The risk assessment for

the Sustainability Strategy has been updated within Appendix 3 to reflect the links to the LES and AQAP.

Climate Change / Environmental Impact

29. The AQAP contains stretching objectives and targets to reduce emissions from a range of the Council's transport related programmes, and areas the Council is able to influence in order to reduce impacts on climate and air pollution.
30. The AQAP is significant in taking an integrated approach to addressing carbon and air pollution emissions from road transport impacting on health and the environment.
31. This emphasises the need for a continuation of the programmes linked to the last Local Transport Plan, highlighting continued effort to achieve the air quality objectives in Oxford.
32. The AQAP acknowledges the importance of working with a wide range of stakeholders in partnerships to influence transport choices made in the wider community, where the greatest opportunities for emissions reductions exist.

Equalities Impact

33. The draft AQAP will not introduce likely equality impacts and an equalities impact assessment is attached as Appendix 4.

Financial Implications

34. The AQAP includes aspirations to work with the County Council to develop sustainable transport proposals, including development of infrastructure to promote low emission vehicles, and development of strategies for reducing freight emissions. All these initiatives require a partnership approach with other Local Authorities and local businesses, and will be the subject of further consideration.
35. The City Executive approved in a report presented to CEB, 4th July 2012 to: (1) Approve the use of more electrically driven vehicles in the council's vehicle fleet, where viable and cost effective. The Council fleet currently includes 14 electrically drive vehicles and 5 electric bikes.
36. The City Council and the County Council are currently investigating options to fund a study to investigate the feasibility of developing measures to reduce the impact of freight emissions in Oxford. Full funding for this has yet to be identified.

Legal Implications

37. All Local Authorities have a statutory duty to review and assess local air quality, within the programme of Local Air Quality Management established under requirements within Part IV of the Environment Act 1995. There is a statutory requirement upon the Council to develop an Air Quality Action Plan and conduct a Public Consultation, following declaration of the City-wide Air Quality Management Area.

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Version Number: 8.0

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Draft Air Quality Action Plan 2013-2020

In fulfilment of Part IV of the Environment Act 1995
Local Air Quality Management

November 2013



Executive Summary

Oxford City Council has a duty under Part IV of the Environment Act, 1995 to periodically review and assess the air quality within the city. Where it appears that air quality objectives will not be met by designated target dates, Oxford City Council must declare an Air Quality Management Area (AQMA) and develop an action plan in pursuit of those objectives.

The whole of Oxford was declared an AQMA in 2010. The AQMA was declared, because assessments of air quality predicted that the annual mean objective for nitrogen dioxide of $40 \mu\text{g}/\text{m}^3$, would not be met in a number of areas.

Oxford City Council has a duty to “prepare a written plan in pursuit of the achievement of the air quality standards and objectives in the designated Air Quality Management Area (AQMA)”. This document is developed in response to the above requirement and seeks to address the issue of poor air quality in Oxford.

Air pollution can cause both short term and long term effects on health and many people are concerned about pollution in the air that they breathe.

In the past, the main source of air pollution in the UK was the burning of fossil fuels, such as coal, in homes and factories. This produced high levels of smoke and sulphur dioxide, which were usually visible. However, following the Clean Air Acts brought in during the last century, this has greatly improved.

Today we have a complex mixture of pollutants, most of which we cannot see. They are a mixture of gases and fine particles, largely resulting from processes of fuel combustion. They originate from a combination of domestic, commercial, industrial and transport sources.

With changes in manufacturing and power generation over the past 50 years industrial and domestic emissions have greatly reduced.

However, traffic pollution has become worse and is now the major threat to lung health and contributor to climate impacts. In the UK, transport sources contribute 21% of total greenhouse gas (GHG) emissions, representing the fastest growing source of GHG emissions.

The most troublesome pollutants are:

- oxides of nitrogen;
- particles;
- volatile organic compounds; and
- carbon monoxide

In comparison to many other countries, air pollution levels in the UK are low, although in parts of major cities, including parts of central Oxford, particularly near busy roads, they are high enough to be of concern.

The local pollution picture reflects a complex mixture of sources and distribution of pollutants. They contribute not only to local air pollution impacts, but also to increasing ground levels of ozone, adding to local and global climate impacts.

As recognised in the City's Low Emission Strategy, there is significant added value in integrated action to reduce air quality related emissions with those for reducing carbon emissions in order to mitigate climate change.

Hence, this Air Quality Action Plan (AQAP) sets out the key themes, highlighting measures that Oxford City Council needs to take to improve air quality in Oxford, and contribute to reducing carbon emissions. The AQAP addresses the integrated approach to air quality and carbon emissions by setting reduction targets for air pollution and carbon emissions from road transport.

The overall objective of the integrated AQAP for the whole of the Oxford City area is to:

"Pursue the achievement of air quality standards and objectives across the city, and reduce carbon emission from transport activity"

The AQAP recognises that the City Council should not act in isolation in order to deliver a comprehensive package of measures, involving engagement and delivery from a wide set of stakeholders.

Air pollution results from activities we all contribute to, it is a shared problem and therefore the solutions need to be equally shared.

We have identified transport emissions as the source requiring most attention, highlighting the links to the Local Transport Plan (LTP), which has priorities for delivering sustainable transport, reducing congestion and pollution. The LTP is required to support the objectives set out in this plan in order to tackle air pollution. Further measures will be developed with Oxfordshire County Council, through the updated Oxford Area Strategy, due in 2014.

Effective measures require co-operation from all sectors including transport policy and management, the Council's priorities for new developments, freight management for business and commerce, and daily choices made by all transport users.

Thus the AQAP not only focusses on measures the City Council needs to address, but looks to measures the City Council can influence, or work in partnership with others to address.

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1 Introduction

- 1.1 Under the Environment Act 1995 the City Council has a duty to designate an Air Quality Management Area (AQMA) where defined air quality standards and objectives are not being met. It must prepare a written plan, an Air Quality Action Plan (AQAP), in pursuit of the achievement of these objectives.
- 1.2 The City of Oxford, in common with urban areas throughout the United Kingdom and cities in Western Europe is subject to poor air quality particularly close to sources of road traffic. A picture has been established of localised air pollution hot-spots close to roads, firstly in central Oxford, then at locations near to high volumes of traffic, such as roundabouts on the ring road, or slow moving and congested traffic in locations such as city and district centres.
- 1.3 Oxford has a growing population, above the national average, with 24% of the city's adult population as full-time students. The city receives large numbers of visitors throughout the year. It is estimated that 40,000 commute into the city for work, and an estimated 9 million visit each year for tourism.
- 1.4 Economic development to encourage business growth, with associated housing development adds to the pressure on local infrastructure. This is particularly so in relation to transport, where increased demand from all modes of transport results in competition for limited available space. Space is further restricted in the city centre by limitations imposed due to heritage and conservation.
- 1.5 The new Public Health Outcome Framework includes an indicator for air quality which local authorities will be expected to show progress on through, for example, traffic congestion reduction, which will directly affect health outcomes by reducing risks to health.
- 1.6 The Framework details that in Oxford, 5.6 % of all mortality (the same as the UK average) is attributable to long term exposure to fine particulate matter (PM2.5). Road traffic can make substantial contributions to PM2.5 concentrations at the kerbside (within 1 m of the kerb), but at the roadside (a few metres from the kerb) the contributions are relatively limited.
- 1.7 In Oxford, the air quality objectives are exceeded for annual mean concentrations of nitrogen dioxide (NO₂), close to major roads, and at busy junctions across the city. In the city centre, we also exceed the hourly mean objective in streets such as St Aldate's, High Street, George Street, Frideswide Square, Worcester Street and St Clement's.
- 1.8 We are in consultation with DEFRA on the requirement to declare a separate AQMA for exceedences of the hourly mean objective for NO₂.

The actions contained within this action plan will help achieve objectives for the hourly mean and on-going research is seeking to identify further actions. It should therefore be noted that if an AQMA is declared for hourly mean exceedences, reporting on this action plan will be extended to include progress in this area.

- 1.9 The City Council declared an AQMA for central Oxford in 2003, which was expanded in 2005. In relation to this AQMA the Council produced and published its first AQAP in 2006 seeking to address pollution in central Oxford, by focussing on emissions from buses which were identified as the main source. The 2006 AQAP was developed alongside the 2006 Local Transport Plan (LTP) enabling the inclusion of an air quality target within the LTP.
- 1.10 Despite good progress being made with the 2006 AQAP, significant breaches of the national objectives still existed and additional hotspots were identified. Therefore, following further detailed assessments of air quality, a city-wide AQMA was declared in September 2010. This new AQAP proposes to meet the requirement of addressing air quality issues city-wide.
- 1.11 In developing a new AQAP in response to the city-wide AQMA, we recognise that there is no single solution to local air quality problems. A range of measures will be required to reduce emissions across the city. This suggests a further development of programmes to deliver sustainable low carbon transport minimising the need to travel, especially by private car.
- 1.12 In addition, we need to recognise the link between air quality and climate change. Therefore this new AQAP will provide an integrated approach considering all transport related emissions that contribute to local air pollution and climate impacts.
- 1.13 This AQAP must also be seen in the context of the Council's wider 'Sustainability Strategy' and the recently adopted 'Low Emission Strategy'. These strategies provide a set of high level objectives for the AQAP in terms of improving air quality and reducing emissions related to transport activity across the city.
- 1.14 In addition, as a primarily transport based action plan, the majority of the delivery will be integrated with delivery of the Local Transport Plan, particularly through the Oxford Area Strategy. As such, the success of the AQAP depends on close working between the City and County Councils, and wider stakeholder groups.
- 1.15 Building on the work of the 2006 AQAP, existing programmes and policies and the need to reduce emissions further, this AQAP will tackle emissions across the city through a range of measures focusing on the following themes:

- Support for development of sustainable transport measures
- Support for the uptake of low and zero emission vehicles
- Reducing freight emissions
- Planning for sustainable transport
- Managing the Council's transport activities
- Partnership working and education

1.16 The following sections set out the scale of the air quality problem in Oxford and its causes. They outline the objectives and targets we have set ourselves to reduce emissions and improve air quality, the key actions we will pursue within each of the delivery themes and how we will monitor and assess the action plan.

DRAFT

2 Background

The National Context

- 2.1 Part IV of The Environment Act 1995 sets provisions for protecting air quality in the UK and for local air quality management. The EU ambient air quality directives set limits and targets for concentrations of various pollutants in outdoor air for the protection of health and ecosystems.
- 2.2 The Air Quality (Standards) Regulations 2010 transpose into English law the requirements of Directives 2008/50/EC and 2004/107/EC on ambient air quality. The Air Quality (England) Regulations 2000 set national objectives for local authorities in England.
- 2.3 A summary of the objectives for Particulate Matter (PM) and nitrogen dioxide (NO₂), the pollutants of most concern, are shown in Table 1 below.

Pollutant	Concentration	Measured as
Nitrogen dioxide (NO ₂)	40 µg/m ³	Annual mean
	200 µg/m ³ not to be exceeded more than 18 times per year	1 - hour mean
Particles (PM ₁₀)	40 µg/m ³	Annual mean
	50 µg/m ³ not to be exceeded more than 18 times per year	1 - hour mean

Table 1 Air Quality Objectives for NO₂ and PM₁₀

- 2.4 Within the UK, Oxford is one of over 200 Local Authorities that have declared 467 Air Quality Management Areas (AQMAs) based on failure to meet the air quality objectives for NO₂.
- 2.5 The UK meets European air quality standards for the majority of pollutants except for NO₂ and PM. The main challenge is in meeting NO₂ limits alongside roads in cities and towns. This picture is reflected in Oxford, where the air quality objectives for NO₂ are not met in areas close to busy congested roads. This applies to locations near to high volumes of traffic, such as roundabouts on the ring road, or slow moving and congested traffic in locations such as district centres.

Air Quality in Oxford

2.6 Figure 1 shows the AQMA, outlined in black, declared in 2010 and the main air quality hot spots in the city.

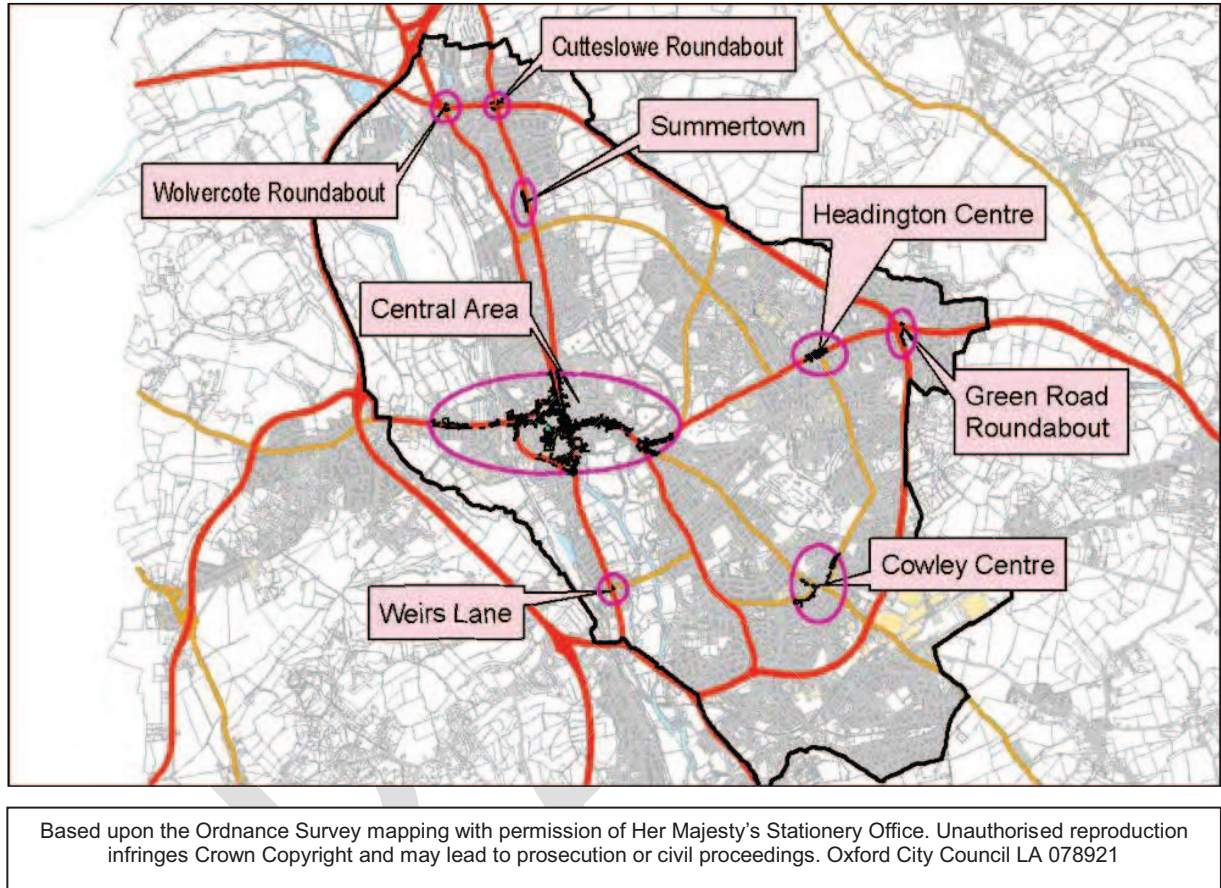


Figure 1 – The Air Quality Management Area and Air Quality Hotspots in Oxford

Sources of air pollution in Oxford

2.7 The major source of NO_x (NO and NO₂) emissions in Oxford is transport activity as shown by the chart in Figure 2 below. In addition, for near road locations, where the objectives are being breached, transport is a far larger contributor to air pollution concentration than any other source.

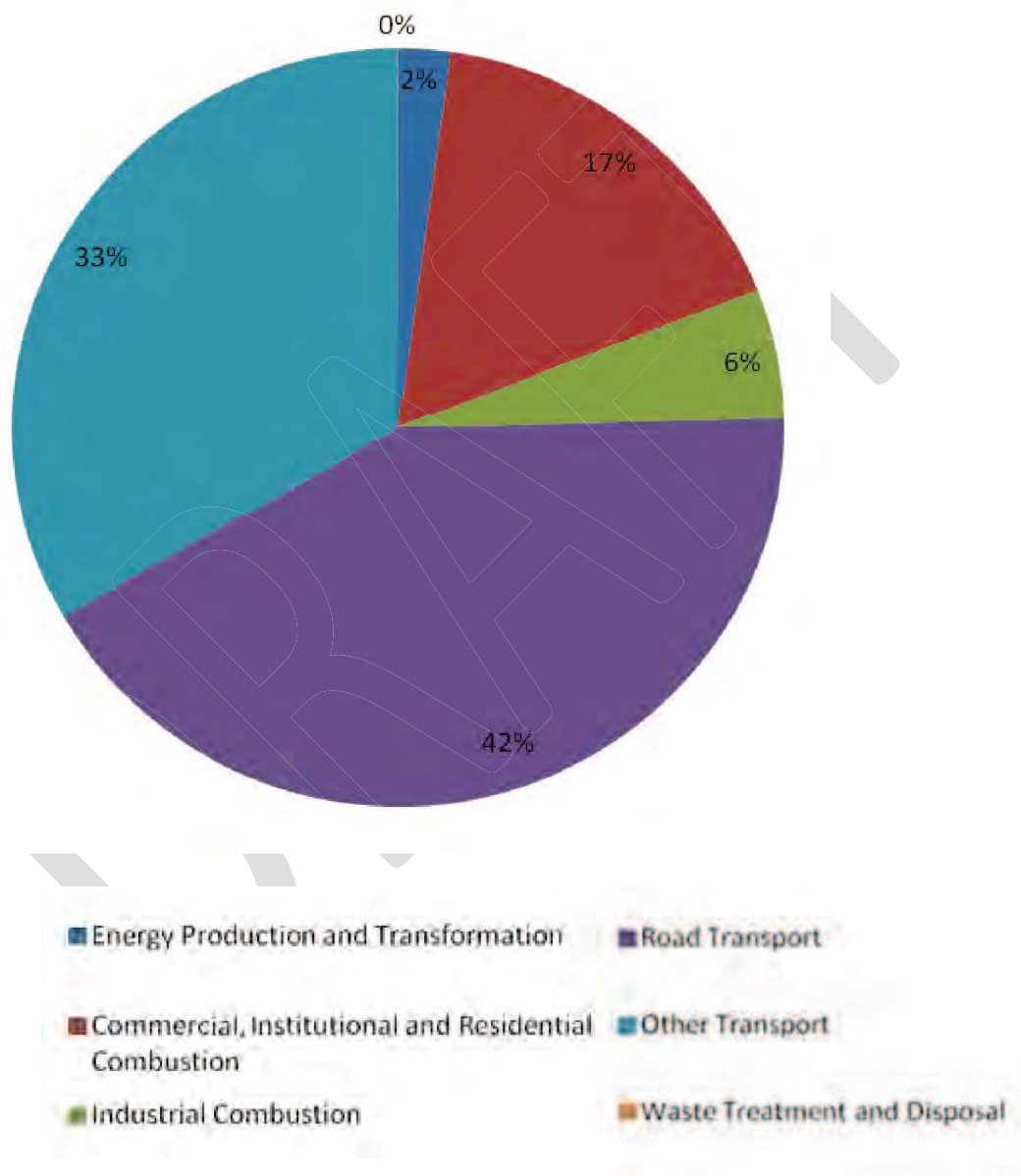


Figure 2 Emissions of NO_x by Source in Oxford. Source: NAEI 2010

2.8 An estimate of the NOx emissions by vehicle type is shown in Figure 3 below, showing buses and coaches accounted for 65% of the emissions, with heavy and light duty goods vehicles accounting for a further 18% of emissions.

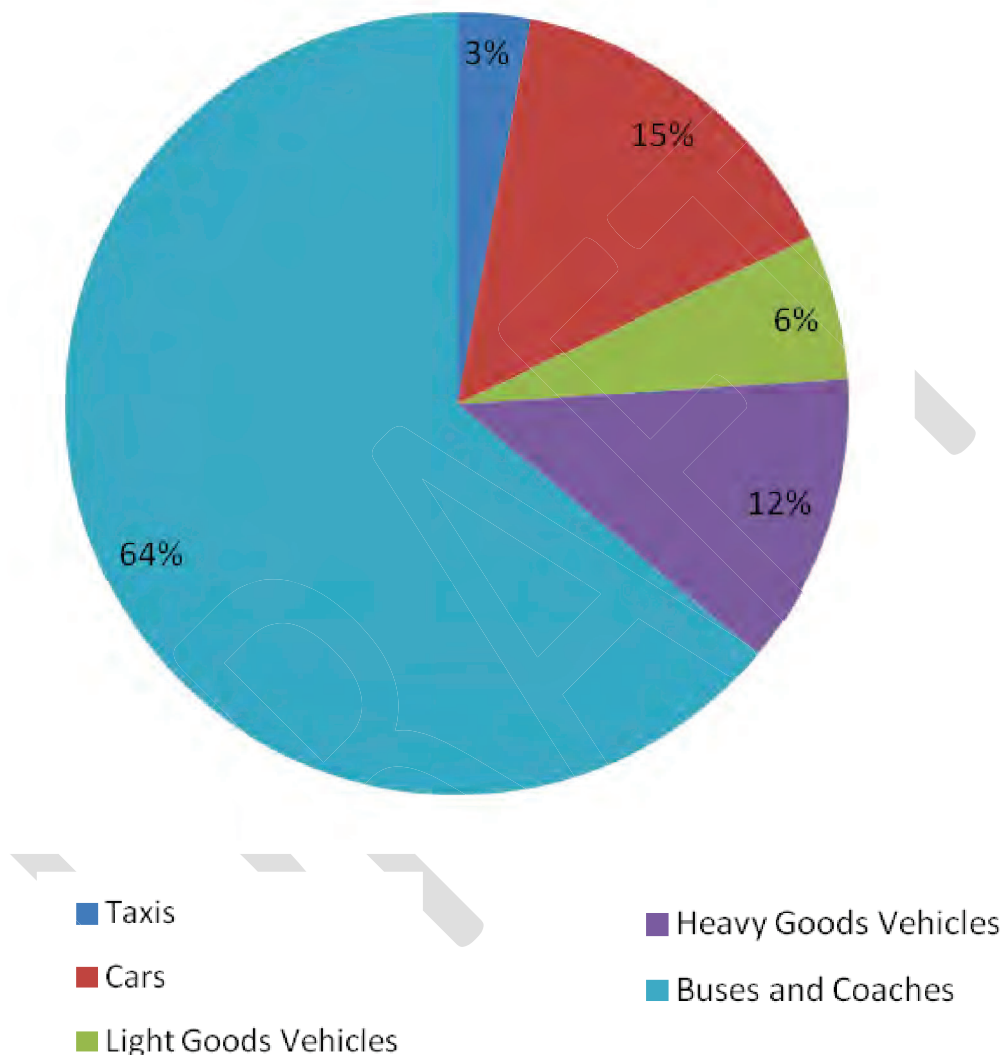


Figure 3 Estimate of Transport Related NOx Emission in central Oxford AQMA

The influence of Oxford City Council on sectoral emissions

2.9 Oxford City Council's range of influence can be categorised into three main groups:

- Own estate – measures to reduce emissions from the Council's own estate defined as the Council's own operational buildings, council owned housing and the Council's vehicle fleet;
- Direct influence – measures that will have a direct impact on the emissions of others through regulations, planning policies and procurement practices;
- Wider influence – through partnerships, advice and leadership.

The charts below, (Figures 4 and 5) indicate the relative contributions to NO_x and CO₂ emissions by source sector and the sphere of influence of the City Council. For NO_x emissions, transport is the major contributor.

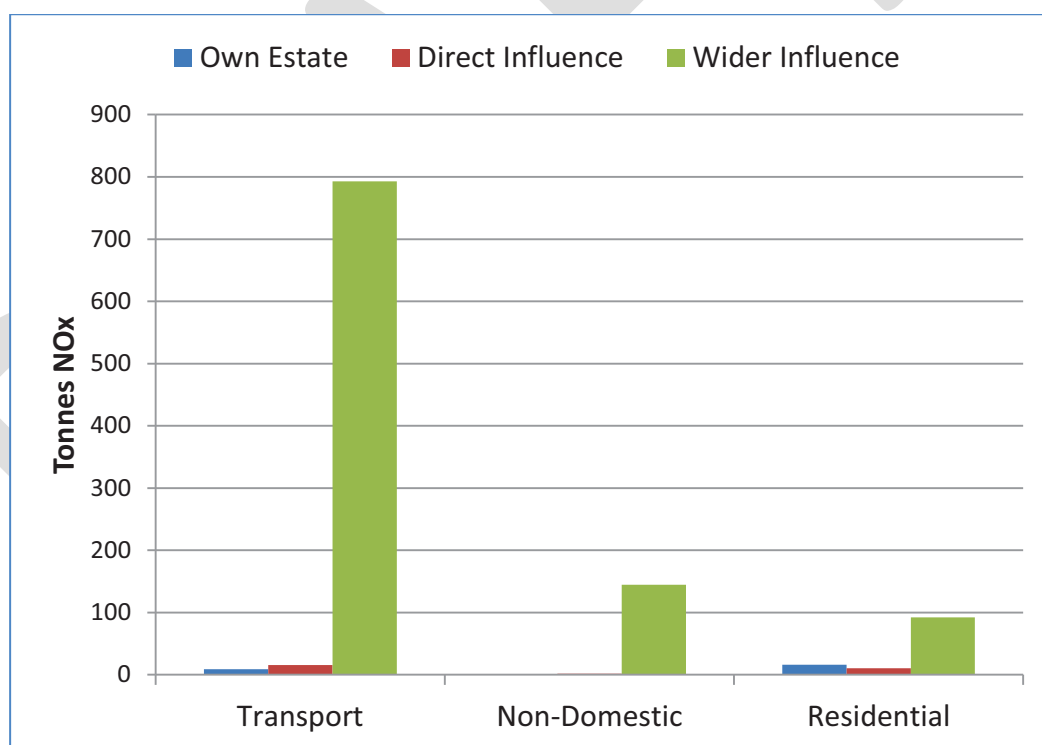


Figure 4 NO_x emissions in Oxford by source sector and sphere of influence

2.10 Figure 5, below, shows that the industrial and commercial sectors (mostly emissions from power generation) provide the highest contribution to CO₂.

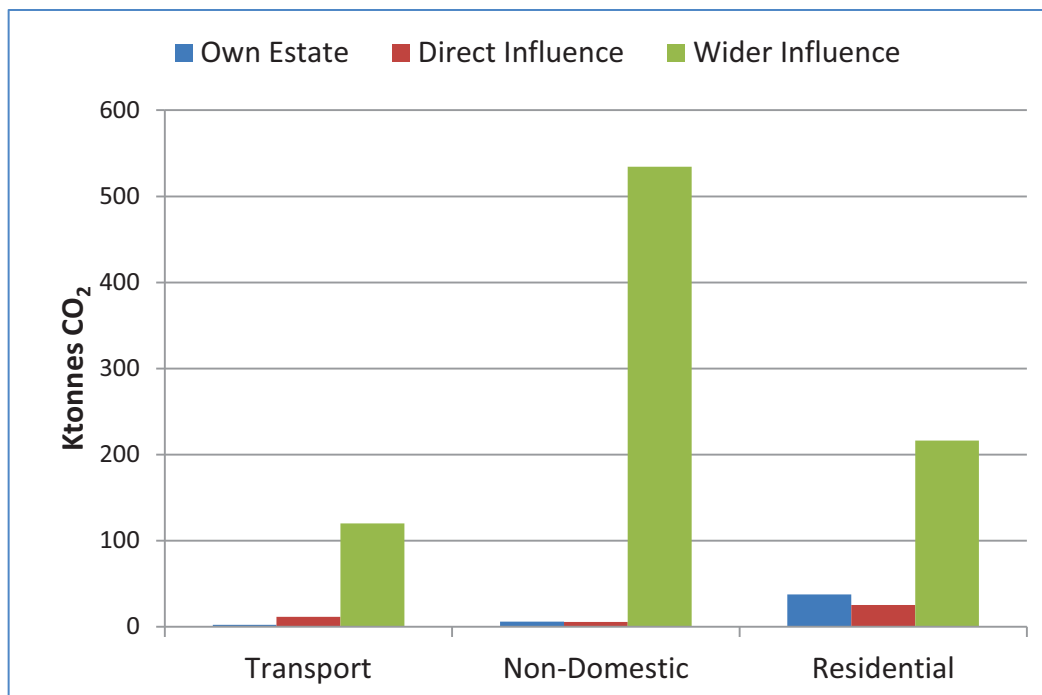


Figure 5 CO₂ emissions in Oxford by source sector and sphere of influence

Air quality trends in Oxford

2.11 The chart below, Figure 6, highlights the variation in local air quality from a roadside location St Aldate's (as 3-year averages), compared to St Ebbe's School (a background location). The difference between the two can be attributed to emissions from road traffic in St Aldate's.

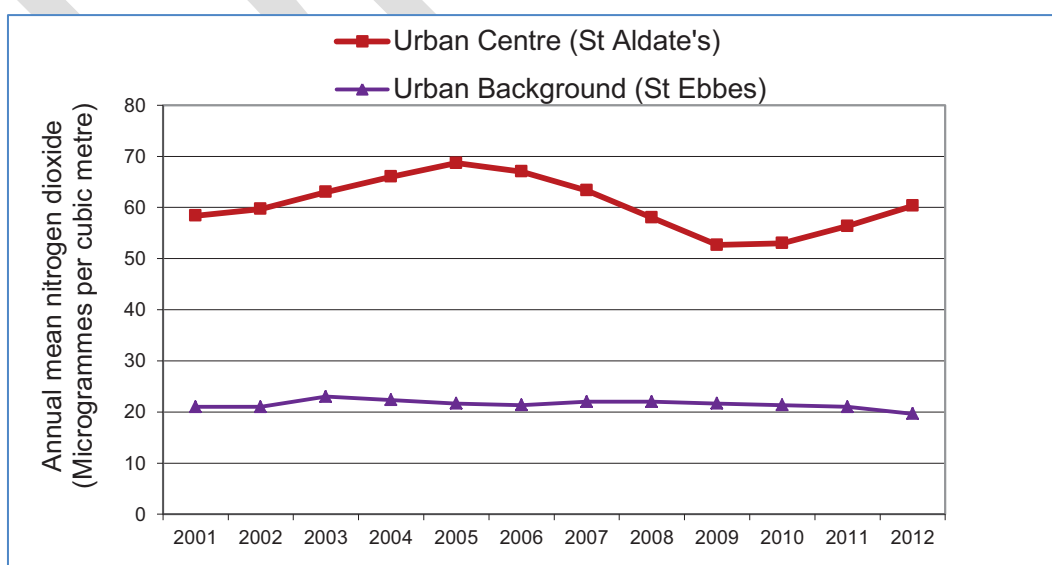


Figure 6 Annual Mean NO₂ Concentration trends in Central Oxford

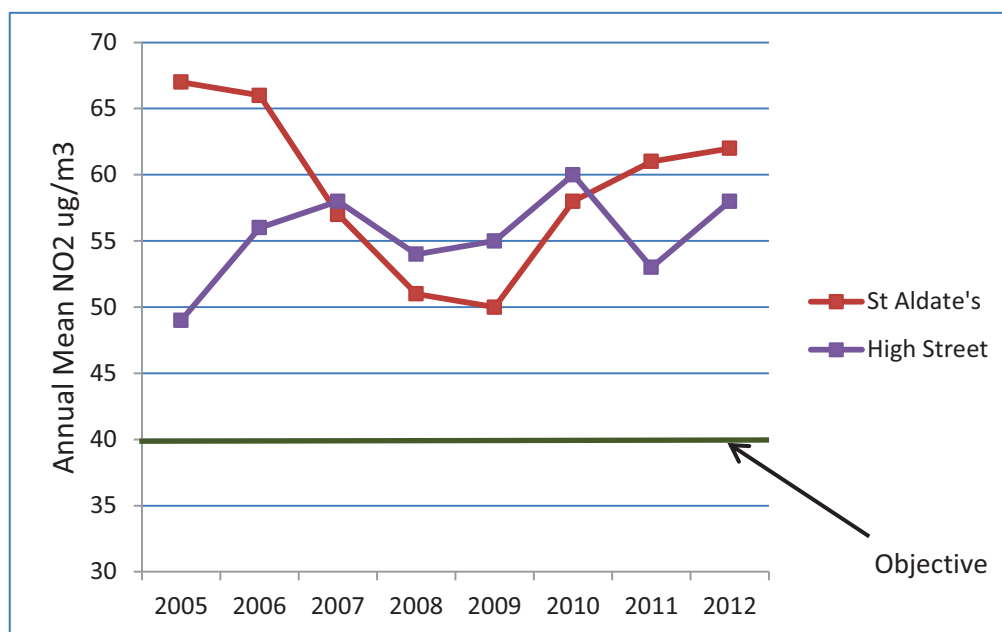


Figure 7 Mean NO₂ in two central Oxford locations

- 2.12 Figure 7, above, highlights year on year differences between two city centre roadside locations, both remaining significantly above the objective for the annual mean of 40 µg/m³. The differences between the two can be attributed to impacts of traffic congestion, bus-stops and street canyon effects in St Aldate's.
- 2.13 These results show air pollution levels are not reducing as expected, particularly at city centre hot spots such as St Aldate's and the High Street. We believe that this is due in part to the higher levels of direct NO₂ emitted from new diesel vehicles, and concentrations of bus stops in narrow congested streets.
- 2.14 This makes clear that there is further work to do to achieve the air quality objectives in some locations.
- 2.15 The areas highlighted in red on Figure 1, exceed the annual mean air quality objective for nitrogen dioxide and fall into two distinct categories:-
- Central Oxford - where buses and coaches remain the main source of emissions, but with an increasing proportion coming from goods vehicles, and with specific problems where traffic is congested in areas around bus stops, (e.g. St Aldate's).
 - Localised air pollution hotspots - that coincide with high traffic volumes subject to congestion (e.g. busy roundabouts on the ring-road, and local district centres), with emissions being generated by a wider range of vehicle types.

- 2.16 Emissions from road transport are specific to the vehicle fleet mix in any particular street. In St Aldate's, for example, over 90% of vehicle generated NOx emissions are from buses, with over half of these generated when vehicles are queuing or at bus stops. Whereas on streets not dominated by bus traffic (e.g. Parks Road), cars and taxis contribute 35%, light good vehicles 23%, and heavy goods vehicles 42% of total vehicle NOx emissions.
- 2.17 The nature of vehicle emissions in central Oxford is being assessed, following a DEFRA sponsored study to take large numbers of measurements on individual vehicles. The study is being carried out by King's College in London and will report in Spring 2014.

Progress to date

- 2.18 A significant amount of work has been undertaken to improve air quality in Oxford. The emphasis of this work to date has focussed on measures within the city centre, targeting reductions in bus emissions and co-ordinating with transport policy measures to improve pedestrianisation and access to the city centre by public transport services. The introduction of controlled bus gates to restrain traffic in the city centre has been effective in maintaining the operation of a bus priority route.
- 2.19 The City Council declared a Low Emission Zone (LEZ) which was endorsed by the County Council as part of an integrated package of transport and bus quality improvements in central Oxford, all contributing to reducing road transport emissions, including the development of:
- A Quality Bus Partnership Agreement, involving an integrated smartcard ticketing system, resulting in a reduction in bus numbers in central Oxford
 - Transform Oxford – improving pedestrianisation, including removal of bus stops from Queen Street
 - An application to the Traffic Commissioner to develop a Traffic Regulation Condition (TRC), requiring all Passenger Service Vehicles (PSVs) operating in Oxford city centre to comply with the requirements of the proposed LEZ.
 - In response to the LEZ developments, local bus operators have been encouraged to invest in cleaner, greener vehicles that are more fuel efficient and emit lower levels of pollutants. There are currently over 50 hybrid buses operating in Oxford, part-funded through the Department for Transport's Green Bus Fund.



Figure 8 Oxford Bus Company Diesel Electric Hybrid



Figure 9 Stagecoach Diesel Electric Hybrid

2.20 The phased introduction of these measures is shown in Table 2 below, with the development and implementation of the LEZ on going.

Date	Measure introduced
April 2007	High Street Bus Gate Enforcement (up to 25% reductions in non-bus traffic)
July 2009	Transform Oxford, relocation of bus-stops from Queen Street
August 2009	20mph zones introduced
July 2010	First diesel electric hybrid buses introduced in Oxford
July 2011	Cross-operator ticketing introduced, reductions in bus numbers on key routes
January 2014	Bus-based Low Emission Zone for Central Oxford

Table 2 Introduction of measures in the 2006 AQAP

- 2.21 An assessment¹ has been undertaken that summarises the extent that these measures are contributing to reducing vehicle emissions in Oxford for NO_x, PM and CO₂ across the city.
- 2.22 The assessment concludes that each of these measures have contributed to significant reductions in total emissions from buses in the city centre. However, recent trends in monitored pollution levels in central Oxford highlights that there is further work to be done to achieve the air quality objectives for NO₂ in some locations. Most traffic bearing streets in central Oxford still experience roadside pollution levels above objective levels both for annual mean and hourly mean objectives for NO₂, yet they meet objectives for PM, considered more harmful to health.
- 2.24 Following the Transform Oxford programme, involving the removal of bus stops from Queen Street, improved air quality has been seen in Queen Street and High Street. However, there has been an increase in monitored roadside NO₂ pollution levels in St Aldate's which has been subject to some significant increases in bus movements. Thus we can see that making improvements in some areas can result in additional emissions in others. This reflects the conflicts between the priorities shown to different road users within a historical city centre.

The way forward

- 2.25 In developing this new AQAP in response to the city-wide AQMA we need to recognise that there is no single solution to local air quality problems. In addition we need to recognise the link between air quality and climate change. This was highlighted in a 2010 DEFRA report² that estimated "Optimising climate change policies for air pollution can yield additional benefits of some £24 billion (net present value) by 2050". Hence we need to focus on all emissions that contribute to local air pollution and climate impacts. However, policies that influence transport generated emissions are particularly significant due to their impact on local air quality and greenhouse gas emissions.
- 2.26 In order to be effective in taking an integrated approach, the AQAP is required to take a view on the situation across the whole of Oxford in relation to total transport generated emissions. This means we must continue to develop a cohesive approach to the problem, building upon the strategies within the current Local Transport Plan (LTP3) for Oxfordshire, that are promoting the development of sustainable transport solutions.

¹ Review of air quality traffic emissions. AEA Technology August 2012

² 'Air Pollution: Action and a changing climate', DEFRA, March 2010

2.27 The government has laid out five goals which transport authorities are expected to consider as over-arching priorities for their Local Transport Plans, including:-

- Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.
- Improve the quality of life for transport users and non-transport users, and to promote a healthy natural environment.

For Oxfordshire the transport authority responsible for producing the LTP is Oxfordshire County Council.

2.28 Improving air quality is firmly embedded within the objectives and main goals of the Local Transport Plan for Oxfordshire 2011-2030 (LTP3)

The main objective aims to: Improve air quality, reduce other environmental impacts and enhance the street environment.

In LTP3 the four main goals are:

- To support the **local economy** and the growth and competitiveness of the county;
- To make it easier to get around the county and improve access to jobs and services for all by offering **real choice**;
- **To reduce the impact of transport on the environment and help tackle climate change**; and
- To promote **healthy**, safe and **sustainable** travel.

2.29 Core policies within LTP3 relating to the environment are:

Policy RE1

Oxfordshire County Council will work to reduce the environmental impact of its operation of the transport network and promote the use of less environmentally damaging forms of transport, particularly in Areas of Outstanding Natural Beauty and Conservation Areas.

Policy RE2

Oxfordshire County Council will ensure that the operation of the transport network balances the protection of the local environment with efficient and effective access for freight and distribution.

3 Vision and Aims of the AQAP

- 3.1 The scope of this document is to set out a range of proposals to reduce emissions of air pollutants and GHGs from road transport in response to the declaration of an AQMA for exceedences of the annual mean objective for NO₂.

Policy integration

- 3.2 The City Council recognises that the quality of the local environment is vital in contributing to the quality of life for residents and visitors to the city. As such the Council has developed a '**Sustainability Strategy**' linking the Council's policies relating to sustainability and sets out a longer term framework to deal with these issues. A core theme of this strategy is sustainable transport and air quality.
- 3.3 The Council recognises the benefits of and the need for an integrated approach to managing climate change and air quality. It has adopted an integrated **Low Emission Strategy** (LES) to provide a framework for integrating all of the Council's activities to reduce carbon and air quality related emissions across the city. The LES covers all emission generating sectors in the city including transport, domestic and commercial activity.
- 3.4 The **Local Transport Plan (LTP)** is the key delivery mechanism for wider transport measures and is managed and delivered by the County Council as the transport authority.
- 3.5 The **Oxford Area Strategy** is being developed through the LTP process and has identified ten priority areas for development in Oxford City, with specific measures identified under each policy priority. The Oxford Area Strategy is expected to be updated during 2014.
- 3.6 The local area policies within the LTP identify a wide range of measures designed to deliver and promote sustainable transport solutions within the Oxford Area, contributing to the objective of reducing the impact of transport emissions.

Key Themes

- 3.7 Taking an integrated approach the AQAP will provide a framework for incorporating existing activity in the City for reducing transport emissions, and developing new action, in order to meet air quality objectives and carbon reduction targets across the city.

3.8 The key themes of the AQAP to reduce emissions across the city will be:

3.9 **Theme 1: Support for development of sustainable transport measures**

A wide range of measures are required to support the development of alternative low carbon transport, including transport management measures and investing in public transport infrastructure. Many of these measures will be developed in partnership with the County Council as the Transport Authority through the Oxford Area Strategy

3.10 **Theme 2: Support for the uptake of low and zero emission vehicles**
Building on the bus emission work and the LEZ. This will look at measures such as low emission vehicle infrastructure development to encourage the uptake of electric and other low emission vehicles. This theme will also cover low emissions behaviours such as eco-driving and anti-idling policies.

3.11 **Theme 3: Reducing freight emissions from Light Goods Vehicles and Heavy Goods Vehicles**

Light and Heavy Goods Vehicles are the next biggest source of emissions in the central area after buses. This theme will consider the development of freight consolidation in the city.

3.12 **Theme 4: Planning for sustainable transport**

New development provides a good opportunity to support sustainable transport both through the form of the development and new infrastructure. This provides the opportunity to use Community Infrastructure Levy (CIL) and Section 106 agreements to support wider sustainable and low emission transport projects across the city.

3.13 **Theme 5: Managing the Council's own transport emissions**

The City Council must lead by example by reducing emissions from our own transport activities with regards to fleet vehicles, business travel and contracted transport services and deliveries.

3.14 **Theme 6: Developing partnerships and public education**

By working with key stakeholders we can consider partnerships to share resources and develop wider strategies to deliver greater benefits. The public consultation highlighted that there is a willingness by the public to engage in actions to reduce emissions, and at the same time, an acknowledgement of lack of knowledge of local programmes to address the issues. This demonstrates a need for improved knowledge sharing and better resources for public education.

Objectives and Targets

- 3.15 As recognised in the City Council's Low Emission Strategy, there is significant added value in integrating actions to reduce air quality related emissions with those for reducing carbon emissions in order to mitigate climate change. Therefore the overall objective of the AQAP for the whole of the Oxford city area is to:

"Pursue the achievement of air quality standards and objectives across the city, and reduce carbon emission from transport activity"

Targets

- 3.16 The City Council is required to work towards meeting an air quality objective for NO₂ of 40 µg/m³ on an annual average basis. We therefore propose a concentration based air quality target for the AQAP in relation to the national air quality standards and objectives. We may have to introduce a phased approach to meeting this target, while recognising that the urgent goal is to achieve the 40 µg/m³ limit values for NO₂ across the city.
- 3.17 This objective is concentration based, rather than related to total emissions from activities in the City and will be influenced by other factors such as meteorology.
- 3.18 In terms of setting an overall emissions limit we need to relate emissions reduction to decreases in air quality concentrations. Therefore our NO_x reduction target is set at a level that is likely to bring these concentrations down to 40 µg/m³.
- 3.19 A basic analysis of NO_x emissions and associated concentrations suggests that a city wide reduction target of a *50% reduction in NO_x and PM by 2020* is required.
- 3.20 The City Council has set a *40% reduction target for CO₂ emission by 2020 on a 2005 baseline*³. This 40% target is broken down into sectoral targets in order to calculate the relative contribution from individual sectors. Table 3 shows that in terms of transport a 35% reduction in CO₂ is necessary.

³ A Sustainability Strategy for Oxford (2011-2020), Oxford City Council, 2011.

	2005	Target by 2020		
	kt, CO2	% reduction	Emissions, kt CO2	% per year
Total	1021	40%	613	2.7%
Transport	142	35%	92	2.3%
Residential	308	45%	169	3.0%
Non-domestic	571	40%	343	2.7%

Table 3 Subsector CO2 Targets for Oxford

3.21 The AQAP therefore sets targets based on emissions from surface transport across the city as follows:

- **Achieve mean NO₂ concentrations levels of at least 45 µg/m³ by 2020 and 40 µg/m³ by 2025 at the latest;**
- **Achieve a 35% reduction in transport CO₂ emission from 2005 to 2020; and**
- **Achieve a 50% reduction in transport NO_x and PM emissions from 2005 to 2020.**

4 Action Plan Measures

- 4.1 The action plan will focus its effort across the six key themes identified on page 19. The key measures being pursued under each of these themes are set out below. We also highlight the City Council's range of influence for each action, indicating our level of direct control.

Support for Development of Sustainable Transport Measures

- 4.2 The City Council will work with the County Council and its partners across the city to ensure delivery of transport measures which support the delivery of the objectives in the AQAP. We will focus on supporting a shift to more sustainable and low emission modes of travel and to reduce the level of traditional car-based travel to and around the city.

- 4.3 Our core actions will be to:

Direct Influence

- Work to ensure sustainable transport measures developed in the Oxford Area Strategy of the LTP support the targets of the AQAP.
- Support walking and cycling strategies within the LTP to ensure they assist delivery of the AQAP objectives.
- Assist in development of bus and park and ride strategies within the LTP which support the AQAP. In particular we will work with the County to promote traffic management and routing measures to reduce bus emissions.

Wider Influence

- Work with the County and our partners in Low Carbon Oxford to promote travel plans with organisations across the city.

Support for the Uptake of Low and Zero Emission Vehicles

- 4.4 Low emission vehicles, such as electric, plug-in hybrid and hydrogen powered cars, vans and buses, help reduce greenhouse gas emissions and air pollution on our roads.
- 4.5 To encourage more people to use these vehicles, we will:

Direct influence

- Continue to work with the County and bus operators to reduce bus emissions further, supporting the tightening of emission standards in contracted services and enforcement of the anti-idling policy following implementation of the LEZ.
- Promote the uptake of electric vehicles by working with our partners to install electric vehicle recharging infrastructure.
- Investigate the feasibility of developing infrastructure to support emerging low or zero emission vehicle technologies, such as hydrogen fuel cells.

Own Estate

- Continue to develop low emission and zero emission vehicles in our own fleet, and seek opportunities to increase the Council's electric vehicle car-pool.

Wider Influence

- Promote the development of low and zero emission car clubs schemes in the city.
- Work with our Low Carbon Oxford Pathfinders to support the introduction of low emission vehicle into their fleets.
- Support eco-driving through inclusion of eco-driving information in the Low Carbon Hub and other travel information services, and where possible look to support eco-driving schemes with for example taxi companies.
- Explore the impact of alternative and low emission transport on air quality in Oxford.

Reducing Freight Emissions

- 4.6 The second biggest source of NO_x emission in central Oxford after buses is freight traffic (Light Goods Vehicles and Heavy Goods Vehicles). So far little has been done to tackle emissions from this sector.
- 4.7 Therefore we will explore and develop options to reduce emissions from freight including:

Direct Influence

- Exploring the options available for freight consolidation and management and other schemes to reduce the amount of freight vehicles operating in the city. We will also consider low and zero emission vehicles in relation to the final delivery leg of any such consolidation schemes.

Wider Influence

- Seek to establish a freight quality partnership to promote Eco-driving and anti-idling policies with operators in the city.
- Support the development of Delivery and Servicing Plans (DSPs) with business across the city to further reduce unnecessary freight movements. The development of such DSP's will need to consider integration with work emerging on freight consolidation.

Planning for Sustainable Transport

- 4.8 Land use planning has significant implications for transport emissions and the use of appropriate planning policies can support the development of sustainable transport options. Assessment of the transport implications of significant developments is required to demonstrate that net transport emissions will not increase as a result of the development. Measures should be taken to provide affordable and practical alternatives to the car and to encourage the use of public transport, walking or cycling.
- 4.9 We will seek to strengthen the use of the planning system to further reduce transport emissions as follows:

Direct Influence

- Ensure that transport and environmental impact assessments for new developments are adequate to determine what levels of mitigation may be required to offset potential increases in transport activity and emissions.
- Explore opportunities to develop policy measures that require developers to provide investments in and contributions to the delivery of low emission transport projects and plans, including strategic monitoring and assessment activities.
- Seek to ensure that stretching targets are set within travel plans for new developments, and that all new developments are encouraged to adopt Delivery and Servicing Plans to reduce freight movements.
- Seek to ensure that new developments make appropriate provision for walking, cycling, public transport and low emission vehicle infrastructure e.g. EV charging points.

Wider Influence

- We will encourage the development of voluntary area-wide travel plans for existing developments through the Community Action Groups
- Promote the development of car clubs within new developments.

Managing the Council's Transport Emissions

4.10 In working with businesses across the city the Council must lead by example and take a proactive approach to managing emissions from its own transport activities. We have already been active in the area with an award winning programme on eco-driver training and promoting electric vehicles in our fleet.

4.11 In further working to reduce our own emissions we will:

Own Estate

- Develop a low emission vehicle hierarchy to guide the procurement of vehicles within our fleet.
- Continue to assess our fleet operations in terms of mileage management and efficient routing of vehicle movements.
- Maintain and develop our staff travel plan and complement this with Delivery and Servicing Plans for key Council sites such as Town Hall.
- Roll out eco-driving training for our staff.

Developing Partnerships and Public Education

4.12 The success of the action plan will depend on close working relationships with our delivery partners in particular the County Council. We also recognise that other authorities will be working with the County Council through the LTP to deliver air quality solutions.

4.13 In further developing our partnership working approach we will:

Direct Influence

- Seek to develop a sub-regional approach to air quality monitoring and action planning, working closely with our County and District colleagues, through engagement with the Oxfordshire Air Quality Partnership.
- Consider the benefit of including wider stakeholders such as transport providers, public health organisations and research and consulting expertise.
- Improve communication to increase the public's understanding of the main sources and health effects of air pollution emissions.
- Work with the District and County Councils in Oxfordshire to provide a co-ordinated approach to public awareness and education.

Own Estate

- Update the City Council's website to provide key air quality information, and ensure the site is accessible, up-to-date and user friendly.

Reporting and Monitoring

4.14 We have a well-established air quality monitoring network which has been developing across the whole of the city since 1997. The network consists of three real time monitors along with passive diffusion tubes situated at identified hot spots.

4.15 Progress reporting of the AQAP will be carried out annually as required under the Local Air Quality Management regime. The reporting will cover:

- top level emissions, concentrations indicators, targets and associated data; and
- progress on measures within each of the themes.

4.16 It is also recognised that there will be related reporting for the programmes and policies that are delivering AQAP measures such as LTP and LES reporting. We will consolidate this reporting effort by reporting annually on the progress of measures in the AQAP, by reference to baseline data produced for the National Atmospheric Emissions Inventory (NAEI), and annual air quality data measured locally.

DRAFT

5 Glossary

Air Quality Action Plan (AQAP): A plan which must be prepared as part of the Local Air Quality Management (LAQM) process, if an Air Quality Management Area is designated.

Air Quality Management Area (AQMA): An area that a local authority has designated, on the basis of predicted or actual exceedences of the air quality objectives.

Air Quality Objectives: Limit values set by UK Government, usually expressed as a maximum concentration to be achieved within a specified timescale, possibly with a permitted number of exceedences.

Air Quality Review and Assessment: The process by which local authorities review current and likely future air quality and assess whether air quality objectives are currently being achieved or are likely to be achieved.

Annual Mean: The average over a year of concentrations measured (or predicted) for a pollutant, relating to a calendar year

Carbon Dioxide (CO₂): Carbon dioxide, a greenhouse gas that contributes to global warming.

Concentration: The amount of a substance in a volume (of air) typically expressed as a mass of a pollutant per unit volume of air, e.g. microgrammes per cubic metre ($\mu\text{g}/\text{m}^3$).

Core Strategy: The Core Strategy is the principal document in Oxford's Local Development Framework (LDF).

Daily Mean: The average over a day (24 hrs) of concentrations measured (or predicted) for a pollutant.

Department for Environment, Food and Rural Affairs (Defra): Government Department for Environment, Food and Rural Affairs.

Department for Transport (DfT): Government department for transport

Emission: The amount of a substance emitted in a certain time, typically expressed as a mass of a pollutant per unit of time (e.g. grams per second or tonnes per year).

Emissions Inventory: A quantification and compilation of emission sources by geography and time, usually including data covering one or several years

Euro standards: Emissions standards set by the EU which all new road vehicles sold in the EU must meet.

Exceedence: When a UK air objective or EU limit value is not achieved.

Greenhouse Gas Emissions (GHG) Gases that trap heat in the atmosphere, contributing to global warming

Hourly Mean: The average over an hour of concentrations measured (or predicted) for a pollutant.

Light Goods Vehicles (LGVs): Large vans.

Local Air Quality Management (LAQM): A UK Government policy framework that requires local authorities to periodically review and assess the current and future air quality in their areas.

Local Plan: Oxford's City Plan - Includes the strategic policies, previously adopted in Oxford's Core Strategy (2011), updated to take the National Planning Policy Framework and other updates into account.

Low Emission Zone (LEZ): The application of emissions limit for nominated vehicles operating within a defined area.

Microgramme (μg): One millionth of a gramme

Microgrammes per cubic metre of air ($\mu\text{g}/\text{m}^3$): A unit for describing the concentration of air pollutants in the atmosphere, as a mass of pollutant per unit volume of clean air

Nitrogen dioxide (NO_2): Formed in small amounts in the atmosphere during high temperature combustion, but the majority is formed in the atmosphere through the conversion of nitric oxide in the presence of ozone.

Nitrogen monoxide (NO): Formed from nitrogen in the atmosphere during high temperature combustion, and the main constituent of NO_x , commonly known as nitric oxide.

Nitrogen oxides (NO_x): Includes both NO and NO_2

Ozone (O_3) is produced as a result of the combination of exhaust gases from industrial and motor vehicles. Repeated exposure to ozone can inflame lung tissues and cause respiratory infections.

Particulate matter (PM10): Particles with an equivalent aerodynamic diameter of ten microns or less and is small enough to penetrate the lungs.

Particulate Matter (PM2.5): Particles with a mean effective aerodynamic diameter of 2.5 microns or less.

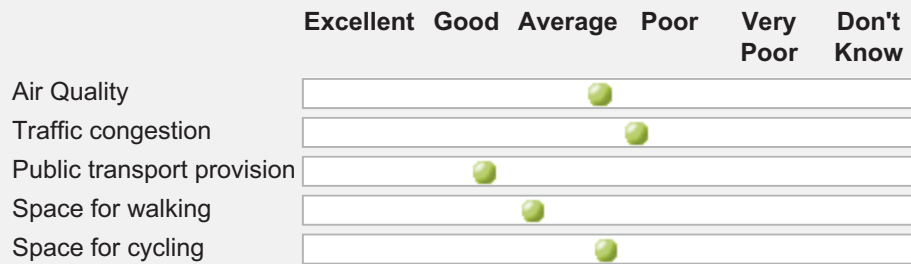
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Questionnaire Summary Results

This page shows the summary of the responses that have been received.

1

How do you rate these aspects of the central Oxford's environment?



- [View the responses to this question](#)
- [Report on responses to this question](#)

2

How have the following changed in central Oxford over the last 5 years?

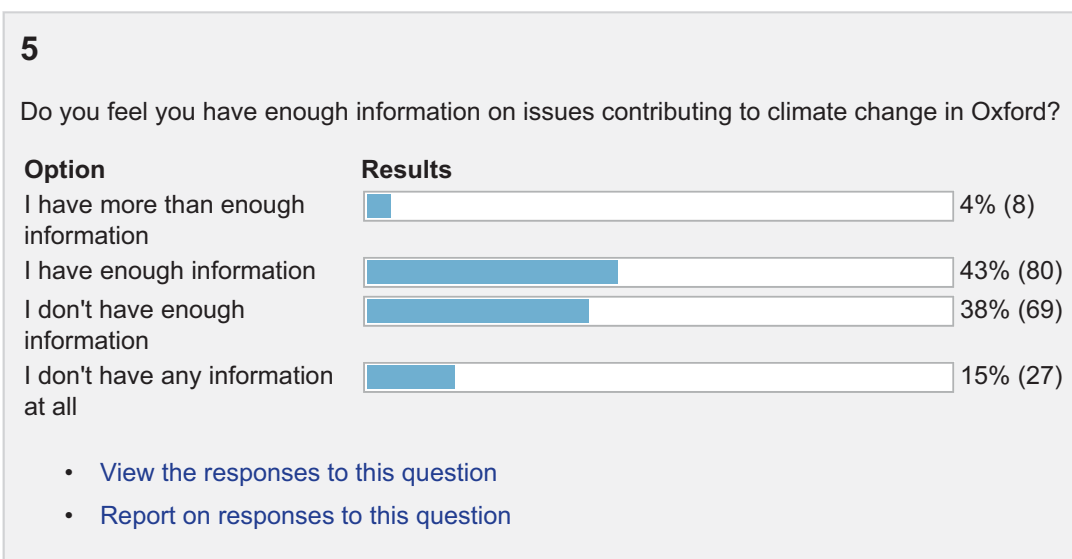
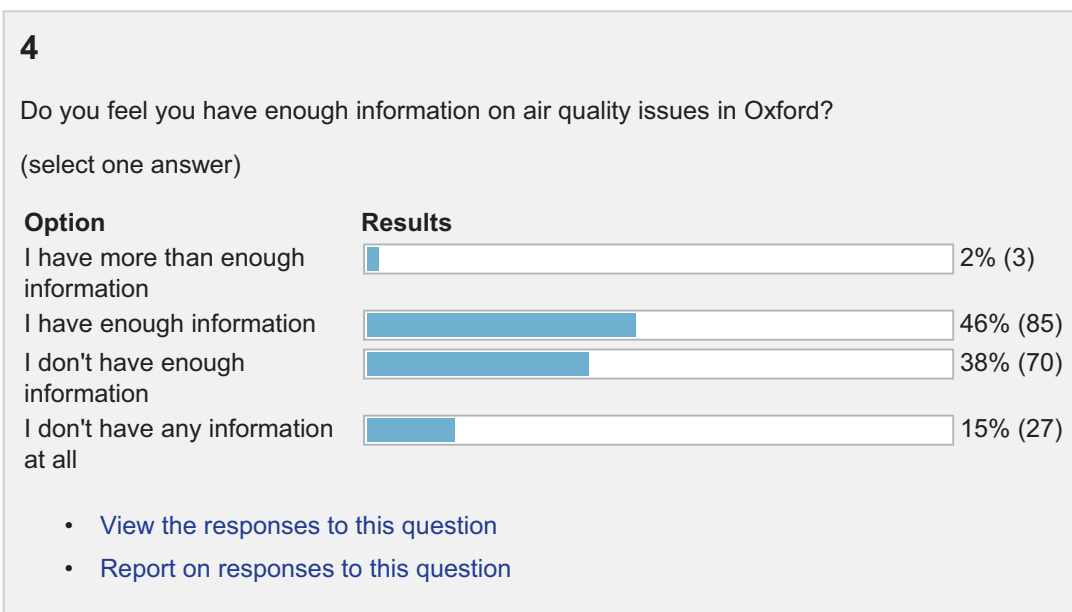
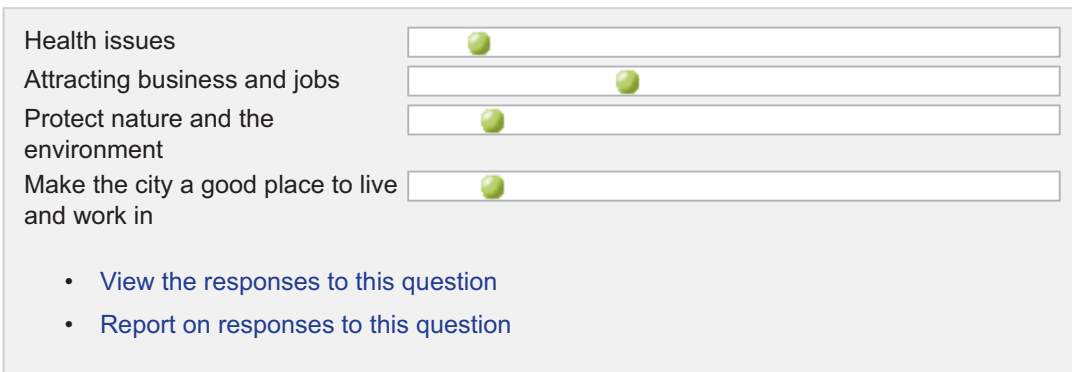


- [View the responses to this question](#)
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3

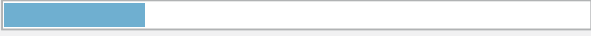


How important is good air quality in relation to the following issues?

Very important	Quite important	Low Importance	Not Important	Don't Know
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6


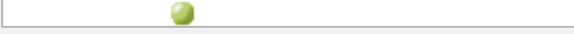




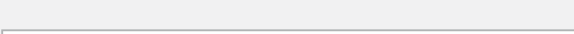
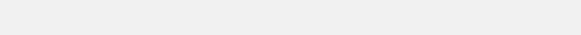
Are you aware of any local programmes introduced to improve air quality since the last action plan in 2006?

Option	Results
I'm aware of several programmes	 24% (44)
I'm aware of a single programme	 27% (49)
I'm not aware of any programmes	 49% (91)

- [View the responses to this question](#)
- [Report on responses to this question](#)

7

How much impact do you think each of the following emissions has on local air quality?

	Large impact	Moderate impact	Little impact	No impact	Don't know
Light Motor vehicles (cars, taxis, motorbikes, vans)					
Industry (Power stations, manufacturing)					
International transport (Shipping and air transport)					
Agriculture (Methane from animals, farm machinery)					
Residential energy (From gas, oil, etc used for home heating and cooking)					
Other transport (Trains, trams etc)					
Heavy Motor vehicles (Buses, Coaches, Heavy goods vehicles)					
Commercial (Heating & lighting in offices and shops)					

- [View the responses to this question](#)
- [Report on responses to this question](#)

8

This Air Quality Action Plan (AQAP) describes an integrated strategy that considers the combined impact of transport emissions on air quality and climate. (The previous AQAP only considered impacts on air quality).

Please consider the following :

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do you support the idea of an integrated strategy to address air quality and climate issues together?	<input type="range" value="15"/>				
	<ul style="list-style-type: none"> • View the responses to this question • Report on responses to this question 				

9

In your opinion do the following groups do enough to promote good air quality in Oxford?

	Doing too much	Doing the right amount	Not doing enough	Don't know
Central Government	<input type="range" value="25"/>			
Local Government - Transport Management (County Council)	<input type="range" value="25"/>			
Local Government - Environmental Management (City Council)	<input type="range" value="25"/>			
Householders	<input type="range" value="25"/>			
Vehicle manufacturers	<input type="range" value="25"/>			
Energy producers	<input type="range" value="25"/>			
Public Transport operators	<input type="range" value="25"/>			
Private vehicle operators	<input type="range" value="25"/>			
Commercial vehicle operators	<input type="range" value="25"/>			
	<ul style="list-style-type: none"> • View the responses to this question • Report on responses to this question 			

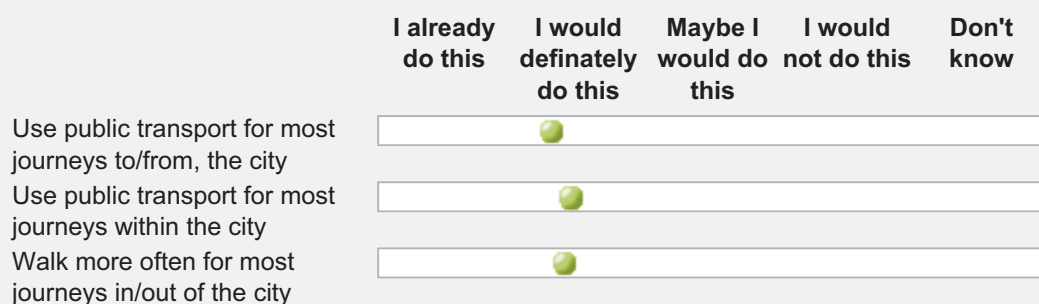
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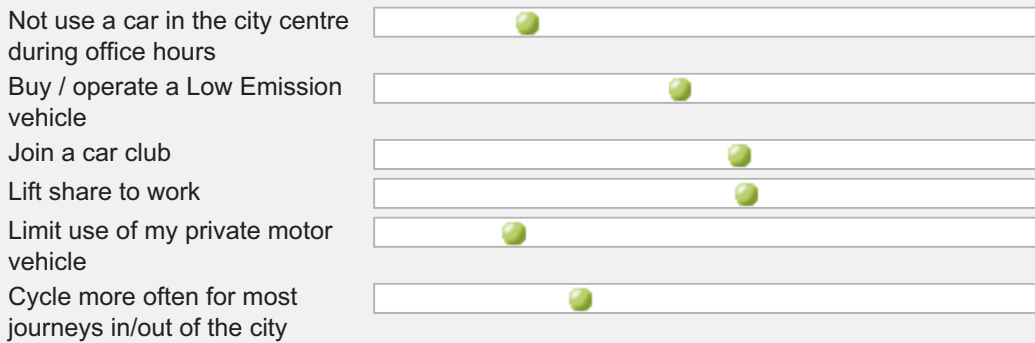
Please rank the following in relation to how important they are for reducing transport emissions and improving local air quality.



11 What I can do

What would you be prepared to do to help improve air quality by reducing your personal transport emissions?

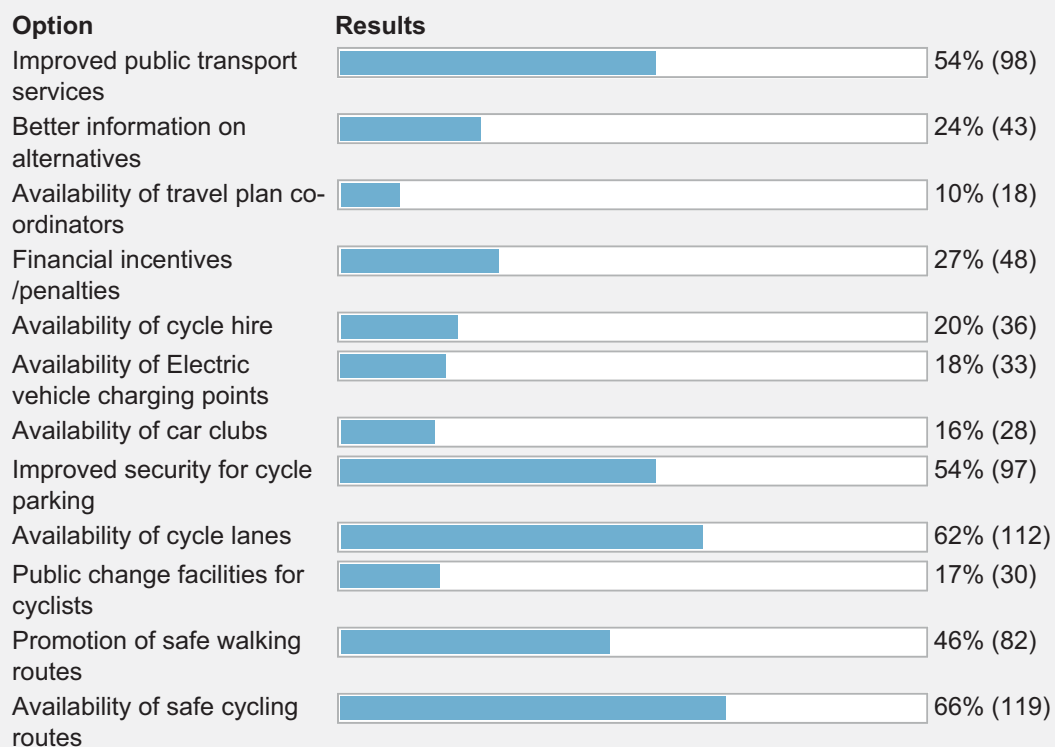




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- [Report on responses to this question](#)


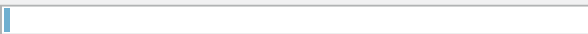
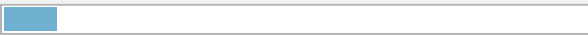
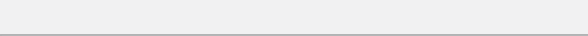
12 Travel alternatives

What would help you to take an alternatives to using a private vehicle for travel into and within Oxford?




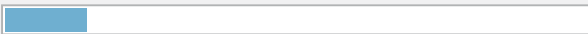




- [View the responses to this question](#)
- [Report on responses to this question](#)

13 Information about you: Where you live

Option	Results
I am a permanent resident of Oxford	 90% (165)
I am a temporary resident in Oxford (inc students)	 1% (2)
I am a resident in Oxfordshire (not Oxford City)	 9% (16)
I am a resident outside of Oxfordshire	 1% (1)




- [View the responses to this question](#)
- [Report on responses to this question](#)

14 Information about you: Your work status

Option	Results
I am in full time paid employment	 45% (82)
I am in part time paid employment	 14% (25)
I live/work at home	 18% (33)
I am not in paid employment	 22% (40)
I am a full time student	 1% (2)
I am a part time student	 1% (1)

- [View the responses to this question](#)
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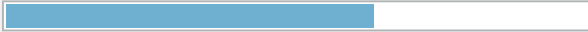


15 Information about you: Where you work or study

Option	Results
I work in Oxford (City)	 72% (104)
I work in Oxfordshire	 14% (21)
I work outside of Oxfordshire	 14% (20)

- [View the responses to this question](#)
- [Report on responses to this question](#)

16 Information about you: Use of Transport






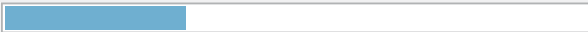




I use Public Transport in Oxford (journeys starting or ending in Oxford)

Option	Results
No more than twice a week	 63% (109)
2-4 times a week	 24% (41)
At least 5 times a week	 14% (24)

- [View the responses to this question](#)
- [Report on responses to this question](#)

17 Information about you: Use of Transport


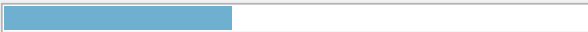

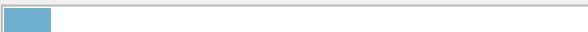

Your main mode of transport for normal weekday travel (please select all that apply)

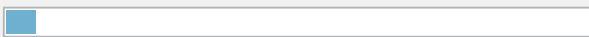
Option	Results
Car	 32% (59)
Car-share	 2% (3)
Car passenger	 2% (4)
Park & Ride	 1% (2)
Train	 6% (11)
Bus	 31% (57)
Coach	 3% (5)
Walk	 45% (83)
Cycle	 51% (94)
Other	 1% (1)

- [View the responses to this question](#)
- [Report on responses to this question](#)

18 Information about you: Transport - Mileage travelled

My regular weekday travel, involves a journey of the following mileage (single journey)

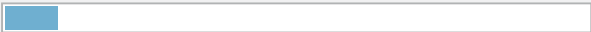



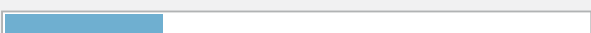
Option	Results
Less than 2	 27% (50)
2 to 5	 39% (71)
6 to 10	 14% (26)
11 to 20	 8% (14)
21 to 50	 7% (12)

51 to 100  5% (9)

- [View the responses to this question](#)
- [Report on responses to this question](#)

19 Information about you: Transport - Motor vehicle use


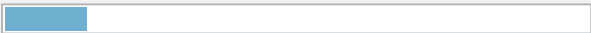

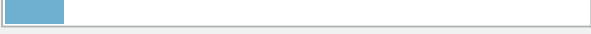


I use a motor vehicle (motorcycle, car, van, or lorry) for travel through or into Oxford

Option	Results
Daily (at least 5 times a week)	 9% (16)
2 to 5 times a week	 13% (23)
No more than twice a week	 21% (38)
No more than 4 times a month	 30% (55)
Not at all	 27% (50)

- [View the responses to this question](#)
- [Report on responses to this question](#)

20 Information about you: Transport Preference

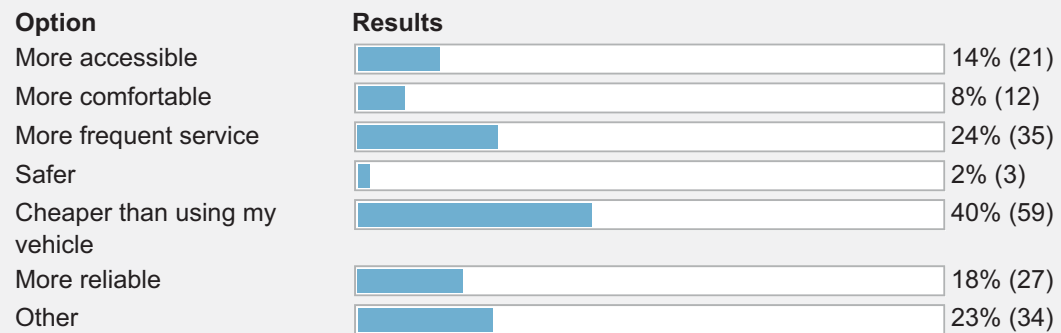
I do not use public transport because

Option	Results
I am unable to use public transport	 5% (7)
I prefer private transport	 14% (20)
It's cheaper to use private transport	 21% (31)
I need private transport for work	 10% (14)
There is no accessible public transport where I live	 2% (3)
None of these	 50% (73)

- [View the responses to this question](#)
- [Report on responses to this question](#)

21 Information about you: Public Transport opinion

I would consider using public transport into or within Oxford more often if it was:



- [View the responses to this question](#)
- [Report on responses to this question](#)

Public Consultation for draft Air Quality Action Plan running from 17 July to 17 September 2013 - Open Response Summaries

The summaries of open responses have been ordered to reflect the main themes in the draft AQAP

	Summary of comments	Response
Generic	Emissions and monitoring targets in AQAP	
	Separate targets for AQ and Carbon needed, plus define clear baselines	Included
	Need direct, not indirect AQ monitoring	Monitoring undertaken complies with Defra guidelines
	Need a strategy for reducing diesel emissions to achieve AQ objective(s)	Several actions included which will help address this.
	Consider emissions ceilings requiring closure of activity when attained	Noted, not progressed
	AQAP only aspirational targets rather than clearly defined and scheduled measures	Targets included
	No breakdown of PM emission sources; detail on other transport NOx sources;	Noted, AQMA is declared for Nitrogen Oxides
	No details on balance between AQ and climate emissions	The aim is to capture emissions that contribute to air and climate impacts
	No proposal to consider measures to reduce small particle emissions from construction	AQAP does not seek to address emissions from construction. They are addressed via construction management plan.
	Insufficient evidence base on air pollution and specific impacts of proposed reductions	Evidence base will be further developed.
	Source apportionment needed at hot-spots	This is available
	AQ target too lax, 40ug/m3 by 2020 latest	Realistic AQ target that reflects local programmes has been developed
	Agree to robust monitoring & assessment for implemented measures	This is proposed
	Diesel train emissions – inc. Jericho sidings (a concern)+ (monitor with diffusion tubes?) No consideration of emissions from idling trains at Jericho sidings Pollution from freight trains ignored, inc. Evergreen 3 scheme, and strategic freight route Road speed reduction mentioned but not rail freight speed reductions	For new developments train emissions are addressed through assessments carried out under Planning Regulations. For existing emissions are addressed through nuisance legislation.
	Wide range of measures, but no cost benefits	Cost-effectiveness will be addressed as measures are developed through the AQAP

	Support for improvements in air quality to reduce damage to historic stone buildings	Agree
	No proposal to address emissions from industrial installations and waste facilities	Industrial emissions addressed through IPPC Regulations
	OCC has duty of care to residents affected in hotspots in intervening years. AQAP fails to address this.	The County Council implement a large range of local transport measures contributing to improved air quality, assessments in hotspots are ongoing and reported annually by the City Council
	Consider Schools education programme, "Clean Air for Schools" as per London Boroughs	For future consideration
	Better public presentation of Diffusion tube air pollution levels, on-line map of results	Work in progress to develop County-wide AQ web site
	AQAP mostly human aspects of pollution, AQMA including special area of conservation(SAC),Oxford Meadows, exceeds critical load for N-deposition Include biodiversity, and protect Special Areas of Conservation, e.g; Oxford Meadows	These aspects are considered through Planning process
	AQAP has insufficient detailed plans	Aim is to develop in more detail

Theme 1: A City-wide sustainable travel strategy-building on work of the LTP, focussing on reducing car traffic, promoting low emission public transport, investment in walking & cycling & public transport		
	Summary of comments	Response
	LEZ doesn't address buses as major source, transfer problem to residential areas	LEZ was assessed on the relative contributions of all vehicles and other sources
	Closing roads counters reducing congestion (e.g Broad St , Keble Rd, Queen St) Removing bus stops from Queen St, shifted the problem to St Aldate's Closing Queen St will make matters worse	There is a balance between creating more pedestrian or cycling space and space for motor vehicles
	Overall strategy should be linked to Quality of Life objectives based on user categories: Resident; visitor; business; Consider related local data, i.e health response data. Categories should be sub-divided : Pedestrian; cyclist; EV user; Petrol/Diesel user	The overall strategy is based on maximising benefits to all
	Pollution is linked to economic activity	Our aim is to promote sustainable growth that minimises pollution
	Inadequate traffic management to promote walking and cycling	Promoting walking & cycling are key local priorities in Oxford
	AQAP needs to be a part of an integrated social policy	AQAP aims to complement LTP as an integrated strategy.
	No mention of measures to address:- School traffic New Chiltern train line & local station at Water Eaton Additional cycle parking provision, safer cycling tracks	School travel plans are in place for most schools
	City-wide sustainable travel strategy, requires:- Proper cycle paths, education of cyclists, licensing cyclists Promote excellent P&R further Reduce congestion at hotspots; consider 1-way on ring-road?;closure of city centre to daytime traffic	These measures are included within the current transport strategy, promoted through the Oxford Area Plan
	Consider more measures than required by legislation alone-congestion free traffic; infrastructure to support cycling and low emission public transport; cycle safety measures;	Measures to reduce congestion are a priority in the LTP

	Summary of comments	Response
	Require audit on implementation of travel plans	<p>Measures will be developed further in the Oxford Areas Plan of the LTP in partnership with the County Council who is in charge of the delivery of these measures.</p> <p>The action plan supports sustainable travel measures and developments set out in the LTP and liaison with County will continue as the Oxford Area Plan is updated.</p>
	Improve buses between rail station and city centre, poor linkage between bus services	
	Consider a managed “token” lift-share scheme	
	Improve pavements between station and city centre, especially Park End Street	
	Make cycling safer, better infrastructure, segregated lanes, cycle filters, adult cycle training	
	No proposals to re-develop junctions to reduce pollution hotspots, or mitigation plans for each hotspot, or monitoring stations at each hotspot	
	Need more details of bus routes and bus traffic	
	Consider benefits from traffic reduction & demand management measures as Work Place Parking Levy, modal shift to active travel & imp health	
	Apply for Grant to LSTF for assessment of Workplace Parking Levy & traffic reduction	
	Support effective cycling & walking plans	
	Support further LEZ for buses	
	Concerns over charges at P&R...detrimental?	
	Consider work place parking levy?	
	Consider Economic analysis of private bus companies? Bus travel expensive	
	Little advance on walking from previous suggestions – need clear strategy with practical steps	
	Need active policy to discourage polluting vehicles – pollution charge?	
	Prioritise pedestrian measures in St Aldate’s	
	Further reduce traffic in city centre & residential bus routes	
	Consider reducing parking provision except for disabled	
	Many streets have high pollution from cars and vans	

	Summary of comments	Response
	Important to continue to limit non-essential traffic flows into city	Measures will be developed further in the Oxford Areas Plan of the LTP in partnership with the County Council who is in charge of the delivery of these measures. The action plan supports sustainable travel measures and developments set out in the LTP and liaison with County will continue as the Oxford Area Plan is updated.
	Make centre more attractive for walking and cycling	
	OTS positive for dealing with motor vehicle congestion (+Air pollution) – Transform Oxford made matters worse...limits use of bikes, and make cycling less inviting.	
	Need clear thinking on active travel, + use of bicycle in particular. Too many vehicles. Suggest 2-pronged approach:- <ul style="list-style-type: none"> • Public Transport inter-connectivity – hub + oyster card type tickets. Consider trams to alleviate pollution • Positive approach to cycling to enable 2-3 x increase in cycle journeys. Involving more segregated + continuous lanes on main roads. Massive increase in secure cycle parking. 	

Theme2: Support for the uptake of low and zero emission vehicles. Building on bus based LEZ. Promote EV infrastructure, uptake of EV's, and Low Emission Vehicles, Eco-driving, anti-idling policies.		
	Summary of comments	Response
	<p>Positive response by Council for promoting bus operators improvements</p> <p>Disagree with Promotion and uptake of LEV's; bias towards those who can afford them</p> <p>Support Bus LEZ proposals, extend to other vehicles, e.g London</p>	<p>LEZ is seen as one step in promoting low emission vehicles</p> <p>LEV's are seen as further step in promoting sustainable travel</p> <p>Future consideration</p>
	National NO2 problems acknowledged by DEFRA – requires wider strategy for emissions reductions, including limiting traffic, & reducing wide range of classes of vehicles	Full range of measures is recognised
	<p>Support anti-idling policy for buses, extend to trains? Ref Jericho sidings</p> <p>No proposals to reduce idling of diesel trains to a max time period, when planning proposals are current</p>	<p>Anti-idling is within current LEZ scheme.</p> <p>Issues relating to trains are addressed under nuisance legislation rather than the AQAP</p>
	Support low & zero emission cars for car clubs and fleets	An EV car club is to be launched in Oxford by the end of 2013
	Eco-driving for bus drivers?..is it mandatory?	Main bus companies have schemes, others to be encouraged
	<p>All buses and taxis upgraded in line with LEZ standards</p> <p>Parking charge incentives for LEV's</p> <p>No proposal to provide incentives for and availability of alternative fuels</p>	<p>For further consideration</p> <p>Potential for consideration in future</p> <p>Incentives for alternative fuels must be set at a national level.</p>

Theme 3: Reducing Freight Emissions from Light Goods Vehicles and Heavy Goods Vehicle. Consideration of Freight LEZ, Freight Consolidation		
	Summary of comments	Response
	<p>Support LEZ for freight</p> <p>Support freight consolidation & anti-idling for freight & delivery vehicles & trains</p>	<p>City & County Council are seeking funding to carry out a feasibility study into freight consolidation in Oxford. An initial workshop involving local stakeholders has already taken place. Included in the AQAP.</p>
	<p>Acknowledge no single cause or solution</p> <p>Continue with measures to tackle bus & coach emissions & promote LEV's to all users</p> <p>Concerned over proposal to ban HGV's from central Oxford by consolidation centres. Local deliveries by light vans could make congestion and pollution worse</p> <p>Require greater clarification on proposals to promote uptake of LEV's by Road haulage Industry</p>	<p>Options to develop a freight quality partnership are included in the AQAP as a means to develop a dialogue with the freight industry.</p>

Theme 4: Planning for Sustainable Transport. Opportunities through new developments for investment in new infrastructure to support sustainable transport. Use of Community Infrastructure Levy (CIL) to support sustainable transport projects.		
	Summary of comments	Response
	<p>Need to promote P&R over Westgate, by:</p> <ul style="list-style-type: none"> • Convert buses to LPG • Buses different roads for different routes • Promote Low Emission (hybrid/electric) Taxis • Promote freight consolidation • Entry charge for diesels wanting to enter Oxford • Roadside Emission testing • Manage cycle parks- remove dumped cycles • Manage cycle lanes and footpaths (gritting) in bad weather, ahead of roads 	<p>This will be part of the consideration of a planning application.</p>
	<p>Westgate expansion will generate more traffic and create more problems</p>	<p>The environmental impact of the development is assessed within the planning process</p>
	<p>No planning restrictions in relation to safe distance of new housing from polluting roads, junctions or rail lines. No proposal to ensure air quality assessments take place at planning application stage No proposals to increase suitable tree species for new developments</p>	<p>Impacts of Developments, including mitigation measures are considered at Planning stage.</p>
	<p>Fails to provide measures to address:-</p> <ul style="list-style-type: none"> • Reducing pollution at Wolvercote Roundabout to 2020, • in relation to current projects :- Network Rail-Strategic Freight; Chiltern Evergreen 3;OCC Core Strategy –including housing & jobs; N. Gateway & Westgate - doubling of retail space; Expansion of Universities & tourism. • All will result in significant increase in pollution, at hotspot (Wolvercote Roundabout?)..thus targets unachievable. 	<p>All major projects are subject to Environmental Assessment, including air quality impacts through the planning process.For further consideration. Air quality may be taken as a material consideration within planning applications.</p>

	Summary of comments	Response
	Support plans, highlight better infrastructure for cycling / walking & use of EV's	Part of planning process, not to be addressed by AQAP directly.
	New Westgate making cycling more inconvenient	
	Barton Master Plan exemplary, but cycling unattractive in crossing dual carriageway	
	Oxford Station Masterplan brief is restricted in red-line & aspirations – leads to a dislocated transport environment, detriment to air quality.	

Theme5: Managing the Council's Transport Emissions. City & County Council's to demonstrate best practice on fleet management, to maximise reducing emissions across all fleet activities

	Summary of comments	Response
	Support Council's example of fleet management	For further development, AQAP includes proposals to develop a procurement hierarchy to promote low emission vehicles

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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	Description	Risk Cause	Consequence	Date raised	1	6	I	P	I	P	I	P			
CEB -001-ED	Council Reputation	T	Failure to meet transport NOx reduction targets	AQAP measures not fully implemented or inadequate	Failure to meet air quality objectives. Health & Environmental consequences. Damage to City Council standing. Lack of further engagement.		4		3	4	2	3	3	4	RP	28/10/2013	
CEB -002-ED	Council Reputation	T	Failure to meet carbon reduction targets for transport	AQAP measures not fully implemented or inadequate	Local carbon emissions increase. Damage to City Council standing. Lack of further engagement.		4		2	3	2	3	2	3	RP	28/10/2013	
CEB -003-ED	Council Reputation	T	Measures to reduce need to travel, reduce congestion, and promote low emission transport are not adequately prioritised	Economic growth and development prioritised above environmental impacts	Increases in transport emissions, congestion. Health & Environmental impacts		4		2	3	2	3	2	3	RP	28/10/2013	
CEB -004-ED	Partnership and Stakeholder Engagement	T	Failure to influence stakeholders and wider community	Majority of emissions not directly under Council control	Lack of engagement with Low Emission Strategy, seen to be ineffective.		4		3	2	2	2	3	2	RP	28/10/2013	
CEB -005-ED	Partnership and Stakeholder Engagement	O	Successful public engagement	Increasing public awareness and stakeholder engagement	Public and stakeholder demand for developing sustainable travel solutions. Further measures developed		4		3	3	3	3	3	3	RP	28/10/2013	

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Initial screening EqIA template

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Low Emission Strategy and Air Quality Action Plan essentially contain strategic ambitions in the area of programmes to promote sustainability by reducing emissions that may impact on air quality and climate change. As such, both policy documents are not introducing specific work programmes but will be instrumental in promoting further work in these areas.

There are likely to be future programmes that involve improvements to the rented property sector which could result in disabled or BME groups who could be at a financial disadvantage as a result of Landlords / Property owners passing on costs of upgrading home insulation etc to vulnerable tenants.

These matters can be addressed when specific programmes are being proposed.

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

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

No proposed changes

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

No further consultations proposed at this stage.

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

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

No formal adverse impacts resulting from strategic policy documents. Adverse impacts should be considered at programme inception stage.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

No proposed changes

Lead officer responsible for signing off the EqIA: Roger Pitman

Role: Environmental Policy Officer

Date: 24th May 2013

To: City Executive Board

Date: 11 December 2013

Report of: Head of City Development

**Title of Report: JERICO CANALSIDE SUPPLEMENTARY PLANNING
DOCUMENT – ADOPTION**

Summary and Recommendations

Purpose of report: To adopt the Jericho Canalside Supplementary Planning Document

Key decision?No

Executive lead member: Councillor Colin Cook

Policy Framework: The SPD will assist in the delivery of the Sites and Housing allocation policy SP7 for this site

Recommendation(s): That City Executive Board:

1. Adopts the Jericho Canalside Supplementary Planning Document
2. Endorse the accompanying Strategic Environmental Assessment Screening Report and the Equalities Impact Assessment
3. Authorises the Head of City Development, with the Board Member, to make any necessary editorial corrections to the document prior to final publication

Appendix 1: Final Jericho Canalside Supplementary Planning Document (with changes from the draft shown)

Appendix 2: Final Public Involvement Statement including table of changes

Appendix 3: Risk Assessment

Appendix 4: Strategic Environmental Assessment Screening Report

Appendix 5: Equalities Impact Assessment

Introduction and Policy Background

1. The Jericho Canalside site has been vacant and derelict since 2007. The City Council are very keen for the site to be developed and it has been allocated in Local Plan documents for a number of years.
2. This site is possibly one of the most complicated sites in Oxford in recent times due to the variety of competing uses expected and the challenge of balancing community uses with more lucrative residential development. It is also a site which attracts huge amounts of public interest being close to the heart of many Jericho residents and Oxford canal boaters due to its heritage and location.
3. There have been two relatively recent planning applications made on the site in 2003 and 2007. Both were unacceptable to the City Council failing to comply with policy requirements and were subsequently refused. The applicants appealed these decisions but both appeals were dismissed.
4. Most recently the site was allocated under Policy SP7 in the Sites and Housing Plan adopted by Council in February 2013. This policy allocates the Jericho Canalside site for a mixed-use development. It expects the development of this site to include:
 - residential;
 - a sustainably-sized community centre;
 - public open space/square;
 - replacement appropriately sized boatyard;
 - an improved crossing over the canal for pedestrians and cyclists.
5. The majority of the site was owned by Spring Residential Ltd who went into administration in 2009. The draft Supplementary Planning Document (SPD) came at a very important time as it was on consultation in the public domain when the site was being considered for sale recently and therefore prospective purchasers would have been aware of its content and requirements. It is understood that the administrators, PriceWaterhouseCoopers, closed a sale on the site in October 2013.
6. The final SPD is clear on how the City Council want to see the site developed so that potential purchasers of the site are in no doubt what is expected. This ought to have minimised the likelihood of developers over-paying for the site and subsequently arguing non-viability in order to justify providing less than the expected requirements.
7. The SPD brings together all the information regarding previous planning applications, appeals and current policy guidance to help applicants make a successful planning application and reduce time delay to the planning process by reducing the potential for conflicts and objections.

Pre-production consultation (July 2013)

8. It is important that the SPD evolves a vision for the site shared by the local community and the City Council. Officers have been liaising with local community groups to understand their aspirations. The Jericho Wharf Trust (which comprises the Jericho Community Association, Jericho Community Boat Yard Ltd, Jericho Living Heritage Trust and St Barnabas Church Parochial Church Council) have been involved throughout the production. In addition, Officers has been in contact with Oxford City Canal Partnership, College Cruisers, Worcester College and the Boaters of Oxford Action Team.
9. The City Council undertook an informal consultation drop-in event on 10 July 2013 in Jericho where views were sought from the local community on their aspirations for the site. A representative from Cordatus and PriceWaterhouseCoopers also came to the event. The comments from the public were on the whole very positive towards producing the SPD and some useful suggestions were made and incorporated.
10. Officers met with the Canal & River Trust (formerly British Waterways) to understand the issues relating to development affecting the canal and towpath and to ensure any requirements in the SPD will comply with their design requirements for the safe operation of the canal.
11. The Final Public Consultation Statement at [Appendix 2](#) provides further detail on this early stage of consultation.

Consultation on the Draft SPD (September/October 2013)

12. The draft SPD was approved by CEB on 11 September 2013 and went on a formal period of public consultation for 6 weeks from 13th Sept to 25th Oct 2013. Invited to comment were:
 - Approximately 1,000 Jericho and Rewley Park residents who were notified by a City Council flyer kindly distributed by the Jericho Community Association;
 - People who responded to the July consultation event who requested further contact (30+ people);
 - People on the City Council's online consultation portal (approximately 1,400 people) and those wanting a letter (approx. 50 people);
 - 30 Statutory consultees including the Environment Agency, English Heritage and Natural England, Thames Water, Scottish and Southern Energy, District Councils and Oxfordshire County Council;
 - Landowners/Administrator: PriceWaterhouseCoopers, HSBC Ltd; Cordatus; Savills
 - Local interest groups including: Jericho Wharf Trust, Jericho Community Association, Jericho Community Boatyard Ltd, Jericho Living Heritage Trust, Parochial Church Council of St Barnabas and St Paul, Oxford Civic Society, Oxford Preservation Trust;

- Canal related organisations: Canal & River Trust, Oxford City Canal Partnership, Boats of Oxford Action Team, Residential Boat Owners' Association, The Inland Waterways Association Oxfordshire Branch;
- Heritage groups including: Oxfordshire Architectural and Historical Society, The Twentieth Century Society, Garden History Society, The Georgian Group, The Society for the Preservation of Ancient Buildings, The Ancient Monuments Society;
- Neighbouring organisations: College Cruisers, Worcester College

13. The City Council received representations from 40 individuals or organisations. Of these, only one respondent outrightly objected to the development of the site and the SPD in principle. The remainder either strongly supported the SPD, or did not object in principle but suggested some changes of detail. On the whole, responses have been extremely positive with respondents clearly pleased that the City Council has produced this SPD.

14. The main issues raised were:

General

- The vast majority of respondents welcomed the SPD. Compliments were made on the presentation and clarity of the SPD. One respondent was not in support of redevelopment.

Characteristics

- Pleased that the layout directs the most vulnerable uses to the area with lower flood risk
- Welcome the concern about trees but any trees lost should be replaced
- Essential that biodiversity maintained
- Support for the attention and respect shown to heritage

Boatyard

- Support for the detail on what is meant by an 'appropriately sized' boatyard
- Welcome its position at the northern end
- Unconvinced that more fuelling stations needed
- Noise could be an issue but suggestions for mitigation

Community centre

- Pleased with support shown for a community sensitive development
- Suggested changes to provide further information on delivery, management and what is meant by sustainably sized
- Concern that the community centre won't be large enough
- Positioned at north of square is an alternative to the south
- Multi-purpose buildings would be suitable

Residential

- Support for mix of dwellings including for disabled people
- About 20 dwellings is sensible
- 50% affordable housing is consistent with the heritage of a diverse and mixed community
- The housing stock should be balanced with identified need
- Should be for local people not luxury apartments
- Residential should be resisted

Public Square

- Pleased with the proposed position of the square in front of the church
- Hope the square will have planting and shrubs
- The space will be enjoyed by people working locally
- An on-going management plan should be agreed

Bridge

- Support for a bridge to improve cycle routes and accessible to cyclist, wheelchair users and those with prams
- A static bridge would reduce conflict between boaters and pedestrians
- A swing/lift would be beneficial and reduce tree loss
- A bridge at the southern end would provide a better link to employment areas
- A bridge positioned centrally would bring people into the square and create a vibrant area
- The existing bridge at Mount Place could be replaced
- The SPD cannot insist upon a bridge

Parking and access

- Should be some parking for the boatyard and deliveries
- Opportunity to introduce a car club
- Support for path along the canal front

Design principles

- Support for the design principles and Framework Plan
- Buildings should be no higher than 3 storey
- Buildings should be no higher than 2 storey
- Essential that important views should not be compromised
- Lighting would improve the safety of the area
- Question over whether dormer windows are appropriate
- The development could form a hub for the residents of Rewley Park and Jericho

Delivery and Implementation

- There is little reference to the Canal & River Trust's discretionary approval
- The repeated reference to purchase price is unnecessary
- Welcome how viability has been dealt with

15. The SPD has been amended in a number of areas to reflect the comments made. A table of detailed changes noting where comments have led to changes are in the Final Public Consultation Statement at [Appendix 2](#). Copies of the full representations are also available on our website or in the St Aldate's Customer Contact Centre.

Summary of changes made to the draft SPD

Characteristics

16. Changes to this section have included the addition of some helpful historical information, clarification of what is expected to accompany a planning application, the requirement to consider opportunities for new tree planting and factual updates.

Boatyard

17. Amendments to the boatyard section include information on land transfer, the requirement for liaison with the Jericho Community Boatyard Ltd and factual updates.

Community Centre

18. The majority of the amendments to the SPD relate to the Community Centre. The City Council has had a number of helpful meetings with the Jericho Community Association to discuss the size and type of facilities sought and to understand the financial model which will enable the new community centre to sustain the on-going management and maintenance of the centre. These are critical changes as they will ensure that the community centre is sustainable and that developers will provide adequate space.

19. Amendments have also been made to show that the area to the north of the new public square would also be a suitable location for the new community centre provided that it occupies a position directly onto the square.

Residential

20. This section has not been amended.

Public square

21. This section has been amended to restrict car access to the square to prevent unauthorised parking, the requirement for an on-going management plan for the square and further detail on the exemplar architectural design expected around the square.

Improved crossing

22. Amendments have been made to be clear that the City Council considers that an "improved crossing" does not simply relate to creating a better physical design of a bridge but also improving the position of the bridge so that it delivers an improved network for pedestrians and cyclists.

Amendments are also clear that the priority for the bridge is for the ease of movements of pedestrians and cyclists.

23. Other amendments refer to the link that Rewley Park residents could have with Jericho, matters of clarification from the Canal & River Trust, noise and the position of electrical circuits that may affect the bridge position.

Design principles

24. Some comments were from local architects who made some helpful suggestions so some changes to this section bolster the design elements. In addition, whilst three storey buildings remain appropriate in some positions on the site, further clarification is given that the character of Jericho is of two storey buildings so any three storey buildings will be considered an exception and will be expected to be of an exemplary architectural design.

Canal & River Trust

25. The Canal & River Trust requested some changes with regard to their position and their discretionary consent which is worth making clear for potential developers.

Delivery and Implementation

26. Amendments are factual updates and clarifications on viability and water supply and further information on the position of the Church Council.
27. A new sub-section has been inserted to refer to the presence of the electrical circuits, how they might impact upon development and what developers are advised to do in terms of their liaison with Scottish and Southern Energy.

Level of risk

28. A risk assessment has been undertaken and the risk register is attached (Appendix 3). All risks have been mitigated to an acceptable level.

Climate change / environmental impact

29. Sustainability Appraisal is no longer required for SPDs under UK law, however to comply with European regulations, a Strategic Environmental Assessment (SEA) Screening Report has been produced to identify whether the SPD would have any significant environmental impacts and is available at Appendix 4. The statutory consultees for the SEA (Environment Agency, English Heritage and Natural England) agreed with the conclusions of the Screening Report that no Strategic Environmental Assessment of the Jericho Canalside SPD was required. Where advice has been provided this has been incorporated within the SPD.

Equalities impact

30. Consideration has been given to the public sector equality duty imposed by s149 of the Equality Act 2010. Having paid due regard to the need to meet the objectives of that duty and of the SPD the view is taken that the duty is met. An Equalities Impact Assessment is at Appendix 5.

Financial implications

31. The costs associated with the production of the SPD have been met through the current resources of the Planning Policy team and budget. A small part of the site is owned by the Council. By having an SPD to help deliver the site, the Council's Corporate Asset team will have greater certainty over the development likely to be supported by the Council and will be able to realise the capital value of these assets in a timely fashion subject to joint working with the landowner of the remainder of the site. For the avoidance of doubt it is noted that this is an incidental consequence. The ownership of the site was not a consideration save as is relevant to the plan making process (e.g. in connection with the likelihood of delivery).

Legal Implications

32. Any person may apply to judicially review the adoption of the SPD upon adoption and must be made promptly and in any event within three

months. The level of risk of a successful judicial review is considered to be acceptably low.

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Version number:3

Jericho Canalside

Development Brief Supplementary Planning Document

December 2013

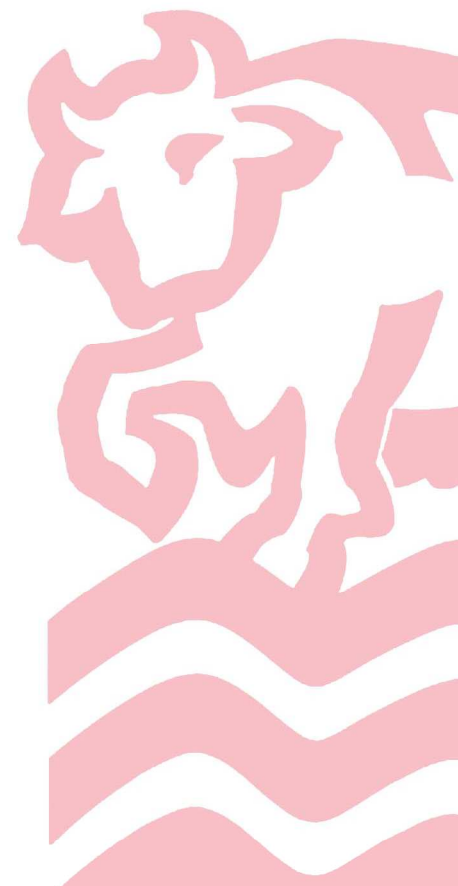


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Cover photo of the site courtesy of Isisbridge.



1.0 INTRODUCTION

1.1 This Development Brief supplements Policy SP7 of the Sites and Housing Plan which allocates the Jericho Canalside site for a mixed-use development. It explains the vision for the site of the City Council, evolved with the local community, and will assist developers in the submission of high quality proposals befitting of the site's character and heritage.

1.2 This site is possibly one of the most complicated sites in Oxford in recent times due to the variety of competing uses expected and the challenge of balancing community uses with high value lucrative residential development. Oxford is the least affordable city in the UK, as cited in the Centre for Cities report 2013, but with a huge demand for property. It is also a site which attracts a lot of public interest being close to the heart of many Jericho residents and Oxford canal boaters due to its heritage and location.

1.3 The City Council and local people are eager for the site to be developed rather than stand empty as it has done for over 5 years. It is hoped that this Brief will help achieve this.

1.4 The reasons for producing this Brief are:

- to help applicants make a successful planning application;
- to be clear on the City Council's expectations drawing upon issues and elements in relation to past applications and appeal decisions that remain relevant;
- reduce time delay to the planning process by reducing the potential for conflicts and objections;
- to evolve a vision for the site shared by the local community and the City Council;
- to be a creative exercise in finding ways to enhance and improve the places in which people live their lives in line with the National Planning Policy Framework principle.

1.5 The Brief forms part of Oxford's Development Plan and is a material consideration in the determination of any planning application made on the site. It has been developed through both informal and formal public consultation, meetings with key local groups and input from internal and external specialists.

1.6 The Brief has also been the subject of a formal Strategic Environmental Assessment screening ensuring that the document has appropriate legal compliance.

2.0 OBJECTIVES

2.1 In line with the Town and Country Planning (Local Planning) (England) Regulations 2012 controlling the production of Supplementary Planning Documents, the Brief must not conflict with the adopted Development Plan. The Development Plan comprises the Core Strategy, the Sites and Housing Plan and the saved policies of the Oxford Local Plan 2001-2016. In addition, the Brief must not conflict with the National Planning Policy Framework.

2.2 Existing policies within the Development Plan (set out in Section 3.0) already provide some detail on the requirements of the site. Some of these policies are open to interpretation so this Brief seeks to explain how the City Council interprets the key policies that relate to the site. This detail remains within the scope of existing policy requirements. It is hoped that this will enable applicants to make a successful planning application and speed up delivery of the site.

The objectives of the Brief are to:

- ✓ **Provide detail on what is expected with regards to an appropriately sized boatyard, the new sustainably sized community centre, the residential and the public square** *(Policy SP7)*
- ✓ **Provide detail on how an improved crossing over the canal for cyclists and pedestrians can satisfactorily be achieved to deliver a joined up cycle and pedestrian network** *(Policy SP7 and CS14)*
- ✓ **Identify the unique character and distinctiveness of the site and the Jericho area to provide the context from which the design of the development should draw inspiration, in particular in relation to the heights of buildings and the area surrounding the public open space** *(Policies SP7 and CS18)*
- ✓ **Describe how the development should respect and enhance the historic environment in particular the waterfront heritage of the site, the conservation area and the Grade 1 listed St Barnabas Church** *(Policies SP7 and CS18)*



3.0 RELEVANT PLANNING POLICY

3.1 The key policies of the Development Plan particularly relevant to this site are set out below although any planning application will be considered against all relevant policies in Oxford's Development Plan.

Sites and Housing Plan - Policy SP7 Canalside Land, Jericho

3.2 Policy SP7 is a site allocation for this specific site. Policy SP7 stresses the importance of the character of the conservation area and the setting of the listed St Barnabas church. It draws attention to the need for a site-specific Flood Risk Assessment and the possibility of needing to fund a study to assess water supply capacity, ensuring that the development does not cause water supply problems.

Development types expected from the site's redevelopment:

- Residential
- A sustainably-sized community centre
- Public open space/square
- Replacement appropriately sized boatyard
- An improved crossing over the canal for pedestrians and cyclists

3.3 The text preceding Policy SP7, which holds as much weight as the policy wording itself, gives some further detail about the design requirements of the development relating to the boatyard, building heights, St Barnabas Church and impact mitigation.

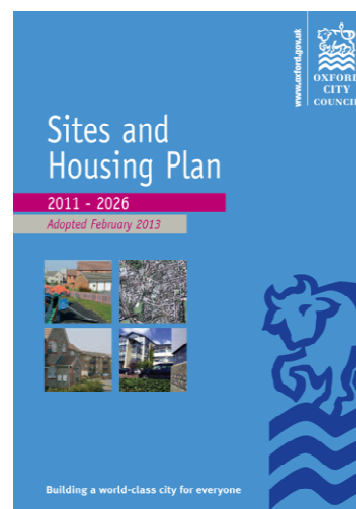
Elements from the Sites and Housing Plan Policy SP7 that should feature in the design of the development:

- The boatyard should include a wet dock, and allow craneage for narrowboats with possible supporting chandlery and associated workshop and DIY maintenance facilities
- The canal boat hire base (College Cruisers) occupying the extreme north of the site should be retained
- Building heights should reflect the form and scale of surrounding development, particularly surrounding the area of public open space and
- Finished design should respect the waterfront heritage of the site, the conservation area and Grade 1 Listed Building
- The wall separating the Church and the proposed new square should be demolished to open up the square and views of the Grade 1 listed building
- In order to mitigate recreational impacts on the Oxford Meadows SAC, dog and litter bins and an information board must be provided at the Walton Well Road entrance to Port Meadow

Sites and Housing Plan - Housing Policies

3.4 The following policies are the main policies which will be relevant to any proposal on this site. These are summaries only and the full text should be read from the Sites and Housing Plan:

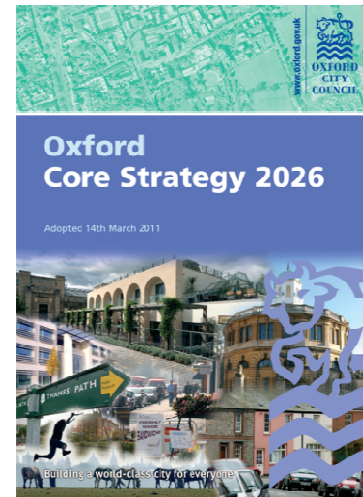
- *HP2 Accessible and Adaptable Homes* – all new dwellings should meet lifetime homes standards and at least 5% of all new dwellings (or at least 1 dwelling for sites below 20 units) are either fully wheelchair accessible, or easily adapted for full wheelchair use. 50% of these must be provided as open market dwellings.
- *HP3 Affordable Homes from Large Housing Sites* – generally a minimum 50% of dwellings on the site are provided as affordable homes. A minimum 80% of the affordable homes must be provided as social rented, with remaining affordable homes provided as intermediate housing
- *HP 9 Design, Character and Context* – Planning permission will only be granted for residential development that responds to the overall character of the area, including its built and natural features
- *HP11 Low Carbon Homes* - Planning permission will only be granted for developments of 10 or more dwellings where development proposals include at least 20% of their energy needs from on-site renewable or low carbon technologies. The City Council are developing the Heritage Energy Efficiency Toolkit (HEET) which will help property owners and developers understand the heritage value of historic buildings and explore the wide range of options for enhancing the energy efficiency of historic buildings and options for renewable and low-carbon technologies.
- *HP12 Indoor Space*- Planning permission will only be granted for new dwellings that provide good quality living accommodation
- *HP13 Outdoor Space* - Planning permission will only be granted for new dwellings that have direct and convenient access to an area of private open space
- *HP14 Privacy and Daylight* - Planning permission will only be granted for new residential development that provides reasonable privacy and daylight for the occupants of both existing and new homes
- *HP15 Residential Cycle Parking* - Planning permission will only be granted for residential development that complies with the following minimum cycle parking provision:- Houses and flats up to 2 bedrooms at least 2 spaces per dwelling; Houses and flats of 3 or more bedrooms at least 3 spaces per dwelling
- *HP16 Residential Car Parking (and Appendix 8)* - Planning permission will only be granted for residential development where the relevant maximum car parking standards are complied with:- Houses: 1 space per house (allocated or unallocated); Flats: Car-free, plus operational, disabled and car club parking up to 0.2 spaces per dwelling; Wheelchair dwellings: 1 space per dwelling on plot.



Oxford Core Strategy

3.5 The following policies are the main policies which will be relevant to any proposal on this site. These are summaries only and full text should be read from the Core Strategy:

- *CS9 Energy and natural resources*-Proposals are expected to demonstrate how sustainable design and construction methods will be incorporated; how they optimise energy efficiency and how they utilise technologies that help achieve Zero Carbon Developments
- *CS10 Waste and Recycling* -All new developments will be expected to have regard to the waste management hierarchy during design, construction and final occupation
- *CS11 Flooding* - The development must carry out a full Flood Risk Assessment (FRA), which includes information to show how the proposed development will not increase flood risk, how it will be safe and how the necessary mitigation measures will be incorporated. All developments will be expected to incorporate sustainable drainage systems
- *CS12 Biodiversity* - Development will not be permitted which will result in a net loss of sites and species of ecological value. Where there is opportunity, development will be expected to enhance Oxford's biodiversity
- *CS14 Supporting city-wide movement*- The City Council will work with its partners to promote greater pedestrian and cycle priority through and to the city centre, potentially incorporating public realm and cycle parking improvements; and work towards a joined-up, city-wide cycle and pedestrian network by addressing 'pinch-points', barriers and missing links
- *CS17 Infrastructure and Developer Contributions* - Planning permission for new development will only be granted if it is supported by appropriate infrastructure at a timely stage. Developer contributions will be sought where needs arise as a result of new development
- *CS18 Urban design, townscape character and the historic environment* - Planning permission will only be granted for development that demonstrates high-quality urban design. Development proposals should respect and draw inspiration from Oxford's unique historic environment (above and below ground), responding positively to the character and distinctiveness of the locality. Views of the skyline of the historic centre will be protected
- *CS23 Mix of Housing* - Planning permission will only be granted for residential development that delivers a balanced mix of housing. Appropriate housing mixes are set out in the Balance of Dwellings SPD
- *CS24 Affordable Housing* -Planning permission will only be granted for residential developments that provide generally a minimum of 50% of the proposed dwellings as affordable housing on all qualifying sites



Saved Oxford Local Plan 2001-2016 Policies

3.6 The following policies are the main policies which will be relevant to any proposal on this site. The full wording should be read from the Oxford Local Plan 2001-2016.

CP.1	Development Proposals	TR.4	Pedestrian and Cycle Facilities
CP.6	Efficient Use of Land and Density	TR.5	Pedestrian and Cycle Routes
CP.8	Designing Development to Relate to its Context	TR.13	Controlled Parking Zones
CP.9	Creating Successful New Places	NE.6	Oxford's Watercourses
CP.10	Siting of Development to Meet Functional Needs	NE.14	Water and Sewerage Infrastructure
CP.11	Landscape Design	HE.2	Archaeology
CP.13	Accessibility	HE.3	Listed Buildings and Their Setting
CP.14	Public Art	HE.7	Conservation Areas
CP.17	Recycled Materials	HE.9	High Building Area
CP.18	Natural Resource Impact Analysis	HE.10	View Cones of Oxford
CP.19	Nuisance	SR.9	Footpaths and Bridleways
CP.21	Noise	SR.11	Recreational Cycling
CP.22	Contaminated Land	SR.12	Protection of Water Based Recreation Activities
TR.1	Transport Assessment	SR.13	New Water-Based Recreation Activities
TR.3	Car Parking Standards	SR.16	Proposed New Community Facilities

Supplementary Planning Documents

3.7 The following Supplementary Planning Documents are material considerations:

- Affordable Housing and Planning Obligations SPD (Sep 2013)
- Balance of Dwellings SPD (2008)
- Natural Resource Impact Analysis (2006)
- Parking Standards, Transport Assessment and Travel Plans Supplementary Planning Document (2007)

Technical Advice Notes

3.8 The following Technical Advice Notes will assist applicants in complying with policies

- Technical Advice Note 1: Accessible Homes (2013)
- Technical Advice Note 2: Energy Statement (forthcoming)
- Technical Advice Note 3: Waste Storage (forthcoming)

Canalside Land Development Guidelines 2001

3.9 Development Guidelines for this site were adopted in the form of Supplementary Planning Guidance in 2001. Whilst these guidelines were written under the previous Local Plan 1999-2001, many of the design principles are still very relevant as policies relating to the site have not changed

significantly since then. The Canalside Land Development Guidelines (2001) is superseded upon adoption of this Brief.

National Planning Policy Framework (NPPF)

3.10 The Sites and Housing Plan includes Policy MP1 which reflects the National Planning Policy Framework's presumption in favour of sustainable development. The NPPF contains a set of core land-use planning principles which should underpin decision-making. The elements of these core principles that are particularly relevant to this Brief relate to good quality design and the conservation and enhancement of the historic environment.

3.11 The NPPF states that it is important to plan positively for the achievement of high quality and inclusive design for all development, including individual buildings, public and private spaces and wider area development schemes. Development should add to the overall quality of the area; establish a strong sense of place creating attractive and comfortable places to live, work and visit; optimise the potential of the site to accommodate development; respond to local character and history, and reflect the identity of local surroundings and materials, while not preventing or discouraging appropriate innovation; create safe and accessible environments; and are visually attractive as a result of good architecture and appropriate landscaping.

3.12 In relation to the historic environment NPPF aspires for positive strategies for the conservation and enjoyment of the historic environment that will sustain and enhance the significance of heritage assets; recognise the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring; make a positive contribution to local character and distinctiveness; and take opportunities to draw on the contribution made by the historic environment to the character of a place.



4.0 CHARACTERISTICS, CONSTRAINTS AND OPPORTUNITIES

Site description

4.1 This 0.49 hectare brownfield site is within the historic suburb of Jericho, Oxford. It is bounded to the west by the Oxford Canal and surrounded on all other sides by residential development, including student accommodation to the immediate south. The Grade 1 listed St. Barnabas Church sits against the eastern boundary to the site, in the midst of the surrounding development and forms an important backdrop to the site. It is a former boatyard and workshop site and has been vacant and derelict since 2006. The northern part of the site is used by College Cruisers as a boat hire facility and informal parking, while garages and open space occupy the land in Dawson Place.

4.2 The site is a great asset to the local community. The aspirations of the community are set out in more detail in the next section. By far the greatest opportunity for the site is to maximise its position on the canal and to create a unique focal point for the Jericho and boating communities whilst also delivering housing.

Heritage

The Canalside

4.3 The canal and wharves have been included within the Jericho Conservation Area in recognition of their contribution to the special historic and architectural interest of the area and the desirability of preserving or enhancing its character and appearance. The special interest of the area has been defined within the Jericho Conservation Area Study, which also defines features of the canalside and surrounding residential streets that are considered to make a positive contribution to Jericho's character and appearance.

4.4 The Oxford Canal has a special historic interest as the first man-made waterway to provide an inland route between the coalfields and manufactories of Birmingham and South Staffordshire with the metropolitan market of London. The canal had a significant impact on the development of the country's industry and trade, whilst Oxford occupied an important point at the junction between the canal and the River Thames. Small buildings of industrial character within the wharves provide some evidence of the transshipment activity that took place, and later use for boat maintenance.

4.5 The site comprises the very first wharf to be established in Jericho, set up by Henry Ward, a member of a successful and philanthropic Oxford family of coal merchants, boatowners, and boatbuilders in the early 19th century. The Ward family still owned most of the land here when St Barnabas' Church was built, and as well as providing the land for the church's construction, the Wards also provided the site for Jericho's first school in 1856. In 1927 the Oxford Canal Company undertook a strategic withdrawal and sold its two terminal wharves (New Road and Hythe Bridge). The Jericho wharves became the terminus for cargo and leisure boats. The site is the last remnant in Oxford of the working manifestation of this transport network. The wharves at Jericho influenced the character of the area's later development by promoting the development of resource

hungry industry such as iron working and publishing, with the attendant growth of workers' housing. This led to the creation of an industrial suburb of modest, low-scale workers' housing on the edge of the city.

4.6 Latterly the wharves have provided a linking space between the land dwelling community of Jericho and the developing waterborne community of the canal, providing public access to areas that allow an appreciation of the canal's influence on Jericho's development. Through the development of use of the wharves as a boatyard, the area has developed communal value for boat-dwellers, in particular as a shared space that has helped to develop community cohesion and interaction. The canal has developed a 'wild' rural character, in many ways indistinguishable from backwaters of the River Thames. This is partly a result of a planting of native species trees alongside the towpath, which have developed a naturalised under-storey. These provide a value to the amenity of the site by screening the noise and views of the railway to the west and the appearance of new developments at Rewley Road and Roger Dudman Way.

St Barnabas Church



St Barnabas Church from Canal Street

4.7 St Barnabas Church is a Grade I listed building in recognition of its exceptional architectural and historic interest. It represents a highly unusual example of Italianate Romanesque architecture from the great period of Gothic Church building in the 1860s and includes the innovative, (for the time), use of concrete. The church was built with funding from Thomas Combe, superintendent of the Clarendon Press (Oxford University Press) and designed by the architect Arthur Blomfield. Combe was a prominent patron of the pre-Raphaelite artists and the drama of the church seen in the setting of the canal and its unusual architectural character may be seen as a product of his artistic interest.

4.8 The church is a prominent feature in views along Canal Street and Cardigan Street, where the pale cream elevations contrast with the red of brickwork. The building, including its tower and campanile, rise high above surrounding terraces. The church is also prominent in views from the canal, partly as a result of its position next to the canal wharves, which have generally remained open between the church and waterfront throughout its history, with development limited to single-storey sheds. Historically the church was also approached by doors from the canalside.

Jericho's Historic Streets

4.9 The surrounding residential streets of Jericho have a distinctive architectural character resulting from the high density development of workers' cottages with a, generally, uniform two-storey scale, continuous rooflines with chimneys and regular pattern of window and door openings, historically typified by timber-framed sash windows and panelled doors. These are distinguished by a

great variety of architectural decoration notably through use of patterned brickwork and window detailing and forms, creating an ever changing frontage within streets.

4.10 The streets in this area are tightly enclosed, intimate spaces, in which houses stand directly at the rear of the pavement, creating long, channelled views. Buildings occasionally rise to three storeys, although

these are rare and more than two-adjacent properties of this scale are exceptional. Street corners are normally typified by two-storey returned frontages. The scale and uniformity of development reflects the historic social standing of Jericho's residents' although the wealth of architectural detailing reflects the strong sense of individualism within this community in the 19th century.



A typical street in Jericho (photo courtesy of Isisbridge)

4.11 Any planning application should be accompanied by a heritage statement that sets out the heritage significance of the site, how that has influenced the proposals and the measures undertaken or proposed to avoid or mitigate any harm to that significance.

Archaeology

4.12 A substantial amount of made ground exists across the site comprised of medieval rubbish dumping as the site was not under occupation before the 19th century. In archaeological terms the site possesses only low potential for containing remains of local or regional significance. For the prehistoric period low general activity is shown for the area whilst for the Roman, Saxon and Medieval periods the potential for remains is also low. There is some possibility of remains from the post-medieval period in the form of remains of buildings that originally stood as part of the canal wharf. There is however a high potential for palaeo-environmental remains so an archaeological assessment is likely to be required to be submitted with the planning application. Conditions requiring an archaeological field evaluation, method statement for the design of foundations and other ground works, and archaeological recording action are therefore likely to be imposed on any permission granted.

Flooding

4.13 The majority of the site is within Flood Zone 3a with part of the northern area within Flood Zone 3b. During the production of the Sites and Housing Plan, the Inspector was satisfied with the evidence provided by in respect of the Sequential and Exceptions Tests and subsequently allocated the site for development. Policy SP7 requires a site-specific flood risk assessment (FRA) and that development should incorporate any necessary mitigation measures. Any site specific Flood Risk Assessment will need to ensure that the development is safe, does not increase risk elsewhere and that safe access and egress arrangements can be implemented.

4.14 As evidence base for the Sites and Housing Plan, a Level 2 Strategic Flood Risk Assessment (L2SFRA) was completed in respect of this site which concluded that Part C of the flood risk

exception test would be passed based on the current information but that further technical assessment is required. Applicants will be expected to carry out the technical assessment to confirm whether Part C of the Exception Test could be passed.

4.15 The Environment Agency are currently undertaking a detailed hydraulic modelling (1D/2D modelling) exercise of the major Oxford watercourses. This work is expected to be completed in late 2013. It is not clear at this stage whether there will be any change to the Flood Zone classification at this location. The outputs of this model should be used to assess flood risk which may allow the recommendations of the L2SFRA to be met.

4.16 Surface water runoff should be managed on the site through the use of Sustainable Urban Drainage Systems, attenuating runoff to greenfield runoff rates if possible but at least 30% less than existing runoff in accordance with recommendations for Critical Drainage Areas.

Biodiversity

4.17 The biodiversity most likely to be affected by the development is bat roosts which depends on the construction type and the maintenance level of the buildings. Applicants will be expected to undertake building surveys for bat suitability and further surveys as necessary. In terms of bird life it is recommended that buildings are either demolished outside the nesting season, or birds discouraged from using the site by blocking access to them and checked again prior to demolition.

4.18 Core Strategy Policy CS12 states that development will be expected to enhance Oxford's biodiversity. The boatyard has potential to see biodiversity enhancement for three groups of organisms of biodiversity concern that use the canal corridor here:

- Bats - through suitable trees and roosting structures in buildings
- Birds - through landscaping and bird boxes on buildings
- Water voles - through the creation of some vegetation area at canal water level along the edge

4.19 Applicants will be expected to assess whether any of the biodiversity enhancement features can be incorporated into the development. Suitable features will be secured by condition or planning obligation.

Trees

4.20 Development of the site might require the removal of the mature false acacia and silver birch trees that stand on a small area of public open space, Dawson Place, at the corner of Dawson Street and Canal Street. They are good quality and have a significant safe useful life expectancy in excess of 40 years. The false acacia in particular is a prominent feature of public views along Canal Street and is important to the setting of St Barnabas Church. Both trees are visible in views from the canal providing screening from the urban area behind helping to protect the rural character of the canal. The removal of these trees will have an adverse effect on the appearance and character of the area in public views and will be detrimental to the setting of the church. However, on balance, it is likely that the public benefits provided by the development outweigh these impacts.

4.21 The other trees within the site are self-seeded, the most significant being a small group of sycamore and ash trees that stand in the south-west corner next to the canal and boundary with Worcester College. Although these trees are reasonably large, their amenity value is low. The presence of other large trees growing along the boundary within the ground of Worcester College will ensure that their removal will not have a significant visual impact and is therefore acceptable.

4.22 Outside of the site, the canal corridor is of ecological significance not only to Jericho but also to Oxford as a whole. It represents one of the green corridors that brings the countryside into the urban area and contributes to Oxford's unique spatial form and character. It is a riparian habitat characterised by indigenous trees including field maple, wild cherry, alder, crack willow, hawthorn, ash, elder and hazel, all growing between the canal and Castle Mill Stream. The trees have an important



The tree lined towpath opposite the site (*photo courtesy of Isisbridge*)

group value, contributing to the special 'green amphitheatre' setting of Jericho, which is described in the Jericho Conservation Area Study. This combined with a non-interventionist approach to vegetation management gives the canal corridor its 'wild' rural feel. Decisions about the design and location of any new bridge linking the site with the canal towpath will necessarily be a balance between various competing interests, but great weight should be given to the significance of the trees along the canal and the need to minimise harmful effects on these trees as far as possible.

4.23 Development might also affect trees that stand in the garden of adjacent properties; for example the mature hawthorn tree and twocypress trees which stand within the rear gardens of properties in Combe Road. While none of these trees is particularly important and their removal will not have a significant impact in public views, the management of these trees will be outside of the direct control of any developer. Unless the owners of these trees agree to their removal it will be necessary for the layout of the development to avoid harming these trees.

4.24 The development is expected to provide new opportunities to plant new trees for the benefit of amenity in the area. Developers will be expected to consider all opportunities for new tree planting to mitigate against any loss of trees and to enhance public spaces. It is likely to be necessary to plant new trees to mitigate the visual impacts if trees are to be removed from Dawson Place for example.

Contaminated land

4.25 In view of the site's previous boatyard and industrial uses the possibility exists of elevated levels of methane and hydrocarbon contamination which would require full remediation before construction could begin, possibly including some extraction of material.



5.0 COMMUNITY ASPIRATIONS

5.1 This site is very important to the local community being at the heart of Jericho and having a rich heritage. The community consider that it has the potential to become a vibrant hub of activity for local people and visitors. They recognise that it is the only development opportunity in Jericho which could deliver a new community centre and a replacement boatyard and they would like to ensure that the site is developed with the right facilities.

5.2 The community themselves have undertaken considerable consultation, background work and fundraising with an aim of acquiring and developing the site in the interests of the community. The Jericho Wharf Trust (JWT) is a community organisation set up for this purpose and has been co-ordinating activities. JWT comprises four partner organisations:

- Jericho Community Boatyard Ltd (JCBY);
- Jericho Community Association (JCA);
- Jericho Living Heritage Trust (JLHT);
- Parochial Church Council of St Barnabas and St Paul.

5.3 The City Council have been keen to understand the aspirations of the community and, in the spirit of the National Planning Policy Framework and the localism agenda, felt it very important to work closely with the community on this Brief but recognising that the majority of the site is in private ownership and it is the landowner who will consider a scheme for submission. This is an excellent opportunity for local people to have a hand in the design of the development. To not involve and listen to the community would be a wasted opportunity and contrary to current government guidance.

Drop-in consultation event (July 2013) and other surveys

5.4 Consultation enables the City Council to obtain views from a sample of the local community. The views of the community are one aspect which feeds into decision making. Other aspects include the existing planning policies, political views and the need to deliver sustainable and viable development. Each of these aspects must be balanced against each other to try and deliver a development or document that satisfies these matters to an optimum degree.

5.5 Inevitably not every suggestion made through the consultation will be taken forward but the City Council aspires to act upon any clear patterns or consensus that emerges from consultation responses.

5.6 There was already a considerable amount of information available to help understand how the community would like to see the site developed, however, it remained important for the City Council to undertake its own independent consultation event. This consisted of a drop-in event in the current Jericho Community Centre. Flyers were produced by the City Council and distributed by the JCA to over 1,000 homes in Jericho.

5.7 The Interim Public Consultation Statement contains more detail on the matters raised. Some matters showed a clear consensus but some showed a divided opinion which is also significant. Below are the matters from the consultation that have directly influenced the Brief:

- Whilst there were many different opinions on how much of each use would be appropriate, the most popular opinion was that the mix of uses (residential, boatyard, community centre and public square) should be broadly equal. The City Council would agree that this approach would deliver a truly mixed development and should be the starting point for design considerations.
- In terms of the location of uses, there was clear consensus that the boatyard would be best placed at the north of the site next to College Cruisers and that the public square should be in front of the church. There was some agreement that there should be at least some housing on the southern part of the site. The City Council would agree with this approach.
- There was divided opinion as to the preferred location of the community centre with suggestions evenly split between the Dawson Place end and the southern end of the site. The Jericho Wharf Trust feel strongly about it being located south of the square. This is one reason for this being its preferred location within the draft SPD.
- There was generally agreement that the community centre should be larger than the current centre and multi-functional with small and large rooms capable of accommodating a wide range of activities. This opinion was also clear from other non-Council consultations referred to in Appendix 2 with which the City Council would agree.
- There was divided opinion as to the preferred location for a new bridge with suggestions split evenly between the southern end of the site and a more central location leading onto the square. Similarly, there was no clear agreement as to the most appropriate type and style of bridge. For this reason, and because of the many factors to consider with regards to the bridge as detailed in Section 6.0, the City Council will remain open minded about the most appropriate location for the bridge.
- There was overwhelming support for a footpath along the canal frontage. This re-affirmed the City Council's view that space should be retained along the canal frontage to the south of the site leading from Great Clarendon Street to the new square not only for public access but for canal maintenance and boat access.
- There was general agreement that 3 storeys is the maximum appropriate height of buildings (in line with Policy SP7) but also that 2 storeys will be more appropriate in some locations depending on any impact upon neighbouring buildings. For this reason this Brief adds some guidance on this matter.
- There was general agreement that there should be little or no car parking on the site. This re-affirmed the City Council view that this would be a suitable location for low-car or car-free development and guidance has been added on this matter.

5.8 Appendix 2 refers to other relevant non-City Council surveys and consultations.

Formal consultation (Sept/Oct 2013)

5.9 Formal consultation (*Regulation 13 Town and Country Planning Act (Local Planning) (England) Regulations 2012*) took place between 13th September and 25th October 2013. Following the six-

week period of statutory public consultation, responses were received from 40 individuals or organisations. Responses were considered and as a result changes made to the SPD. The overarching general comment was one of support for the SPD with many respondents supplementing support with some more specific wording changes. Below is a summary of the main issues raised. The Public Involvement Statement lists the specific changes made to the SPD as a result of the detailed comments.

Summary of main issues raised

General

- The vast majority of respondents welcomed the SPD. Compliments were made on the presentation and clarity of the SPD. One respondent was not in support of redevelopment.

Characteristics

- Pleased that the layout directs the most vulnerable uses to the area with lower flood risk
- Welcome the concern about trees but any trees lost should be replaced
- Essential that biodiversity maintained
- Support for the attention and respect shown to heritage

Boatyard

- Support for the detail on what is meant by an 'appropriately sized' boatyard
- Welcome its position at the northern end
- Unconvinced that more fuelling stations needed
- Noise could be an issue but suggestions for mitigation

Community centre

- Pleased with support shown for a community sensitive development
- Suggested changes to provide further information on delivery, management and what is meant by sustainably sized
- Concern that the community centre won't be large enough
- Positioned at north of square is an alternative to the south
- Multi-purpose buildings would be suitable

Residential

- Support for mix of dwellings including for disabled people
- About 20 dwellings is sensible
- 50% affordable housing is consistent with the heritage of a diverse and mixed community
- The housing stock should be balanced with identified need
- Should be for local people not luxury apartments
- Residential should be resisted

Public Square

- Pleased with the proposed position of the square in front of the church
- Hope the square will have planting and shrubs
- The space will be enjoyed by people working locally
- An on-going management plan should be agreed

Bridge



- Support for a bridge to improve cycle routes and accessible to cyclist, wheelchair users and those with prams
- A static bridge would reduce conflict between boaters and pedestrians
- A swing/lift would be beneficial and reduce tree loss
- A bridge at the southern end would provide a better link to employment areas
- A bridge positioned centrally would bring people into the square and create a vibrant area
- The existing bridge at Mount Place could be replaced
- The SPD cannot insist upon a bridge

Parking and access

- Should be some parking for the boatyard and deliveries
- Opportunity to introduce a car club
- Support for path along the canal front

Design principles

- Support for the design principles and Framework Plan
- Buildings should be no higher than 3 storey
- Buildings should be no higher than 2 storey
- Essential that important views should not be compromised
- Lighting would improve the safety of the area
- Question over whether dormer windows are appropriate
- The development could form a hub for the residents of Rewley Park and Jericho

Delivery and Implementation

- There is little reference to the Canal & River Trust's discretionary approval
- The repeated reference to purchase price is unnecessary
- Welcome how viability has been dealt with



6.0 DEVELOPMENT REQUIREMENTS

Boatyard

6.1 The site is adjacent to the Oxford Canal which runs from Coventry to Oxford. The closure in 2007 of the Castle Mill boatyard on this site left a deficiency in boatyard provision on this part of the canal where there had been boatbuilding and repair since the 1960s and had been a wharf since at least 1842. Policy SP7 expects a boatyard to be re-provided on the site to replace this deficiency and to meet local need. It should include a wet dock, craneage, chandlery, workshop and DIY facilities. Adequate boatyard facilities are vital in sustaining the community who choose to make their home on a narrowboats. They must be able to conveniently carry out the necessary servicing and repairs to that home as would be expected by people living in brick built houses. A census (2011) identified more than 400 boats in the wider Oxford area, of which 109 were residential boats moored on the canal or river within the Oxford City boundaries.

6.2 The nearest boatyard on the canal that had a reasonably full level of facilities and services was Alchemy Boats near Yarnton. However, there is currently a planning application seeking redevelopment of that site for residential with no boatyard. The next nearest boatyard with a full level of facilities and services is Heyford Wharf 14 miles away but when the River Cherwell is in spate, (in flood or fast flowing due to heavy rain), it is not always possible for boats to get beyond Thrupp to access it so it is not equally accessible. Some facilities are available at Osney Marina but similarly, these are on the river and not the canal and it does not have facilities for craning narrow boats.



The former boatyard on the site (photo courtesy of Isisbridge)

6.3 College Cruisers adjacent to the Jericho site offer a range of services including mechanical, carpentry, welding and gas services; pump outs; rubbish dumps; diesel; chandlery items within 24 hours; boat safety tests and landlord certificates. College Cruisers do not have a permanent method for lifting boats but hire a crane when required. They do not have a dry dock.

6.4 At the present time only College Cruisers offer a level of services in the Oxford area on the canal which can be accessed at all times although it does not provide all of the essential services. It is also possible in the future that new boatyard facilities will be provided at Yarnton but this is looking less likely. The level of boatyard facilities required at Jericho should therefore reflect the potential for the situation to change in the future. This is particularly important if a planning application is submitted some years after adoption of this SPD.

6.5 Essential boatyard facilities are:

- *A covered wet/dry dock with hard standing space and a mechanism for lifting boats out of the water* - Residential boats each need to undertake repairs every four years taking up to two weeks every time for the required blacking and repairs. The appropriate number of dry berths will depend on the number of boats in the Oxford area which could be up to four berths. If there is demand, an extra dry berth may be required for long term projects such as when a boat is burnt out. Each berth would need access to electricity and a tap. Hard standing space is required for circulation around the boats that are being worked on out of the water (at least 1 metre around a boat).
- *Indoor DIY workshop space and store room*- This is where repairs on engines and fittings can be made and where paints, cleaning equipment and tools can be stored. In order for the boatyard to be genuinely DIY there will need to be workshop provision to enable boaters to carry out work off the boat. This will need to include space for carrying out woodwork, metal work and work on engines that need lifting out of the boat
- *Chandlery and small office* - a small shop where boaters can obtain essentials for maintaining their boats which provides an essential source of income for most boatyards. The office would support the running of the chandlery and the boatyard
- *Service docks* - The site should accommodate service points for boats alongside the wharf for work that doesn't require boats being lifted from the water. Each one would require an electricity point and at least one metre of wharf front to be available for boaters to get on and off their boats and carry out DIY repairs. Boaters, including passing boaters, should be able to fill up with water, use an Elsan point, fill up with diesel, gas, coal, wood and drop off rubbish
- *Toilet and possible shower/laundrette facilities*- For boat owners whose boats are out of the water and are unable to use their own bathrooms and for passing boaters. Few boat owners have washing machines.

6.6 The appropriate type and scale of these essential boatyard facilities, which would determine the appropriate size of the boatyard, would depend on the following factors:

- The number of boats within the Oxford area in which the boatyard would serve including any projected growth in boat ownership. It would be appropriate to consider the "Oxford area" as Oxford plus the canal north to the River Cherwell up to and including Thrupp. This is the area in which narrowboats would be restricted to in times of flood.
- The quality and provision of alternative boatyard services within the Oxford area and whether they are in an equally accessible and suitable location
- The likely noise impact and disturbance from the boatyard on nearby properties
- The commercial viability of a boatyard bearing in mind its likely level of trade

6.7 The appeal Inspectors into the 2003 and 2007 applications, raised concerns that the Jericho site would be unsuitable for intensive commercial operation but also that the distance of the Alchemy Boatyard weighed against its accessibility and suitability. A replacement boatyard in Jericho has the potential to create noise disturbance



The Oxford Canal in Jericho

for neighbouring properties. It should be demonstrated that the boatyard will not cause unacceptable disturbance to properties through its design, materials and operating hours (which may be controlled by condition). The provision of visitor electrical hook-ups may reduce the use of noisy generators.

6.8 The expectation is that the portion of the Canalside site from the developer required for the boatyard will be transferred for a nil consideration. The applicant/developer of the Canalside site will not be expected to construct the boatyard but will be expected to demonstrate that the land transferred is capable of accommodating the required facilities.

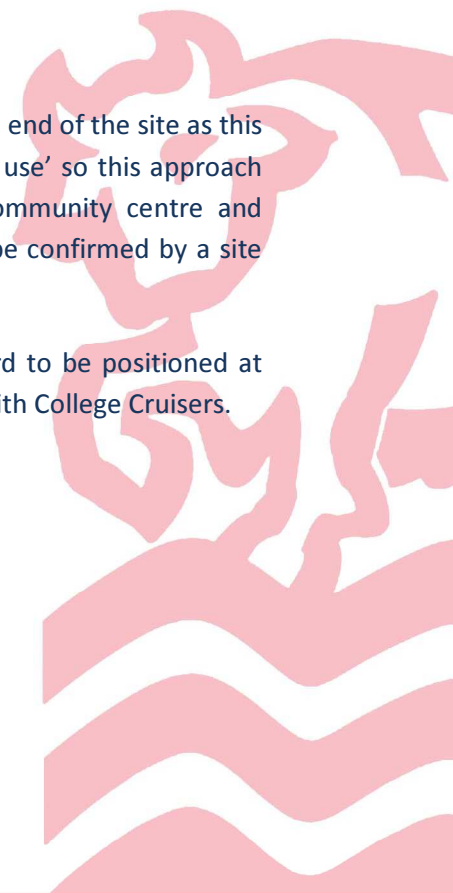
6.9 Applicants will be expected to demonstrate how they have assessed the requirements of the boatyard in liaison with the Jericho Community Boatyard Ltd. Evidence should be submitted with a planning application to support the boatyard facilities proposed. Opportunities for the community centre and boatyard to share some facilities would be considered favourably.

Position

6.10 The most appropriate position for a boatyard would be at the northern end of the site as this is the area most liable to flood. A boatyard is classed as a 'water compatible use' so this approach would help ensure that the less vulnerable and more vulnerable uses (community centre and residential) can be focussed on the area least liable to flooding. This should be confirmed by a site specific flood risk assessment.

6.11 Community consultation also expressed a preference for the boatyard to be positioned at the northern end, particularly as there may also be potential for shared uses with College Cruisers.

Winding hole





The Hythe Bridge Arm winding hole

6.12 The canal terminates about 500 metres south of the site meaning that narrowboats need somewhere to wind (turn around) in order to travel north. The Hythe Bridge Arm winding hole is located just south of the site but this only allows boats up to 52 feet (16 metres) in length to wind. The only option for the larger boats up to 72 feet (22 metres) is to travel south through Isis Lock and either wind in Castle Mill stream or travel up the Thames to Duke’s Cut and re-join the canal north of Oxford. However, when the river is in spate it is not possible for boats to

enter the Thames or Castle Mill Stream. This means that during winter, when it is common for the rivers to be in spate, narrowboats are trapped at the southern end of the Oxford Canal. To enable all narrowboats to wind, the site is expected to incorporate a winding hole that accommodates boats up to 72 feet.

Community Centre

6.13 The existing community centre in Canal Street occupies a converted three storey Victorian building. It has been identified as being inappropriate for this use in view, in particular, of the absence of a large hall, and the difficulty of accessing upper floors where no lift is available and hence lack of compliance with the Disability and Discrimination Act (DDA) 2004 and lack of outdoor play space for a pre-school play scheme. To bring the building up to DDA requirements would not be viable and would be counter-productive in terms of the resulting loss of space. The current community centre is constrained in terms of internal layout and lack of external space. A report to the City Council’s Scrutiny Committee in January 2013 classified the existing Centre as “POOR – Showing major defects and / or not operating as intended”.



The existing Jericho Community Centre (photo courtesy of Isisbridge)

6.14 The Jericho Canalside site has been identified as a site for a replacement Community Centre in the Sites and Housing Plan Policy SP7 and had been in the superseded Local Plan Policy DS.13. The existing community centre building and land is owned by the St Barnabas Church Institute a trust administered by the Parochial Church Council of St Barnabas and St Paul. The expectation is that the portion of the Canalside site from the developer required for the new community centre will be transferred for a nil consideration. A contract was entered into with Spring Residential Ltd for this purpose in 2007. The City Council is willing, in principle, to also allow its land in Dawson Place to form part of a comprehensive redevelopment of the site towards the provision of a new community centre. The applicant/developer of the Canalside site will not be expected to construct the new community centre but will be expected to demonstrate that their land transferred is capable of

accommodating the required facilities. Construction is likely to be undertaken by the Jericho Community Association (and other local partners) utilising funds from the sale of the existing community centre and other fundraising.

6.15 It is critical that the portion of the site transferred for the new community centre is of an adequate size. Policy SP.7 requires the community centre to be 'sustainably-sized'. This means that it must be of a size and design to include the facilities required to sustain the ongoing management and maintenance of the centre including repairs and replacements (short and long term), rent and salaries. Historically, the typical financial model for community centres was one where the community rented the building from the City Council who would provide funding for maintenance. However, the City Council cannot provide on-going funding support here. This has been the case since 2004 and has applied to the centres built subsequently. Instead, the financial model that will be utilised will be one whereby the Jericho Community Association will take on the responsibility of the management and maintenance over the long term. The JCA will require significant sources of income from the community centre in order to cover these costs.

6.16 In liaison with the City Council's Communities and Neighbourhood's Team, the JCA has undertaken an assessment and financial appraisal of the type of facilities that will generate the income required to cover their management and maintenance costs and concluded that this income will need to come from a café, hall/room lettings and a pre-school. Without these facilities, and the income they generate, the community centre could not be managed and maintained. They are therefore critical to the success of the community centre.

6.17 The pre-school is an important element of the financial model and has been since the initial plans in 2004. There is likely to be a considerable demand for a pre-school in this location due to the significant increase in jobs in the immediate vicinity at the Radcliffe Observatory Quarter and at Oxpens and at the existing large employer Oxford University Press. Demand for places will also be increased following the introduction of the new government voucher scheme to provide free pre-school places for 2 year olds. Oxfordshire County Council/Diocese is unlikely to run pre-school facilities that are not on existing school sites and therefore a commercial/charity provider will be required. To ensure that places are affordable, the JCA will consider subsidising their cost, though this will reduce the available rental stream.

6.18 Whilst the exact position of the community centre is not known at this point, the JCA has worked up viable options whilst ensuring that the building is designed to make the most efficient use of space and minimise unnecessary circulation space. Their designs have followed guidance in Sport England's "*Village and Community Halls Design Guidance Note*".

6.19 The following facilities must be able to be delivered in the new community centre:

Ground Floor

- *Multi-use community hall*-The main hall will need to be able to accommodate a range of uses and be suitable for hiring out for functions. It is expected to meet the requirements set out in the Sport England guidance on Village and Community Halls (see Section 11.0)

and be adjacent to a secure outdoor space. This space, which is separate from that for the pre-school facility, would be for use in conjunction with the hall for functions.

- *Café and kitchen/servery*—These will facilitate events and enable the rooms to be hired out for functions. The café could be incorporated into the foyer area as a way of minimising circulation space. Its location should allow “spill out” onto the square.
- *Pre-school facility with private external area*—In order to comply with legislation on the safeguarding of children, this facility will need independent ground floor access as well as secure access to external space. For viability reasons the Preschool must be on the ground floor and the optimum size is considered to be c50.
- *Changing and shower rooms*—These will be of a scale to meet the needs of users of the centre, hall sports users and also possibly the boating community.

Upper Floors

- *Other rooms*— these will include a multi-functional studio hall (dance quality); meeting and educational rooms; studios and office. There should be rooms of a sufficient range of sizes. Some should be suitable for hiring and renting out. The existing community centre rents out offices/studios so there is an identified demand for this type of use.

6.20 To deliver these facilities approximately 1,600m² floorspace (Gross External Area) will be required with secure external space of about 150m². The footprint that this will require, and therefore the area of land that will need to be transferred, depends on the height that the building can go to which in turn depends on its position on the site. Where the building could go to 3 storeys, approximately 914m² footprint would be required. Where the building is restricted to 2 storeys, 1,163m² is likely to be required. Opportunities for the community centre and boatyard to share some facilities such as showers and laundry uses would be considered favourably.

6.21 The new development on the Canalside site will result in the existing community centre becoming available for redevelopment. Under Core Strategy Policy CS20, any proposal that results in the loss of existing community facilities will be expected to make provision for new community facilities. External funding will be expected to help deliver the new community centre. In addition, £100,000 is currently available from existing s106 funds as contribution towards the new community centre, plus the City Council can contribute £100,000 towards its development. The City Council will only make its land available for community facilities, on any terms, to a developer who, in the Council’s opinion, meets the needs of the city and the community.

Position

6.22 The community centre must occupy a position directly onto the new public square. This creates active frontages, animation of the public space and a presence around the square. It allows the community uses to spill out onto the square and increases its vibrancy. There are two suitable positions:

- A position on the south of the square on its longest length would help frame the square and promote a shared public space and interaction. Spreading the active/public uses (community centre and boatyard) and private uses (dwellings) across the whole site will help ensure that the entire site feels and acts as part of community rather than community uses being pushed to the margins of the development.
- A position on the north of the square would also promote a shared space and interaction although to a lesser extent. Additionally it has the benefit of being able to be built higher to 2.5 or 3 storeys which will reduce the footprint and area of land needed to be transferred. There is an extant planning permission for a community centre at this location and the principle for a community centre in this general location remains appropriate.

Residential

6.23 Residential development should be provided on the site to deliver much needed housing and to create a vibrant mixed use development. This site is expected to contribute to Oxford's housing target and for that reason residential should not be relegated to a minor ancillary use on the site. A number of positions on the site may be suitable for residential but some should be included at the southern end of the site. Early Strategic Housing Land Availability Assessments (SHLAA) estimated capacity at 54 dwellings because SHLAAs were meant to be based the latest on planning applications. This application was unacceptable so the SHLAA was amended to a more realistic capacity because of the other site requirements. The SHLAA 2012 estimated a capacity of 20 dwellings although this is a guideline and not an absolute requirement. Depending on the scheme proposed a higher or lower figure may be more appropriate.

6.24 A mix of dwelling sizes (number of bedrooms) and types (houses and flats) will be expected in order to create a balanced community (Policy CS23). The City Council's Balance of Dwellings Supplementary Planning Document should be used to determine the most appropriate mix of dwellings.

6.25 The site must comply with the requirements for affordable housing (Policies HP3 and CS24). A minimum of 50% of the dwellings on the site must be affordable. Of these, a minimum of 80% must be social rented tenure with the remainder being of intermediate tenure. Where a developer considers that meeting the 50% target will make a site unviable, they must provide robust evidence of this in the form of an independent viability appraisal. The City Council will expect the developer to negotiate on an "open book" basis which relates to the particular site circumstances that have resulted in the development's non-viability. The City Council will expect applicants to have considered the financial implications of all policy requirements, including the affordable housing requirements, and local market indicators when purchasing the land for development. The City Council will not accept an applicant arguing a case for non-viability if the price paid for the land was inflated having not taken into account the full policy requirements and the site specific constraints.

6.26 All the proposed new dwellings must meet the Lifetime Homes standard, and on sites of 4 or more dwellings (gross), at least 5% of all new dwellings (or at least 1 dwelling for sites below 20

units) must be either fully wheelchair accessible, or easily adapted for full wheelchair use. 50% of these must be provided as open market dwellings.

6.27 Residential development will also be expected to meet all other relevant policy requirements. The main policies are outlined in Section 3.0 above.

Public Square

6.28 The development provides an opportunity to create a new public space on the site for the Jericho community. The square should be large enough to hold public events, such as markets or street theatre and it should link well with community and adjacent land uses. It should be designed to maximise the potential activities it can hold so hard landscaping would be most appropriate with pop-up bollards for access to electricity if possible. Seating and trees should be designed so as not to unduly restrict the use of the square for events. Vehicular access to the square should be restricted to avoid unauthorised parking.



Wall at west end of the church to be removed

6.29 The preferred location is in front of the listed St Barnabas Church extending to the canal frontage. Consultation with the community also revealed a preference for this location. The boundary wall in front of the church should be removed (with listed building consent) in order to create an open back drop to the church. This will alter the relationship of the church to its surroundings but it is considered that this will be an enhancement and provide an essential focus for the public areas and community uses in the development, linking the church, the community centre and the canal side.

6.30 The clearance of untidy boatyard buildings and walls in front of the church would provide a much enhanced, framed setting when viewed from the canal towpath and new public space. Development should create a presence around the public square with active frontages. The longest southern edge of the square is an important frontage so it should be a landmark building of exemplar architectural design. Further guidance in relation to design and heritage, in particularly the church, is in the next section. A condition requiring a management plan for the public space to be submitted and implemented is likely to be imposed on any permission granted.

Bridge

6.31 The City Council has long held the aspiration for a new bridge over the canal as an important element of the redevelopment of this site. Policy TR.5 (Oxford Local Plan 2001-2016) and the Policies Map indicate a new pedestrian and cycle route across the canal at this site. The justification for new

routes is to improve the network along routes serving the city centre, cross-town routes and into sites of major travel generators. A new route across the canal at this site will enable pedestrians and cyclists a more direct route from Oxford Station to the major employment areas of the Radcliffe Observatory Quarter and Oxford University Press. It will also help to provide a link between the relatively new community at Rewley Park and Jericho and the boating community.

6.32 Policy SP7 states that “an improved crossing” should be provided. The inspector into the Sites and Housing Plan changed the requirement from “a new bridge” citing that there was an existing footbridge to the north of the site; that the required provision of a new footbridge relies on obtaining an agreement with a third party landowner on the far side of the canal; and that no assessment had been made as to whether a new bridge could be accommodated within the width of the canal bank.

6.33 The existing footbridge to the north of the site is not easily accessible by cyclists so it does not create an adequate network for cyclists and pedestrians and certainly not for people with disabilities, mobility problems or people with pushchairs. In the City Council’s view an “improved crossing” does not simply relate to creating a better physical design of a bridge but also improving the position of the bridge so that it delivers an improved network for pedestrians and cyclists that better links the station with major employment areas in Jericho. There is no obvious solution as to how the existing bridge could be improved in a way that would allow access for everyone particularly as the east end of the bridge emerges through a building. Even if a developer was able to propose a design solution for the existing bridge, the City Council is likely to remain of the opinion that the position of this bridge would do little to improve the network because of its location at the far north of the site.

6.34 In addition, the bridge is leased to the City Council by the Canal & River Trust which expires in about 20 years. There is no guarantee that the City Council will be in a position to renew the lease and therefore the continued existence of that footbridge is not guaranteed.

6.35 The Canal & River Trust own the towpath land upon which a new bridge would need to be located. Despite previous unsuccessful negotiations with applicants, the Canal & River Trust are confident that they would be able to come to an agreement with a future applicant on the design of the bridge and that this would not create an obstacle to delivery although their agreement will depend upon the proposal.

6.36 The City Council consider that there is no option to delivering “an improved crossing” other than the provision of a new bridge for pedestrians, cyclists and people with disabilities. The bridge will be expected to be provided as part of the development and not as a financial contribution. The



The existing footbridge to the north of the site

developer should grant permissive rights over the bridge in perpetuity and ensure on-going maintenance.

Design

6.37 Bridges over canals are usually either arch bridges, swing bridges or lift bridges. Swing/lifting bridges can be designed “at grade” (level with the surrounding land) to allow the most easy access for cyclists and those with disabilities and are limited in their land take. A moving bridge also creates a point of interest for recreational users of the towpath. The drawback of these bridges are that they create an obstacle to boaters who need to stop, alight and raise the bridge before continuing on their journey, however, a raised bridge causes delays for cyclists and pedestrians for which the network improvement would be intended. The amount of foot and cycle traffic across the bridge would be far greater than traffic on the canal. The priority should therefore be for the ease of movement of pedestrians and cyclists and so a lifting bridge’s default position should be down.

6.38 An arch bridge allows constant access for boaters, pedestrians and cyclists and removes any potential conflict. In order to be accessible by cyclists and wheelchair users means that slopes will be required which have a greater land take than swing and lift bridges. Depending on its precise location, this type of bridge has the potential to result in the loss of a considerable number of trees from within the Jericho Conservation Area. An arch bridge may also create a visual intrusion into views from the towpath to St Barnabas Church and also into views south down the canal’s tree lined green corridor. In considering the siting and method of construction of a bridge crossing the canal, special consideration will have to be given to conserving the contribution of the trees lining the canal towpath to the rural character of the canal corridor and their contribution to the amenity of views.

6.39 Both bridge types have positives and negatives and to some degree the design will depend on its location although a lift/swing bridge is likely to be preferable due to the reduced tree loss. As a new bridge linking the station with Jericho is a key element of the development of the site it is likely that some compromises regarding impact on the trees, views and boat users may be needed.



An example of a lifting bridge on the Oxford Canal

6.40 Opportunities for a fully DDA compliant bridge should be explored but some flexibility will exist to ensure that the bridge design is appropriate for its location.

Position

6.41 There are probably two potential positions for a bridge. The first is at the southern end of the site where pedestrians and cyclists crossing the canal would then have direct access along Great Clarendon Street to the major employers in Jericho. If the bridge was positioned here, then it is critical to have a decent width pathway retained along the canal frontage running north from the

new bridge to create a clear and direct public access for pedestrians and cyclists to the new square (see Section 8.0).

6.42 The second possible position is more central on the site where the bridge would lead people directly into the new public space and increase the vibrancy of the space. Similarly, public access for pedestrians and cyclists will be expected along the canal frontage leading south from the square to enable people to quickly access the employment areas of Jericho without having to negotiate events taking place on the square. Engine noise from boats queuing to pass the bridge is likely to cause less noise disturbance to existing residents of Rewley Road if the bridge was central to the site rather than at the southern end.

6.43 It is also preferable for the bridge to be located south of the new winding hole. This ensures that boaters wanting to turn round before the end of the canal don't have to negotiate the bridge twice to return north. The winding hole and bridge should not be too close to one another as the bridge may cause a visual obstruction to boaters affecting their safety.

6.44 As with the design options for the bridge, the position would also depend on the design of the bridge and to what degree it caused any visual intrusion and impact upon trees.

6.45 It should be noted that an electricity circuit runs beneath the canal near the southern end of the site which may affect the potential for positioning a bridge in this location. Further information is in Section 9.0. There is also a pumping station which alleviates flooding in Jericho and a pipe running through the site which may affect the position of the bridge.

Other uses

6.46 Policy SP7 states that no other uses apart from those listed in the policy will be allowed. Such wording does allow for small scale ancillary uses on sites.

Class A uses

6.47 Class A uses include shops, financial and professional services and food and drink. A chandlery linked to the boatyard might be appropriate in this location. This site is not within the retail hierarchy as set out in Core Strategy Policy CS31 although, limited, small scale retail units may be appropriate provided that they are small scale in the context of the development site. Other Class A uses may complement the required uses by adding vitality to the new public space, encouraging people to come to the waterside and potentially increasing the viability of the development. However, because there are a number of uses which must be provided on this constrained site, Class A uses will not be appropriate if they are at the expense of the required uses.

6.48 It is uncertain whether Class A uses would be viable in this location so applicants will need to provide evidence to justify the viability of any proposals. If a retail unit was proposed potentially this could be combined with a chandlery. Proposals for retail will be assessed according to need, the sequential test, the requirement for good accessibility by walking, cycling and public transport, and their impact on existing centres. The planning application should provide detailed supporting information to assess the impact on existing nearby centres. Any retail units should not be of a scale

or design where, under permitted development rights, they could be amalgamated to result in an inappropriately large retail unit for the site and local area.

Car parking, cycle parking and access

Residential

6.49 The site is well within the Transport Central Area and as such is expected to have low levels of car parking provision. Houses would be permitted a maximum of one space per house regardless of the size of the house although car free housing would also be an option. Development of flats should be car free. Wheelchair accessible or adaptable homes should have one space per dwellings whether a house or flat. Further details are in the Sites and Housing Plan Policy HP16 and Appendix 8.

6.50 Developments in the city centre and surrounding areas with little or no parking operate successfully in this way supported by the requirement that they exist within a Controlled Parking Zone and that residents would not be eligible for parking permits. This site is within a CPZ and residents of the new dwellings will not be permitted parking permits.

6.51 As a low car ownership development however it is important that good pedestrian routes and good levels of cycle parking provision are included as part of the development to take full advantage of the relatively central location of the site and the new pedestrian and cycle route created across the canal, especially towards the railway station and Said Business School, and beyond to the West End and to West Oxford. From here routes connect back not only to Jericho but also via Great Clarendon Street to major employment sites at the Oxford University Press and the Radcliffe Observatory Quarter.

6.52 Policy HP15 sets out the requirements for cycle parking on the site. It is recognised that there may be difficulties in accommodating the full cycle parking provision at convenient locations on a constrained site, and so some limited level of flexibility will be applied.

Community centre

6.53 The community centre is to serve the local area and given that the majority of users of the existing community centre walk, cycle or use public transport, the situation will not be significantly different for the new centre. For this reason the community centre would not need to provide general parking. The lack of car parking will not have a negative impact on the surrounding highway network due to the Controlled Parking Zone already in operation in the area. If possible a limited number of parking or drop off spaces could be provided for the use of disabled people attending the centre.

6.54 On site cycle parking requirements for community centres equates to 1 space per 20m² of seating/assembly floor space (Oxford Local Plan Appendix 4). As with residential cycle parking it is recognised to be a constrained site which may affect whether full provision would be appropriate.

Boatyard

6.55 Some limited car parking is required due to the nature of the work requiring the transportation of heavy equipment and machinery.

Access

6.56 The appeal Inspector into the 2007 application concluded that increases in vehicular movements were inevitable given the expectations for this site. The Inspector also concluded that vehicular access from Great Clarendon Street would be no more harmful than an entrance to the site from Cardigan Street.

Footway

6.57 A route for pedestrians, cyclists and plant machinery must be provided along the canal frontage to link Great Clarendon Street to the new public square. The suggested width is 3 metres to allow 1 metre for boat owners to access boats temporarily moored for DIY repairs plus two metres to provide an adequate space for pedestrians and cyclists.

Dog litter bins

6.58 As part of the production of the Sites and Housing Plan the City Council undertook a Habitats Regulation Assessment. This site was relevant to that assessment due to its proximity to the Oxford Meadows Special Area of Conservation (SAC) at Port Meadow. It concluded that development of this site might increase recreational pressure on the *A. repens* (creeping marshwort) at the SAC due to trampling and dog-fouling. Due to the potential increase in dog walkers that might live on the site and use the SAC, it was concluded that in order to mitigate these recreational impacts, dog and litter bins and an information board must be provided at the Walton Well Road entrance to Port Meadow as set out in Policy SP7. The design and text of the information board should be integrated with the Oxford City Canal Partnership's heritage initiative.



7.0 DESIGN PRINCIPLES

Urban design principles

7.1 Good urban design is essential to ensuring the quality of the public realm and the experience of users within it. People experience and understand a place by moving through its streets and other public spaces and the way they are defined by buildings and landscape that are important urban design principles. The fundamentals of the Urban Design Compendium and how they relate to this site are:

- **Places for People:** For places to be well-used and well-loved, they must be safe, comfortable, varied and attractive. The Jericho site should be distinctive and vibrant with active frontages to promote surveillance and maximises the amount of activity that takes place in the public realm.
- **Enrich the Existing:** New development on this site should enrich the qualities of the existing area. The Jericho site should encourage a distinctive response that arises from and complements its setting adjacent to the canal.
- **Make Connections:** Places need to be easy to get to and be integrated both physically and visually with their surroundings. There should be an ease of movement provided by legibility and permeability throughout the whole site. The priority on this site will be for people to get around by foot and bicycle with the car having a much lower priority.
- **Work with the Landscape:** The site should strike a balance between the natural and man-made environment and utilise these intrinsic resources. The tree-lined corridor between the canal and the Castle Mill stream are an important visual setting to the site.
- **Mix Uses and Forms:** Development on the site should weave together different building forms, uses, tenures and densities.
- **Manage the Investment:** For projects to be developable and well cared for they must be economically viable, well managed and maintained. The design should consider the development industry, ensure long term commitment from the community and the local authority and define appropriate delivery mechanisms.
- **Design for Change:** New development needs to be flexible enough to respond to future changes in use, lifestyle and demography. The development should design for energy and resource efficiency and create flexibility in the use of property and public spaces.

7.2 A critical aspect of the urban design will be the relationship between the community centre, the church, and the activity and visual interest of the boatyard and winding hole. Their position and design should provide an animation to the square and provide a focus for public interaction with the public square and canal frontage.

Preserving or enhancing the historic environment

7.3 Development will be expected to demonstrate the use of the following design principles in any proposal:

Respecting St Barnabas Church

- The maintenance of an open square between the church and the canal will be a required to protect the setting of the listed building;
- New elements added within the open space should not detract from the prominence of the church as a feature of these views. This will affect the choice of street furniture, including lighting and the choice of tree planting;
- In considering the scale and positioning of new buildings, consideration will have to be given to conserving the views of the church along Canal Street and from the canal. Some loss of these views is likely to be justified by the benefits of the scheme, but consideration should be given to preserving views of the roofslope and tower of the church from the canal, in addition to views across the open space;
- The design and materials of new buildings should provide contrast with the church, maintaining its architectural distinction within the area;

Character and appearance of the canalside

- New development will need to maintain an open frontage to the canal that preserves its character as an active, publicly accessible space, where the heritage of the waterway can be appreciated;
- New development that is not related to use of the canal or public uses should be set back from the canal and to preserve the character of views along the historic waterway;
- New development should provide uses that promote the active use of the waterway as a recreational resource, an area for residential moorings (subject to consent from the Canal & River Trust) and a working waterway, as well as providing opportunities for positive interaction between the residential communities of Jericho and the canal;
- Buildings facing onto the canal should be designed using a scale, form, materials and detailing that make references to historic canalside structures and should be of exemplar architectural quality. This does not mean that buildings should provide a pastiche of historic canalside buildings, however the influence of historic precedents on the architecture should be evident and understandable;
- Boundaries between historic and new areas should not be blurred and the insertion of the new urban space along the canal within a historic street pattern should be made clear;
- New development along the canalside should include a variation of heights and divisions into larger units;
- The choice of street furniture within open spaces addressing the canal should be chosen to reflect the utilitarian historic environment of the canal. This should influence the choice of paving, seating and lighting in particular;
- New development should avoid the generation of significant overspill lighting affecting the dark night-time environment of the canal although sensitive lighting would help to improve safety and visibility;
- Entry points to the former wharves area should be signposted by the use of 'gate piers' that reflect the historic division between residential streets and the industrial waterside although a 'gated' community will not be acceptable as this would provide an unacceptable division between the new and existing Jericho community;

- In considering the siting and method of construction of a bridge crossing the canal, special consideration will have to be given to conserving the contribution of the trees lining the canal towpath to the rural character of the canal corridor and their contribution to the amenity of views from the wharves.

Integrating with Jericho's historic streets

- Where new development connects with existing residential streets:
 - The scale and placement of buildings should provide a continuation of the frontage line, scale and massing of existing buildings, including return frontages at street corners and buildings set at the rear of pavement, unless a setback is required to preserve views of St Barnabas Church or other important historic buildings (including the Radcliffe Observatory, seen in views framed by Cardigan Street).
 - Materials and forms used should reflect those of housing in the surrounding area, i.e. brick walls and slate roofs, with pitched roofs and a regular pattern of window and door openings. Door and window frames should be recessed into the brickwork, whilst roofs should include chimney stacks.
 - Buildings could make use of patterned brickwork to enliven main frontages. This may be limited to use of subtly contrasted coloured brick to emphasise window and door openings and create stringcourses. Brickwork should be laid in Flemish bond to reflect the detailing of surrounding historic housing and the choice of brick should reflect the materials of the historic cottages in the area.
 - Buildings should have roof profiles that reflect the pitch and ridge height of equivalent two or three storey historic buildings in the area.
- Dormer windows on forward facing roof slopes are not generally characteristic of the Jericho Conservation Area so exceptional design will be expected where proposed.
- New development should provide the maximum potential access from the existing residential streets to the canalside for pedestrians and cyclists and these routes should be given emphasis by the creation of framed views from Canal Street to the waterside.

Mix

7.4 To deliver a truly mixed development, a broadly equal mix of uses (boatyard, community centre, residential and public square) should be the starting point for design considerations. There will be flexibility depending upon the more precise requirements deemed necessary for the boatyard and community centre at the time of a planning application although no single use should excessively dominate the site. With a number of competing land uses expected on the site, in order to be achievable, it may not be possible to deliver the maximum amount of development aspired to by developers and the local community alike. There will need to be a level of compromise by each interested party.

7.5 The canal is a public asset and the design of development and access to the canal should reflect this. The entire site should feel part of the Jericho community rather than some areas feeling entirely private. For this reason the active/public uses (community centre and boatyard) and the

private dwellings should be spread across the site. This will ensure that the site integrates well into the local community.

Building heights and frontages

7.6 Policy SP7 sets a maximum building height of 3 storeys. For clarity, this does not automatically follow that 3 storeys will be acceptable across the entire site. The City Council will consider whether a proposal may have a negative impact upon neighbouring properties in particular whether a proposal caused overbearing or affected daylight and sunlight to nearby properties. 3 storey buildings are exceptional in the local area and the modest, low-scale, generally uniform, 2 storey workers' cottages with continuous rooflines provide a distinctive architectural character for the area. Therefore 3 storey buildings are an exception. They should be of exceptional quality and should not have a negative impact on the character of the area.



The view along Cardigan Street to the Radcliffe Observatory (photo courtesy of Isisbridge)

7.7 Any building provided on the southern edge of the new public square should consider the fortuitous view that exists from the towpath to the Radcliffe Observatory to the east.

Clever design and roof pitch will be expected to minimise any adverse impact on this view. A building in this position will be very prominent on the square and from the towpath and will be expected to be a high quality landmark building. It will also be very visible from the view down Cardigan Street to the site.

7.8 New buildings positioned in Dawson Place that abut Canal Street will be expected to maintain the view south along Canal Street to St Barnabas Church. This will require building frontages along Canal Street to be set back slightly from the road.

Canal & River Trust Design Requirements

7.9 The Code of Practice for Works Affecting the Canal & River Trust gives guidance and details procedures for all those (The Third Party) whose work may or will affect the property of the Canal & River Trust. All works that affect the Canal & River Trust must comply with the Code. This includes but is not limited to construction works on the property of the Canal & River Trust, works undertaken on neighbouring property, works requiring access across the property of the Canal & River Trust and works that over-sail the property of the Canal & River Trust.

7.10 The Canal & River Trust offer a free pre-application advice service for applicants to ensure that their proposal will comply with their design requirements and not compromise the safety of boaters or users of the canal paths, nor compromise the waterway. The City Council will have expected applicants to have liaised with the Canal & River Trust prior to submitting a planning

application. It is advisable for developers to consider the Policy Advice note which gives recommendations on the design of new development adjacent to waterways (see Section 11.0).

7.11 It is important that developers liaise with the Canal & River Trust to ensure that they support the requirements and detailed design, otherwise the Canal & River Trust may withhold their consent for matters that affect the canal. Consent would be required for works such as the construction of a boatyard, winding hole, dock, slipways, moorings, bridge and connection points to the canal. Their consent may be subject to a commercial agreement.





Design elements

- 3 storeys
- 2.5 storeys
- 2 storeys
- 1.5 storeys
- Variation of 2 and 3 storey
- Important views
- Landmark building



8.0 FRAMEWORK PLAN

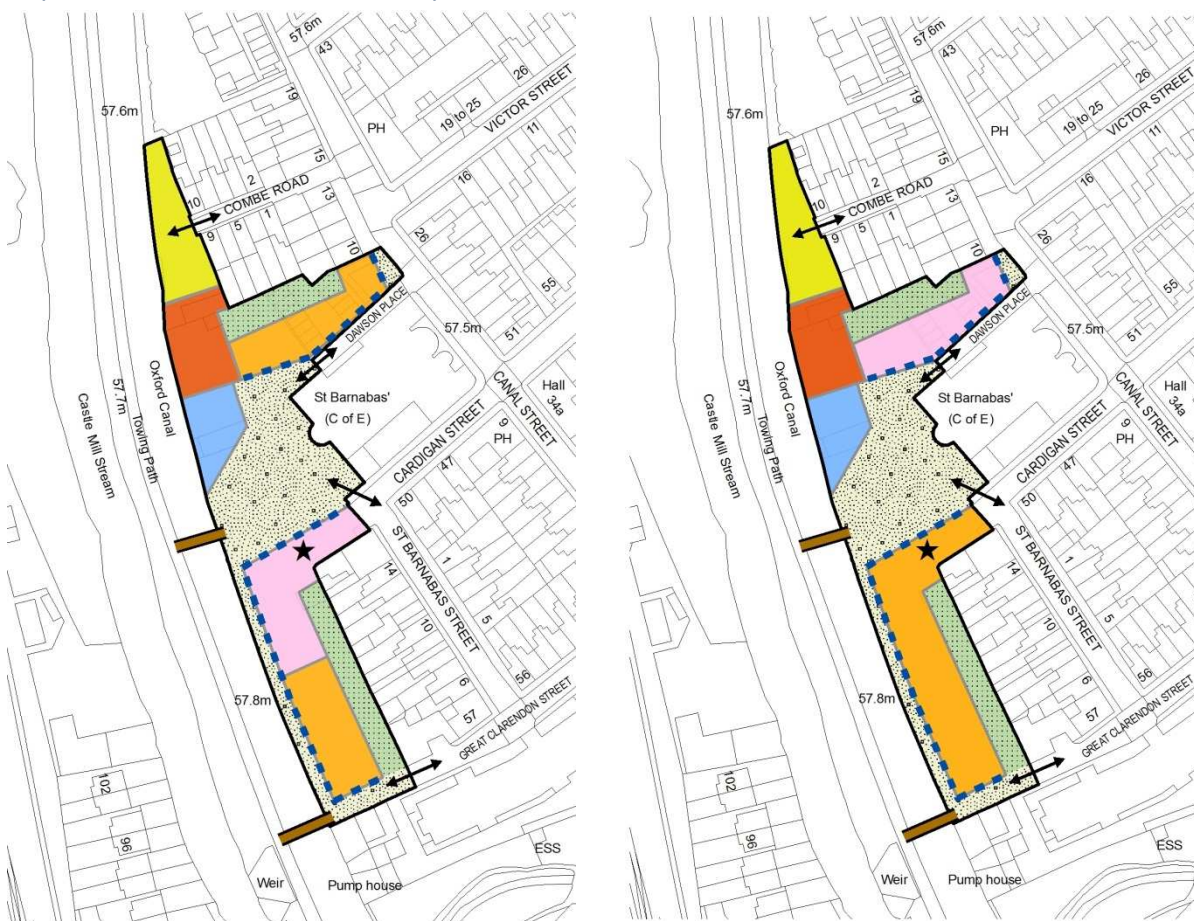
8.1 The position of the site on the canal, the unusual shape of the site, its position within the Jericho Conservation Area and the Listed church limit the options for siting new development. It will always remain quite a constrained site in this respect.

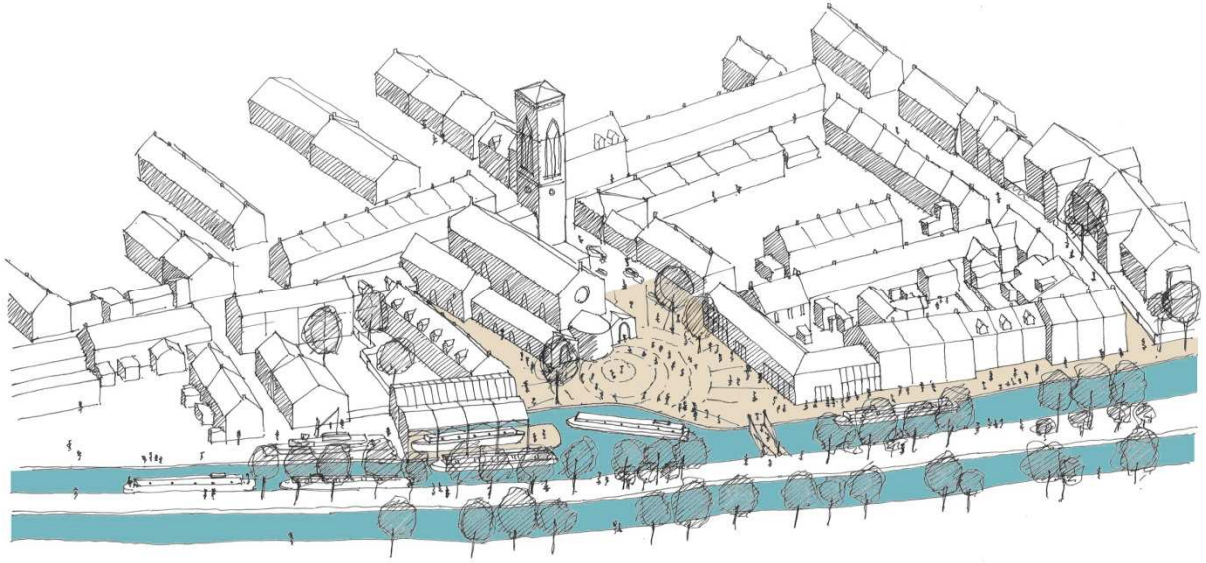
8.2 The Framework Plans are options showing broadly how the City Council considers that the site should be developed in order to satisfy policy requirements. They balance all of the relevant issues discussed in the Brief to create suitable layouts. The precise layout and areas shown in the Framework Plans are indicative rather than precise. In addition, an illustrative drawing of how the Option 1 design might look has been provided although the specific architecture shown should not presume to be appropriate and merely gives an indication of bulk and massing.. Any proposals will be judged on their merit against relevant policies and the SPD.

- Boatyard
- Community centre
- Residential
- Winding Hole
- Public realm
- Private space
- College Cruisers
- A potential bridge location option
- ★ Landmark building
- Active frontage
- Access

Option 1

Option 2





An indicative illustrative drawing of the Framework Plan Option 1 and design principles



9.0 DELIVERY AND IMPLEMENTATION

Ownership

9.1 The majority of the site is in private ownership. The City Council are freeholders of the land at Dawson Place. The Canal & River Trust own land at the north of the site which is on a long lease to College Cruisers and is therefore unavailable for development. There are no proposals within this Brief for new development to be located upon the part of the site on a long lease to College Cruisers. College Cruisers hold a short term lease on land to the south of their main site which will be ending soon. The Canal & River Trust also own a 0.5 metre strip on land along the length of the canal frontage for maintenance including a triangle of land intended for the new winding hole. The church own a piece of land in front of the west face which they would allow the public to use although would be unlikely to grant permissive rights. It is likely that the Parochial Church Council would not consent to the inclusion of its land in the square if the development was detrimental to the setting and life of the church and vicarage therefore developers are encouraged to liaise closely with the Parochial Church Council. Part of the site is subject to a covenant restricting its use to a community centre.


9.2 In 2005, and reaffirmed in 2009, Oxford City Council indicated their willingness to make available the land it owns in Dawson Place to facilitate the re-provision of the community centre within the Jericho area. The City Council is willing, in principle, to allow its land to form part of a comprehensive redevelopment of the Jericho Canalside site but only if, in the City Council's opinion, the development meets the needs of the City and the local community, which include the principles set out in this brief.

Viability

9.3 The purpose of the Plan-led system is to direct development to certain locations and to influence the design of developments. Policies and planning guidance will have an effect on land



Land ownerships (approximate)

	Site allocation boundary
	Canal & River Trust
	Canal & River Trust (long lease to College Cruisers)
	Oxford City Council
	Private Ownership
	Restrictive covenant
	Parochial Church Council of St Barnabas and St Paul

values and the land value that will be need to be adjusted in order for the required land uses to be delivered.

9.4 On a site specific basis it is important that policies do not make the site unviable. The City Council are keen to see this site developed. For a scheme to be considered 'viable', it is generally expected that the residual value of a proposed scheme exceeds the Existing Use Value (EUV) or Alternative Use Value (AUV) by an appropriate margin.

9.5 The EUV is the value of the site in its current use. The site's current land use is a boatyard which has a very low value. The AUV is determined by the Sites and Housing site allocation Policy SP7. The last two planning applications were not acceptable for a variety of reasons, and were determined under the background of different Development Plan policies. Therefore, the design and configurations of the previous planning applications cannot be considered as offering realistic alternative land values as each would have required a significant re-design in order to comply with policies at the time.

9.6 It is understood that the majority of the site was put under contract to a private company in October 2013. It is expected that the purchaser considered the financial implications of all policy requirements and site specific constraints when making an offer for the site. It is accepted that they will seek to make an appropriate profit from development of the site. However, the City Council will not accept an applicant arguing a case for non-viability if the price paid for the land was inflated having not taken into account the full policy requirements and the site specific constraints.

9.7 The requirements of Sites and Housing Plan Policy SP7, as with any other site allocation or planning policy requirement, will impact upon the land values as explained above. However, the Brief does not place new onerous requirements which would affect the overall viability of the site when considered against the site's Existing Use Value of a boatyard. In addition, the introduction in Oxford of the Community Infrastructure Levy in Oct 2013 will reduce the financial contributions expected from the development compared to the previous S106 mechanism because CIL is not expected from affordable housing.

9.8 All the requirements of the Brief are considered to be within the scope of Policy SP7. Any argument that the Brief has introduced an additional requirement for a new bridge compared to Policy SP7, which refers to 'an improved crossing', will be challenged as there has never been any other realistic option to improve the crossing other than a new bridge.

9.9 The City Council consider that the site can deliver the requirements of the site and result in a residual value greater than the Existing Use Value as long as the developer pays an appropriate price for the land having considered all the financial implications of policy. Jericho Wharf Trust were confident that they could have delivered a residual land value higher than the EUV without having to compromise on policy requirements.

Community Infrastructure Levy

9.10 The City Council adopted its Community Infrastructure Levy (CIL) charging schedule in Oct 2013 and it came into effect on 21st Oct 2013. CIL rates are calculated by square metre of development. Further information is available in the Council's CIL Charging Schedule.

Water supply

9.11 Water supply capacity in this area is unlikely to be able to support the demand anticipated from development of this site. Policy SP7 says that Thames Water therefore require that applicants demonstrate that there is adequate water supply capacity both on and off the site to serve the development and that it would not lead to problems for existing or new users. In some circumstances it may be necessary for developers to fund studies to ascertain whether the proposed development will lead to overloading of existing water infrastructure. If the upgrade is required it could take up to three years lead in time for Thames Water to undertake any such works.

Electricity circuits

9.12 Scottish and Southern Energy (SSE) have advised that at the southern end of the site, within the site boundary, there are 2 x existing 33,000 volts (ehv) oil filled underground circuits and these should be regarded as permanent features and any development planned around them, as alterations would have a long lead time and would be extremely costly.

9.13 It should also be noted that at the northern end of the development site, within the land on a long lease to College Cruisers, there is an existing distribution substation known as Combe Road Ferry Wharf, for which access is required 24 hours a day/365 days of the year, together with the existing 11,000 volt (hv) and 230/400 volt (lv) underground cables.

9.14 The underground circuits have the potential to affect whether a bridge can be located at the southern end on the site. Developers will be expected to have considered how this will affect any proposals with SSE prior to submitting an application in order for the City Council to judge deliverability of the development. Initial advice from SSE is that a 5 metre exclusion zone from the circuits may be required. Before any trial excavation works are carried out on site, a site meeting should be arranged with the SSE Major Projects section to discuss and agree the scope of works, including the possibility of refining the exclusion zone distance. Once more detailed proposals are drawn up, these can be provided to the SSE Major Projects section for them to advise accordingly.

9.15 Developers will be expected to enter into discussions with SSE to agree how their equipment can be accommodated within the proposal. Developers will also be expected to agree contractual arrangements with Southern Electric Power Distribution for any modifications prior to permission being granted.

10.0 FURTHER INFORMATION

Oxford City Council publications

- *Sites and Housing Plan* (Feb 2013)
- *Core Strategy* (Mar 2011)
- *Oxford Local Plan 2001-2016* (Nov 2005)
- *Community Infrastructure Levy Charging Schedule* (Oct 2013)
- *Canalside Land, Jericho Development Guidelines* (Oct 2001)- superseded
- *Jericho Conservation Area Design Study* (Oct 2010)
- *Strategic Environmental Assessment Screening Report* (June 2013)
- *Public Consultation Statement for the Jericho Canalside SPD* (Dec 2013)
- *Affordable Housing and Planning Obligations SPD* (Sep 2013)
- *Balance of Dwellings SPD* (2008)
- *Natural Resource Impact Analysis SPD* (2006)
- *Parking Standards, Transport Assessment and Travel Plans SPD* (2007)
- *Technical Advice Note 1: Accessible Homes* (2013)
- *Technical Advice Note 2: Energy Statement* (forthcoming)
- *Technical Advice Note 3: Waste Storage* (forthcoming)
- *Sites and Housing Plan Background Paper 18 Flood Risk: Sequential Test Update and Exception Test* (Feb 2012)
- *Strategic Housing Land Availability Assessment* (Dec 2012)
- *Habitats Regulation Assessment* (Feb 2012)

Other documents

- *Application number 03/01266/FULand appeal decision APP/G3110/A/1152062*- Bellway Homes application for 46 dwellings, 37 car parking spaces, restaurant, chandlery, public square, winding hole and new footbridge
- *Application number 07/01234/FULand appeal decision APP/3110/A/08/2070447*- Spring Residential Ltd application for 54 flats, 16 car parking spaces, winding hole, public square, lifting bridge and boat repair berth
- *Application number 07/01973/FUL and appeal decision APP/G3110/A/08/2070446*-Spring Residential Ltd application for landscaping works to St Barnabas Church
- *Application number 09/01203/OUT*-Jericho Community Association application for outline application for new community centre with entrance from Dawson Place
- *Code of Practice for Works Affecting the Canal & River Trust*(Apr 2013) Canal & River Trust
- *Policy Advice Note: Inland Waterways*(July 2009)TCPA and British Waterways
- *The Town And Country Planning (Local Planning) (England) Regulations 2012*
- *National Planning Policy Framework* (Mar 2012) Department for Communities and Local Government
- *Level 2 Strategic Flood Risk Assessment* (Feb 2012) Atkins
- *Disability and Discrimination Act (DDA) 2004*
- *Urban Design Compendium* (3rd Ed. 2013) Homes and Communities Agency
- *Cities Outlook 2013* (Jan 2013) Centre for Cities



11.0 APPENDICES

Appendix 1: Planning history and analysis

11.1 This site has a lengthy and complex planning history. Decisions taken by both the City Council on planning applications and by independent planning inspectors on appeals are material considerations for future planning applications. The three most recent relevant applications are set out in more detail below.

June 2003: Bellway Homes application for planning permission for: 46 dwellings, 37 car parking spaces, restaurant, chandlery, public square, winding hole and new footbridge (03/01266/FUL)

11.2 Application refused in 2004 for the following reasons:

- Buildings inappropriate scale, design and siting with a detrimental effect on church and views and have an un-neighbourly impact upon adjacent properties;
- Overdevelopment and a physical and visual barrier disconnecting Jericho from the canal;
- Footbridge and ramps would be over dominant in views, and relate poorly to Isis Bridge and result in an unacceptable loss of trees;
- No provision for community facilities;
- Inadequate affordable housing provision;
- No detailed and adequate ground remediation and mitigation strategy;
- Increase in flood risk;
- Loss of essential canal and waterside facilities.

11.3 Appeal dismissed in 2005 for the following reasons:

- Inadequate space provided for the community centre;
- No provision for replacement boat facilities in another equally accessible and convenient location (absence of lifting facilities not a reason for refusal in itself)

11.4 Other key points made by the inspector:

- The footprint/site for the community centre should be considerably larger than 260m²
- Facilities for boats to be lifted from the water and inspected, maintained and repaired are essential to the boating community
- The site is not suitable for a more intensive and commercial boat repair business
- Buildings should create a presence around the square and church to create a sense of place. The hemming-in of the church by development is acceptable and outweighs loss of views from the towpath
- The contemporary approach and a slightly larger scale of development as proposed would not be harmful



City Council commentary

11.5 The appeal decision gives an indication on what the appropriate size of a community centre should be. It also is clear that if boating facilities are provided in an equally accessible and suitable location(s) then that may be an acceptable approach. The Inspector concluded that the site wouldn't be suitable for an intensive commercial boatyard, however, this was in the absence of understanding how noise could be mitigated. If suitable noise mitigation was included in a proposal, this might allow for a more intense use of the boatyard. The Inspector was clear in the report on how the setting of the church could be improved and the balance between loss of views and creating a presence in the square. All of these aspects emerging from the Inspector's Report have been incorporated into the Development Brief.

June 2007: Spring Residential Ltd application for planning permission for: 54 flats, 16 car parking spaces, winding hole, public square, lifting bridge and boat repair berth (07/01234/FUL) and landscaping works to St Barnabas Church involving insertion of gates, railings and boundary wall (07/01973/FUL)

11.6 Main application refused in 2007 for the following reasons:

- Inadequate provision of affordable housing
- Performs poorly in relation to resource and energy efficiencies
- Inadequate justification for the level of contribution for the County Council
- Absence of legal agreement securing parcel of land for community centre
- Loss of essential canal and waterside facilities without adequate replacement in an equally accessible and convenient location
- By reason of excess height, bulk and scale and uncharacteristic materials fails to respect the established predominantly 2 and 3 storey domestic scale of Jericho
- Fails on urban design principles of active frontages
- Relates poorly to the church
- Unacceptable increase in flooding

11.7 Church landscaping application refused in 2007 for the following reasons:

- Premature in absence of a satisfactory scheme on the adjacent site
- Unsatisfactory materials

11.8 Appeal dismissed in 2008 for the following reasons:

- The re-provision of support services for boat users in an equally accessible and suitable location will not be fulfilled
- The water related land use element will be relegated to a small discreet part of the site which is unfortunate in this area where canal and boating are important elements of its character

- The preponderance of residential around the edges of the public square would render it sterile and inactive, lacking a sense of distinctive place with little connection to the character or history of Jericho
- The design fails to take the opportunities for improving the character and quality of this area

11.9 Other key points made by the inspector:

- The quantum of built development on the site would make effective use of urban land but without a sense of over-development. The alignment of buildings and scale would be an appropriate response to the waterside context
- The building's monotonous appearance would add to the sense of an inanimate environment
- The need for the winding hole is questionable
- Flood compensation measures are achievable
- Increased parking on site would be wasteful of a valuable brownfield site and a car free development in this location is possible
- Noise generated by boat repair activities could be controlled by condition restricting hours of operation
- The onus must fall on the developer to take on board the consequences of the affordable housing and other policy requirements at the time of purchasing the site
- The costs are specific to this site and reflect its unique circumstances

City Council commentary

11.10 The Inspector is critical of the peripheral position of community uses on the site and does not support the square being surrounded only by residential uses. The Inspector is also critical of the monotony of the development suggesting that a more varied design would be appropriate. The Inspector confirms the City Council view that this would be a suitable location for car free development. The inspector suggests that the boatyard repair operating hours could be restricted. These aspects emerging from the Inspector's Report have been incorporated into the Development Brief.

11.11 The appeal decision is clear that the quantum and scale of the proposal and alignment was appropriate, however, the City Council would maintain that the scale was excessive. The need for a winding hole is questioned. The Canal & River Trust, local boaters and the City Council consider that it is important to the development. The Inspector did not seem to take account of the fact that boats cannot go through Isis Lock to turn around when the river is in flood meaning that large boats have nowhere to turn. As such Policy SP7 limits development to 3 storeys.

11.12 Finally, in relation to affordable housing provision and viability, the Inspector comes to a somewhat contradictory view. In the first instance she states that the onus is on the developer to consider the consequences of affordable housing and other policy requirements at the time of purchasing the site. The Inspector then states that the specific costs associated with the site are justification for accepting a lower provision of affordable housing. The City Council disagree with this

reasoning as the specific costs associated with the site were all clearly included as policy requirements which should have been taken into consideration when purchasing the site.

June 2010: Outline application (seeking access and layout) for new community centre with entrance from Dawson Place (09/01203/OUT)

11.13 This application set out the sustainably sized element of a new Community Centre and the footprint required. Application approved in 2010 for the following reasons (summarised):

- The proposal, whilst not complying with all Oxford Local Plan 2001-2016 policies, is considered acceptable and provides a much needed community centre. The loss of trees has to be set against the improved visual amenity of the locality by replacing an untidy garage court with a new building, and by the other wider benefits of providing a new community centre for Jericho
- Many of the public comments received are supportive
- Any material harm that the development may give rise to can be offset by conditions

City Council commentary

11.14 The decision has set a precedent for the loss of the trees in Dawson Place. Any new proposal will be considered on its merits although a similar conclusion is likely to be drawn in relation to balancing the loss of trees against the improved visual amenity of the site and the community benefits.



Appendix 2: Other relevant non-City Council consultations

Haworth Tompkins Ltd Masterplan Consultation

11.15 Haworth Tompkins, architects, developed a Masterplan for a community-led proposal for the site in liaison with Jericho Living Heritage Trust, Jericho Community Association, Jericho Community Boat Yard Ltd, Canal & River Trust and St. Barnabas Church. They undertook three stages of consultation with the final stage being a two day open event for the public where over 150 people attended. A number of the questions related to very detailed aspects of the proposed Masterplan which are less relevant to this Brief. The elements which relate to the location of the uses and design are relevant and responses are summarised below:

- About 66% favoured the community centre being located directly onto the square;
- About 80% did not think there should be shops on both sides of the square;
- Favoured materials were brick, glass and wood (including reclaimed wood) and environmentally sustainable materials;
- 70% did not want to see the Dawson Place green built on;
- Of those who stated a preference, about 66% favoured a bridge leading directly into the square compared to at the southern end;
- A majority favoured a moving bridge but a significant proportion recognised the problems this would cause boaters. A number of people suggested restricting boat usage during the rush hour to give pedestrians and cyclists priority;
- Of those who answered, the majority said that they would buy from a chandlery on the site.

Jericho Wharf Trust Residential Boaters survey

11.16 During the summer of 2012 Jericho Wharf Trust distributed questionnaires to as many residential boat owners as possible within Oxford, seeking to build a profile of these boat dwellers and their needs and 56% responded. Much information was gathered. Of particular relevance to this Brief are the following summarised issues and responses:

- An earlier census (autumn 2011) identified more than 400 boats in the wider Oxford area, of which 109 were residential boats moored on the canal or river within the Oxford City boundaries;
- Responding to whether the loss of the boatyard had an impact: None 26%; A Little 26%; Quite a Lot 19%; A Great Deal 29%;
- 75% of respondents agreed that *"the previous Jericho boatyard also provided a place that helped the boating community's sense of well-being."*
- 62% of respondents described deterioration in boat maintenance and/or safety;
- 39% described loss of community and/or alienation;
- The majority considered it 'very important' that the any new boatyard was located in Oxford and had out of water DIY facilities. It was considered slightly less important to have pump-out and toilet facilities.

11.17 This survey aimed to identify people's concerns and priorities and to show which projects would be most appropriate. Of particular relevance to this Brief are the following summarised issues and responses:

- Respondents were asked for their views about the proposed facilities for the new Community Centre at Canalside and to add any other facilities they would like. A mix of room sizes was sought. Nearly 50% of respondents would use music and arts facilities either regularly or occasionally, 46% would use a history house; a total of 42% of respondents expressed an interest in using a gym; 39% would use a bike workshop; 31% DIY; 30% would use an IT facility and 21% would use a laundrette;
- The results suggest that popular choices for the public square include: a market/food/street fair; a café/eating out/food area; and a space for parties, music, dance and drama (street theatre);
- The survey stated that a proposed pedestrian/cycle bridge would provide a direct link from Jericho to the station area, and asked respondents: How often do you think you personally would use it? A total of 89% of respondents stated that they would use it, with 38% using it at least once a week; 32% using it less than once a week and 19% stating they would use it every day.

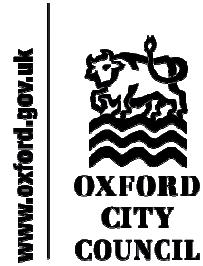


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Public Participation Statement for the Draft Jericho Canalside Supplementary Planning Document

Regulation 12 (a) Town and Country Planning (Local Planning) (England) Regulations 2012

December 2013



1. Introduction

- 1.1 This Public Participation Statement sets out how Oxford City Council has engaged and consulted with the public on the Jericho Canalside Supplementary Planning Document (SPD) in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012, and the adopted Statement of Community Involvement (SCI).
- 1.2 This Statement provides details of the informal engagement and consultation activities and the resulting feedback relating to the pre-production stage of the SPD in July 2013. This document sets out the persons consulted, summarises the main issues they raised and, shows how those issues have been addressed in the SPD. The Statement also summarises the comments made during the statutory public consultation (during Sept/Oct 2013). This Statement incorporates the information from the Interim Public Consultation Statement which itself is now superseded.

2. Purpose of the SPD

- 2.1 The SPD supplements Policy SP7 of the Sites and Housing Plan which allocates the Jericho Canalside site for a mixed-use development. It explains the vision for the site of the City Council, evolved with the local community, and will assist developers in the submission of high quality proposals befitting of the site's character and heritage.
- 2.2 The principle of allocating the site for development has been agreed through adoption of the Sites and Housing Plan in February 2013. The production of the Plan included a series of public consultation exercises.

3. Pre-production consultation (July 2013)

- 3.1 The approach to consultation on this SPD was to involve local people at the earliest stage. This would enable to City Council to gain a sample of views from the local community on their layout and design aspirations prior to drafting the SPD. A considerable amount of information was already available to the City Council that had been produced by the community but it was important for the City Council to also undertake its own consultation as well.
- 3.2 The pre-production consultation included:
 - Drop in event for people of Jericho
 - Meetings with local interest groups and organisations

Drop in event

- 3.3 The City Council held a drop in event at the Jericho Community Centre on 10 July 2013 from 3.30pm – 7.30pm. The event was mainly advertised through a flyer produced by the City Council but kindly delivered by the Jericho Community Association to about 1,200 addresses in Jericho, including Rewley Road on the western side of the canal. The event was also advertised on the Jericho Community Association’s website. Over 50 people from the local community attended the event. The local press also attended and published an article.
- 3.4 The format of the event was a drop-in session where people were provided with information on exhibition boards which included questions to prompt discussion with officers of the City Council. Comment forms with a map of the site were provided.
- 3.5 Comments received showed a clear consensus in some areas but some showed a divided opinion which is also significant. Below are the main issues raised through the consultation with an explanation as to how these issues have been addressed in the draftSPD:
- Whilst there were many different opinions on how much of each use would be appropriate, the most popular opinion was that the mix of uses (residential, boatyard, community centre and public square) should be broadly equal. The City Council agreed that this approach would deliver a truly mixed development and should be the starting point for design considerations.
 - In terms of the location of uses, there was clear consensus that the boatyard would be best placed at the north of the site next to College Cruisers and that the public square should be in front of the church. There was some agreement that there should be at least some housing on the southern part of the site. The City Council agreed with this approach.
 - There was divided opinion as to the preferred location of the community centre with suggestions evenly split between the Dawson Place end and the southern end of the site. The Jericho Wharf Trust feel strongly about it being located south of the square. This is one reason for this being its preferred location within the draft SPD.
 - There was generally agreement that the community centre should be larger than the current centre and multi-functional with small and large rooms capable of accommodating a wide range of activities. This opinion was also clear from other non-Council consultations with which the City Council agreed.
 - There was divided opinion as to the preferred location for a new bridge with suggestions split evenly between the southern end of the site and a more central location leading onto the square. Similarly, there was no clear agreement as to the most appropriate type and style of bridge. For this reason, and because of the many factors to consider with regards to the bridge, the City Council remained open minded about the most appropriate location for the bridge.
 - There was overwhelming support for a footpath along the canal frontage. This re-affirmed the City Council’s view that some space should be retained along the canal frontage to the south of the site leading from Great Clarendon Street to the new square not only for public access but for canal maintenance and boat access.
 - There was general agreement that 3 storeys is the maximum appropriate height of buildings (in line with Policy SP7) but also that 2 storeys may be more appropriate in some locations depending on any impact upon neighbouring buildings. For this reason the Brief adds some guidance on this matter.
 - There was general agreement that there should be little or no car parking on the site. This re-affirmed the City Council view that this would be a suitable location for low-car or car-free development and guidance has been added on this matter.

3.6 Some more specific comments or key words received on the issues:

Boatyard	Community centre	Residential	Public Square	Important characteristics	Other comments
Viable	Multi-purpose	Low-rise	Trees	Harmony with area	Viable
Functional	Small and large rooms	Shoebox cottages	Showcase church	Brick and wood	Labyrinth on ground outside church
DIY	Hall	Affordable	Terraces seating	Variety	Encourage biodiversity
Craning	Pre-school	In keeping	Provide a reason to visit it	Conservation area	Light pollution concern
Soundproofing	External space	Set back from canal	Nice paving	Scale of area	Flooding concern
Bigger than before	Sustainable	Live/work units	Intimate urban space	Reclaimed canal and iron work	No retail
Smaller than before	Economical	For local people	Hard and soft landscaping	Bookbinding vernacular	Shops and cafe
Share with College Cruisers	Catering			Not too modern	Lots of activity – a hub
Visitor moorings	Café and wine bar	Footpath along canal front	Parking	Pedestrian and bike friendly	Views of church from towpath
Chandlery	Badminton	Only if you can get somewhere	None	Big windows	Sandpit/ playground
	Music and dance	Allotments	As little as possible	Big trees	Old narrowboat with tea and snacks
	Bigger than current	Landscaped	Underground	Human scale	Mooring for the venture
	Above boatyard	Pontoon/ boardwalk	Residential only	Presence of church	Not like the Lucy's housing
	Function rooms		For deliveries		Outdoor gym
	Allotments		Only for workers		Views to Radcliffe Observatory
	Bike repair				Concern about crime
					Preserve heritage
					How to maintain site

Meetings with local interest groups and organisations

- 3.7 Prior to the drop in sessions, meetings or telephone conversations were arranged with local interest groups and organisations. These were with representatives from:
- Jericho Wharf Trust (JWT)
 - Jericho Living Heritage Trust (JLHT)
 - Jericho Community Boatyard (JCBY)
 - St Barnabas Church Parochial Church Council
 - Oxford City Canal Partnership
 - Worcester College
 - College Cruisers
 - Canal & River Trust (formerly British Waterways)
- 3.8 These discussions helped to understand the variety of opinions on the future use of the site. The Jericho Wharf Trust comprises partner organisations of the JLHT, JCBY but also the Jericho Community Association. Jointly their aspiration is for the redevelopment of the site to create a vibrant community space for local people and boaters including a new large community centre and essential boatyard facilities to serve the needs of boaters with some residential accommodation.
- 3.9 The Oxford City Canal Partnership and Worcester College stated that they were keen to be involved in the development of the SPD.
- 3.10 College Cruisers occupy the northern part of the site on a long lease from the Canal & River Trust. Their main site will not be affected by proposals within the SPD and they confirmed that they should be able to continue to operate satisfactorily.
- 3.11 The Canal & River Trust provided information on designing development that is close to, or crosses the canal. They confirmed that they offer a pre-app service for applicants to ensure that their proposals will meet design requirements that will ensure the safe operation of the canal.

4. Strategic Environmental Assessment Screening Consultation

- 4.1 A Strategic Environmental Assessment (SEA) Screening Report has been produced to identify whether the draft Jericho Canalside SPD would have any significant environmental impacts in accordance with the European Directive 2001/42/EC and associated Environmental Assessment of Plans and Programmes Regulations 2004.
- 4.2 The statutory consultees for the SEA (Environment Agency, English Heritage and Natural England) agreed with the conclusions of the Screening Report that no Strategic Environmental Assessment of the Jericho Canalside SPD was required. Where advice has been provided this has been incorporated within the SPD.

5. Consultation on the Draft SPD

- 5.1 The draft SPD was approved by the City Executive Board for consultation on 11 September 2013. Formal public consultation on the draft SPD took place for a six-week period from 13th September to 25th October 2013. The consultation invited comments from the following groups/organisations:

- Approximately 1,000 Jericho and Rewley Park residents who were notified by a City Council flyer kindly distributed by the Jericho Community Association;
 - People who responded to the July consultation event who requested further contact (30+ people);
 - People on the City Council’s online consultation portal (approximately 1,400 people) and those wanting a letter (approx. 50 people);
 - 30 Statutory consultees including the Environment Agency, English Heritage and Natural England, Thames Water, Scottish and Southern Energy, District Councils and Oxfordshire County Council;
 - Landowners/Administrator: PriceWaterhouseCoopers, HSBC Ltd; Cordatus; Savills
 - Local interest groups including: Jericho Wharf Trust, Jericho Community Association, Jericho Community Boatyard Ltd, Jericho Living Heritage Trust, Parochial Church Council of St Barnabas and St Paul, Oxford Civic Society, Oxford Preservation Trust;
 - Canal related organisations: Canal & River Trust, Oxford City Canal Partnership, Boats of Oxford Action Team, Residential Boat Owners' Association, The Inland Waterways Association Oxfordshire Branch;
 - Heritage groups including: Oxfordshire Architectural and Historical Society, The Twentieth Century Society, Garden History Society, The Georgian Group, The Society for the Preservation of Ancient Buildings, The Ancient Monuments Society;
 - Neighbouring organisations: College Cruisers, Worcester College
- 5.2 The methods used included the City Council’s online consultation portal, email and letter. Other advertising took place on the website and by a press release.
- 5.3 The Draft SPD together with the Strategic Environmental Assessment Scoping Report was made available during the consultation period on the City Council’s website and for viewing at St Aldate’s Customer Service Centre.
- 5.4 Following the six-week period of statutory public consultation, responses were received from 40 individuals or organisations. Responses were considered and as a result changes made to the SPD. The overarching general comment was one of support for the SPD with many respondents supplementing support with some more specific wording changes. Below is a summary of the main issues raised.

Summary of main issues from respondents

General

- The vast majority of respondents welcomed the SPD. Compliments were made on the presentation and clarity of the SPD. One respondent was not in support of redevelopment.

Characteristics

- Pleased that the layout directs the most vulnerable uses to the area with lower flood risk
- Welcome the concern about trees but any trees lost should be replaced
- Essential that biodiversity maintained
- Support for the attention and respect shown to heritage

Boatyard

- Support for the detail on what is meant by an 'appropriately sized' boatyard
- Welcome its position at the northern end
- Unconvinced that more fuelling stations needed
- Noise could be an issue but suggestions for mitigation

Community centre

- Pleased with support shown for a community sensitive development
- Suggested changes to provide further information on delivery, management and what is meant by sustainably sized
- Concern that the community centre won't be large enough
- Positioned at north of square is an alternative to the south
- Multi-purpose buildings would be suitable

Residential

- Support for mix of dwellings including for disabled people
- About 20 dwellings is sensible
- 50% affordable housing is consistent with the heritage of a diverse and mixed community
- The housing stock should be balanced with identified need
- Should be for local people not luxury apartments
- Residential should be resisted

Public Square

- Pleased with the proposed position of the square in front of the church
- Hope the square will have planting and shrubs
- The space will be enjoyed by people working locally
- An on-going management plan should be agreed

Bridge

- Support for a bridge to improve cycle routes and accessible to cyclist, wheelchair users and those with prams
- A static bridge would reduce conflict between boaters and pedestrians
- A swing/lift would be beneficial and reduce tree loss
- A bridge at the southern end would provide a better link to employment areas
- A bridge positioned centrally would bring people into the square and create a vibrant area
- The existing bridge at Mount Place could be replaced
- The SPD cannot insist upon a bridge

Parking and access

- Should be some parking for the boatyard and deliveries
- Opportunity to introduce a car club
- Support for path along the canal front

Design principles

- Support for the design principles and Framework Plan
- Buildings should be no higher than 3 storey
- Buildings should be no higher than 2 storey
- Essential that important views should not be compromised
- Lighting would improve the safety of the area
- Question over whether dormer windows are appropriate
- The development could form a hub for the residents of Rewley Park and Jericho

Delivery and Implementation

- ▶ There is little reference to the Canal & River Trust's discretionary approval
- ▶ The repeated reference to purchase price is unnecessary
- ▶ Welcome how viability has been dealt with

5.5 Appendix 1 lists the changes made to the SPD and notes whether they were as a result of detailed comments. The full comments are available on the City Council's website and for viewing at St Aldate's Customer Service Centre.

Appendix 1

Paragraph/Section of the final SPD	Detail of change	Justification	Related respondent
1.0 Introduction			
Paragraph 1.2	Amend sentence: “Oxford is one of the least affordable cities in the UK, as cited in the Centre for Cities report <u>2013</u> , but with a huge property demand for property.”	Factual update, and to reflect comment	Jericho Community Association (#83)
2.0 Objectives			
Paragraph 2.2 First objective	Amend sentence: “Provide detail on what is expected with regards to the essential boatyard facilities <u>an appropriately sized boatyard</u> , the <u>new sustainably sized</u> community centre, the residential and the public square (Policy SP7)”	For clarity, and to reflect comment	Jericho Community Association (#83)
3.0 Relevant Planning Policy			
Paragraph 3.1	Amend sentence: “The key policies of the Development Plan which are particularly relevant to this site are set out below. although Any planning application will be considered against all relevant policies in Oxford’s Development Plan.”	So that the sentence reads well	
Sites and Housing Plan Paragraph 3.3 (second bullet point in box)	Amend sentence: “The canal boat hire base <u>(College Cruisers) occupying the extreme</u> to the north of the site should be retained”	For clarity, and to reflect comment	Mark Johnstone Davies (#65)
Sites and Housing Plan Paragraph 3.3 (fifth bullet point in box)	Amend sentence: “The wall separating the Church and the proposed new square can <u>should</u> be demolished to open up the square and views of the Grade 1 listed building”	For clarity	
Sites and Housing Plan Paragraph 3.4 (fourth bullet point)	Insert sentence: “ <u>The City Council are developing the Heritage Energy Efficiency Toolkit (HEET) which will help property owners and developers understand the heritage value of historic buildings and explore the wide range of options for enhancing the energy efficiency of historic buildings and options for renewable and low-carbon technologies.</u> ”	For information	
Oxford Core Strategy Paragraph 3.5 (fifth bullet point)	Amend sentence: “ <i>CS14 Supporting city-wide movement</i> - The City Council will work with its partners to promote ing greater pedestrian and cycle priority through and to	So that the sentence reads correctly	

	the city centre...”		
Supplementary Planning Documents Paragraph 3.7	Amend sentences: “- Affordable Housing and Planning Obligations SPD (Draft Sep 2013) - Affordable Housing SPD (2006) and Planning Obligations SPD (2007) – to be superseded upon adoption of the above”	Factual update	
4.0 Characteristics, Constraints and Opportunities			
Site description Paragraph 4.2	Amend sentence: “By far the greatest opportunity for the site is to maximise its position on the canal and to create a unique focal point for the Jericho <u>and boating communities</u> whilst also delivering housing.”	Factual update, and to reflect comment	Jericho Community Association (#83)
Heritage Paragraph 4.5	Insert new sentence: “ <u>The site comprises the very first wharf to be established in Jericho, set up by Henry Ward, a member of a successful and philanthropic Oxford family of coal merchants, boatowners, and boatbuilders in the early 19th century. The Ward family still owned most of the land here when St Barnabas’ Church was built, and as well as providing the land for the church’s construction, the Wards also provided the site for Jericho’s first school in 1856. In 1927 the Oxford Canal Company undertook a strategic withdrawal and sold its two terminal wharves (New Road and Hythe Bridge). The Jericho wharves became the terminus for cargo and leisure boats. The site is the last remnant in Oxford of the working manifestation of this transport network.</u> ”	For information, and to reflect comment	Mark Johnstone Davies (#65) Jericho Community Boatyard Ltd (#78) Jericho Living Heritage Trust (#91)
Heritage Paragraph 4.11	Insert new sentence: “ <u>Any planning application should be accompanied by a heritage statement that sets out the heritage significance of the site, how that has influenced the proposals and the measures undertaken or proposed to avoid or mitigate any harm to that significance.</u> ”	For clarity, and to reflect comment	English Heritage (#81)
Archaeology Paragraph 4.12	Insert new sentence: “There is however a high potential for palaeo-environmental remains <u>so an archaeological assessment is likely to be required to be submitted with the planning application.</u> ”	For clarity, and to reflect comment	English Heritage (#81)
Flooding Paragraph 4.13	Insert new sentence: “ <u>Any site specific Flood Risk Assessment will need to ensure that the development is safe, does not increase risk elsewhere and that safe access and egress arrangements can be implemented.</u> ”	For clarity, and to reflect comment	Environment Agency (#59)

Flooding Paragraph 4.15	Amend sentence: “This work is expected to be completed in <u>late</u> 2013. It is not clear at this stage whether there will be any change to the Flood Zone classification at this location. The outputs of this model could <u>should</u> be used to assess flood risk which may allow the recommendations of the L2SFRA to be met.”	Factual update, and to reflect comment	Environment Agency (#59) Jericho Community Association (#83)
Trees Paragraph 4.20	Amend sentence: “The false acacia in particular is a prominent feature of public views along Canal Street and is important to the setting of St Barnabas Church, while Both trees are visible in views from the canal providing screening from the urban area behind helping to protect the rural character of the canal.”	So that the sentence reads well	
Trees Paragraph 4.22	Amend sentence: “This combined with a non-interventionist approach to vegetation management gives the canal corridor its ‘wild’ rural feel.”	Grammatical change	
Trees Paragraph 4.23	Amend sentence: “Development might also affect trees that stand in the garden of adjacent properties; for example the mature hawthorn tree and 2 <u>two</u> cypress trees which stand within the rear gardens of properties in Combe Road.”	Grammatical change	
Trees Paragraph 4.24	Insert new sentence: “ <u>Developers will be expected to consider all opportunities for new tree planting to mitigate against any loss of trees and to enhance public spaces.</u> ”	For clarity, and to reflect comment	Paul Hughes (#64)
5.0 Community Aspirations			
Paragraph 5.1	Amend sentence: “ The <u>The community</u> consider that it has the potential to become a vibrant hub of activity for local people and visitors.”	So that the sentence reads well	
Paragraph 5.2 (first bullet point)	Amend sentence: “Jericho Community Boatyard <u>Ltd</u> (JCBY)”	Factual correction, and to reflect comment	Mark Johnstone Davies (#65) Jericho Community Boatyard Ltd (#78)
Paragraph 5.2 (fourth bullet point)	Amend sentence: “ St Barnabas Church <u>Parochial Church Council of St Barnabas and St Paul.</u> ”	Factual correction	
Paragraph 5.3	Amend sentence: “The City Council have been keen to understand the aspirations of the community and, in the spirit of the National Planning Policy Framework and the localism agenda, felt it very important to work closely with the community on this Brief <u>but recognising that the majority of the site is in private ownership and it is the landowner who will consider a scheme for</u>	For clarity, and to reflect comment	Cordatus and PriceWaterhouseCoopers (#80)

	<u>submission.</u> "		
Paragraph 5.7 (third bullet point)	Amend sentence: "This is one reason for this being its preferred location within the <u>draft</u> SPD."	Factual correction	
Paragraph 5.9	Insert new sub-section: " <u>Formal consultation (Sept/Oct 2013)</u> 5.9..."	Information on the main issues raised during the formal consultation	
6.0 Development Requirements			
Boatyard Paragraph 6.1	Amend sentence: "The closure in 2007 of the Castle Mill boatyard on this site left a deficiency in boatyard provision on this part of the canal where there had been boat building and repair since <u>the 1960s and had been a wharf since</u> at least 1842... <u>A census (2011) identified more than 400 boats in the wider Oxford area, of which 109 were residential boats moored on the canal or river within the Oxford City boundaries.</u> This stretch of the Oxford canal has an estimated annual boat count of 4,547. "	Factual correction, for information and to reflect comment	Mark Johnstone Davies (#65) Rewley Park Management Company (#86)
Boatyard Paragraph 6.2	Amend sentence: "The nearest boatyard on the canal that had with a reasonably full level of facilities and services was Alchemy Boats near Yarnton. However, the future of the boatyard is uncertain as it is currently closed and it has no security of tenure. It had no DIY facilities or hardstanding so it lacked some of the essential facilities. there is currently a <u>planning application seeking redevelopment of that site for residential with no boatyard.</u> The new owner has applied for planning permission to develop the site for a marina to include a boatyard but this application has been withdrawn. It is unclear whether development on the site would be permitted as it is in the Green Belt and within Cherwell District Council's District Authority area. The next nearest boatyard with a full level of facilities and services is Heyford Wharf 14 miles away but when the River Cherwell is in spate, (in flood or fast flowing due to heavy rain), it is not always possible for boats to get beyond Thrupp to access it <u>so it is not equally accessible.</u> Some facilities are available at Osney Marina but similarly, these are on the river and not the canal <u>and it does not have facilities for craning narrow boats.</u> "	Factual correction, and to reflect comments	Mark Johnstone Davies (#65) Jericho Community Boatyard Ltd (#78)
Boatyard Paragraph 6.4	Amend sentence: "...It is also possible in the future that new boatyard facilities will be provided	For information and to reflect comment	Mark Johnstone Davies (#65) Jericho Community Boatyard

	at Yarnton but this is not guaranteed <u>looking less likely...</u> "		Ltd (#78)
Boatyard Paragraph 6.5 (first bullet point)	Amend sentence: " approximately <u>up to two weeks... at least 1 metre around a boat</u> ". " <u>at least 1 metre around a boat</u> ".	For clarity, and to reflect comments	John Keyes (#14)
Boatyard Paragraph 6.5 (first bullet point)	Amend sentence: "The appropriate number of dry berths will depend on the number of boats in the Oxford area <u>which could be up to four berths.</u> "	For clarity, and to reflect comment	Jericho Community Boatyard Ltd (#78)
Boatyard Paragraph 6.5 (fourth and fifth bullet point)	Amend sentence: " Boaters, including passing boaters, should be able to fill up with water, use an Elsan point, fill up with diesel, gas, coal, wood and drop off rubbish" "For boat owners whose boats are out of the water and are unable to use their own bathrooms <u>and for passing boaters.</u> "	For clarity, and to reflect comment	Canal & River Trust (#79)
Boatyard Paragraph 6.6	Amend sentence: "The appropriate level <u>type and scale</u> of these essential boatyard facilities..."	For clarity	
Boatyard Paragraph 6.7	Insert sentence: " <u>The provision of visitor electrical hook-ups may reduce the use of noisy generators.</u> "	For information, and to reflect comment	Jo Hamilton (#82)
Boatyard Paragraph 6.8	Insert new paragraph: " <u>The expectation is that the portion of the Canalside site from the developer required for the boatyard will be transferred for a nil consideration. The applicant/developer of the Canalside site will not be expected to construct the boatyard but will be expected to demonstrate that the land transferred is capable of accommodating the required facilities.</u> "	For clarity, and to reflect comment	Jericho Wharf Trust (#84)
Boatyard Paragraph 6.9	Amend sentence: Applicants will be expected to demonstrate <u>provide evidence to support the level of boatyard facilities proposed</u> . how they have assessed the requirements of the boatyard in liaison with the Jericho Community Boatyard Ltd. Evidence should be submitted with a planning application to support the boatyard facilities proposed. <u>Provide evidence to support the level of facilities proposed.</u> Opportunities for the community centre and boatyard to share some facilities would be considered favourably.	For clarity, and to reflect comment	Jericho Wharf Trust (#84)

<p>Community Centre Paragraphs 6.13-6.20</p>	<p>Amend sentences: <u>“6.13 ...The current community centre is constrained in terms of internal layout and lack of external space. A report to the City Council’s Scrutiny Committee in January 2013 classified the existing Centre as “POOR – Showing major defects and / or not operating as intended.</u></p> <p>6.14 The Jericho Canalside site has been identified as a site for a replacement Community Centre in the Sites and Housing Plan Policy SP7 and had been in the superseded Local Plan Policy DS.13. <u>The existing community centre building and land is owned by the St Barnabas Church Institute a trust administered by the Parochial Church Council of St Barnabas and St Paul. The expectation is that the portion of the Canalside site from the developer required for the new community centre will be transferred for a nil consideration. A contract was entered into with Spring Residential Ltd for this purpose in 2007. The City Council is willing, in principle, to also allow its land in Dawson Place to form part of a comprehensive redevelopment of the site towards the provision of a new community centre. The applicant/developer of the Canalside site will not be expected to construct the new community centre but will be expected to demonstrate that their land transferred is capable of accommodating the required facilities. Construction is likely to be undertaken by the Jericho Community Association (and other local partners) utilising funds from the sale of the existing community centre and other fundraising.</u></p> <p>6.15 <u>It is critical that the portion of the site transferred for the new community centre is of an adequate size. Policy SP.7 requires the community centre to be ‘sustainably-sized’. This means that it must be of a size and design to include the facilities required to sustain the ongoing management and maintenance of the centre including repairs and replacements (short and long term), rent and salaries. Historically, the typical financial model for community centres was one where the community rented the building from the City Council who would provide funding for maintenance. However, the City Council cannot provide on-going funding support here. This has been the case since 2004 and has applied to the centres built subsequently. Instead, the financial model that will be utilised will be one whereby the Jericho Community Association will take on the responsibility of the management and</u></p>	<p>For clarity on what is meant by a “sustainably sized community centre” reflecting consultation with the Jericho Community Association</p>	<p>Jericho Community Association (#83) Jenny Mann (#2) Cordatus and PriceWaterhouseCoopers (#80) Simon Lea (#85)</p>
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maintenance over the long term. The JCA will require significant sources of income from the community centre in order to cover these costs.

6.16 In liaison with the City Council's Communities and Neighbourhood's Team, the JCA has undertaken an assessment and financial appraisal of the type of facilities that will generate the income required to cover their management and maintenance costs and concluded that this income will need to come from a café, hall/room lettings and a pre-school. Without these facilities, and the income they generate, the community centre could not be managed and maintained. They are therefore critical to the success of the community centre.

6.17 The pre-school is an important element of the financial model and has been since the initial plans in 2004. There is likely to be a considerable demand for a pre-school in this location due to the significant increase in jobs in the immediate vicinity at the Radcliffe Observatory Quarter and at Oxpens and at the existing large employer Oxford University Press. Demand for places will also be increased following the introduction of the new government voucher scheme to provide free pre-school places for 2 year olds. Oxfordshire County Council/Diocese is unlikely to run pre-school facilities that are not on existing school sites and therefore a commercial/charity provider will be required. To ensure that places are affordable, the JCA will consider subsidising their cost, though this will reduce the available rental stream.

1.1 6.18 Whilst the exact position of the community centre is not known at this point, the JCA has worked up viable options whilst ensuring that the building is designed to make the most efficient use of space and minimise unnecessary circulation space. Their designs have followed guidance in Sport England's "Village and Community Halls Design Guidance Note".

1.2 The following facilities must be able to be delivered in the new community centre:

Ground Floor

- Multi-use community hall - The main hall will need to be able to accommodate a range of uses and be suitable for hiring out for functions. It is expected to meet the requirements set out in the

Sport England guidance on Village and Community Halls (see Section 11.0) and be adjacent to a secure outdoor space. This space, which is separate from that for the pre-school facility, would be for use in conjunction with the hall for functions.

- Café and kitchen/servery - These will facilitate events and enable the rooms to be hired out for functions. The café could be incorporated into the foyer area as a way of minimising circulation space. Its location should allow “spill out” onto the square.
- Pre-school facility with private external area – In order to comply with legislation on the safeguarding of children, this facility will need independent ground floor access as well as secure access to external space. For viability reasons the Preschool must be on the ground floor and the optimum size is considered to be c50.
- Changing and shower rooms – These will be of a scale to meet the needs of users of the centre, hall sports users and also possibly the boating community.

Upper Floors

- Other rooms – these will include a multi-functional studio hall (dance quality); meeting and educational rooms; studios and office. There should be rooms of a sufficient range of sizes. Some should be suitable for hiring and renting out. The existing community centre rents out offices/studios so there is an identified demand” for this type of use.

Delete:

“The Jericho Community Association (JCA) undertook a considerable amount of work assessing what would be needed in a new community centre and what would be viable to run and submitted an outline planning application (09/01203/OUT) on part of the site which was approved in 2010 which still remains relevant. The uses considered necessary by the JCA were a new multi-use community hall, café and kitchen/servery, pre-school facility with external area, changing and shower rooms, multi-functional small studio hall, meeting/education rooms, studios, offices and lifts to allow full DDA access.

The JCA assessed a need for about 1,600m² Gross External Area (GEA)."

"The community centre is expected to be 'sustainably sized'. This means that it must be large enough to accommodate the likely demand from the community but not so large that it would not be fully and regularly utilised, and not so small that it would be uneconomical to run. In relation to the appeal into the 2003 application, the Inspector concluded that the area of the site being offered by that appellant for the new community centre was inadequate, having a net developable area of only 260m², and would need to be "considerably larger" than this. The new community centre is expected to be DDA compliant."

Amend sentence:

"6.20 To deliver these facilities approximately 1,600m² floorspace (Gross External Area) will be required with secure external space of about 150m². The footprint that this will require, and therefore the area of land that will need to be transferred, depends the height that the building can go to which in turn depends on its position on the site. Where the building could go to 3 storeys, approximately 914m² footprint would be required. Where the building is restricted to 2 storeys, 1,163m² is likely to be required. Applicants will be expected to demonstrate how they have assessed the requirements of the community centre in liaison with the City Council's Communities and Neighbourhoods team and the Jericho Community Association. The onus should be on any developer to demonstrate that the community centre will be viable in the long term. Evidence should be submitted with a planning application to support the community facilities proposed. Opportunities for the community centre and boatyard to share some facilities such as showers and laundry uses would be considered favourably."

Amend sentence:

"External funding will be expected to help deliver the new community centre. In addition, £100,000 is currently available from existing s106 funds as contribution towards the new community centre (although there is a time limit on its spending), plus the City Council can contribute £100,000 towards its development. The City Council will only make its land available for community facilities, on any terms, to a developer who, in the Council's

	<u>opinion, meets the needs of the city and the community.”</u>		
Community Centre Paragraph 6.22	<p>Amend paragraphs: “6.22 It is preferable for tThe community centre must occupy a position directly onto the new public square. This creates active frontages, animation of the public space and a presence around the square. It allows the community uses to spill out onto the square and increases its vibrancy. <u>There are two suitable positions:”</u></p> <p>1.3 <u>A position on the south of the square on its longest length would</u>To ensure maximum integration with the square, a position to the south of the square on its longest length would be most appropriate and together with the church and the canal frontage helps frame the square and promotes a shared public space and interaction. Spreading the active/public uses (community centre and boatyard) and private uses (dwellings) across the whole site will help ensure that the entire site feels and acts as part of community rather than community uses being pushed to the margins of the development.</p> <p>1.4 <u>A position on the north of the square would also promote a shared space and interaction although to a lesser extent. Additionally it has the benefit of being able to be built higher to 2.5 or 3 storeys which will reduce the footprint and area of land needed to be transferred. There is an extant planning permission for a community centre at this location and the principle for a community centre in this general location remains appropriate. These principles are consistent with the assessment made by the Planning Inspector in June 2007 in refusing the appeal for a proposed development which placed the community facilities at the margins of the scheme and surrounded the square with residential properties.</u></p>	For clarity, and to reflect comments	Jericho Community Association (#83)
Public square Paragraph 6.28	<p>Insert sentence: <u>“Vehicular access to the square should be restricted to avoid unauthorised</u></p>	For clarity	

	<u>parking.”</u>		
Public square Paragraph 6.30	Amend sentence: ““The longest southern edge of the square is an important frontage so <u>it should be a landmark building of exemplar architectural design in order to maximise the animation of the square the community centre should be positioned here...A condition requiring a management plan for the public space to be submitted and implemented is likely to be imposed on any permission granted.</u> ”	For clarity	Jericho Community Association (#83) Jericho Wharf Trust (#84)
Bridge Paragraph 6.31	Insert sentence: “ <u>It will also help to provide a link between the relatively new community at Rewley Park and Jericho and the boating community.</u> ”	For information, and to reflect comment	Rewley Park Management Company (#86)
Bridge Paragraph 6.33	Amend sentence: “The existing footbridge to the north of the site is not easily accessible by cyclists so it does not create an adequate network for cyclists and pedestrians and certainly not for people with disabilities, mobility problems or people with pushchairs. <u>In the City Council’s view an “improved crossing” does not simply relate to creating a better physical design of a bridge but also improving the position of the bridge so that it delivers an improved network for pedestrians and cyclists that better links the station with major employment areas in Jericho. There is no obvious solution as to how this the existing bridge could be improved in a way that would allow access for everyone particularly as the east end of the bridge emerges through a building. Even if a developer was able to propose a design solution for the existing bridge, the City Council is likely to remain of the opinion that the position of this bridge would do little to improve the network because of its location at the far north of the site.</u> ”	For clarity	
Bridge Paragraphs 6.33-6.35	Amend name to read “ <u>Canal & River Trust</u> ” at all instances	Factual corrections, and to reflect comment	Canal & River Trust (#79)
Bridge Paragraph 6.33	Amend sentence: “In addition, the bridge is leased to the City Council by the Canal & River Trust which expires in about 20 years. The Canal & River Trust have indicated that they would be likely to take a more commercial view for future leases and may charge a significant fee. There is no guarantee that This will affect whether the City Council will be in a position to renew the lease and therefore the continued existence of that footbridge is not guaranteed. ”	For clarity, and to partially reflect comment	Canal & River Trust (#79)

Bridge Paragraph 6.35	Amend sentence: “...Despite previous unsuccessful negotiations with applicants, the Canal & River Trust are confident that they would be able to come to an agreement with a future applicant on the design of the bridge and that this would not create an obstacle to delivery <u>although their agreement will depend upon the proposal.</u> ”	For clarity, and to partially reflect comment	Canal & River Trust (#79)
Bridge Paragraph 6.36	Amend sentence: “...The developer should grant permissive rights over the bridge in perpetuity <u>and ensure on-going maintenance.</u> ”	For clarity, and to reflect comment	Canal & River Trust (#79)
Bridge Paragraph 6.37	Amend last sentence: “ <u>The amount of foot and cycle traffic across the bridge would be far greater than traffic on the canal. The priority should therefore be for the ease of movement of pedestrians and cyclists and so</u> To overcome this a lifting bridge’s default position should be down.”	To provide further information and to reflect comment	
Bridge Paragraph 6.38	Amend sentence: “An arch bridge allows constant access for boaters, pedestrians and cyclists <u>and removes any potential conflict.</u> ”		Ed Surridge (#11)
Bridge Paragraph 6.42	Insert new sentence: “ <u>Engine noise from boats queuing to pass the bridge is likely to cause less noise disturbance to existing residents of Rewley Road if the bridge was central to the site rather than at the southern end.</u> ”	To provide further information and to reflect comment	Jonathon Roberts (#70)
Bridge Paragraph 6.45	Insert new sentence: “ <u>It should be noted that an electricity circuit runs beneath the canal near the southern end of the site which may affect the potential for positioning a bridge in this location. Further information is in Section 9.0. There is also a pumping station which alleviates flooding in Jericho and a pipe running through the site which may affect the position of the bridge.</u> ”	Factual information, and to reflect comment.	Scottish and Southern Energy (#73)(part) Rewley Park Management Company (#86)(part)
Car parking, cycle parking and access Paragraph 6.57	Delete sentence: “ This space will also ensure that the Canal and River Trust can maintain the eastern canal wall with plant machinery through their retained 0.5 metre strip of land. Canal banks can sometime be accessed from the opposite towpath but on this section of canal access down the towpath by machinery is restricted due to the footbridges to the north and south. ”	To reflect comment	Canal & River Trust (#79)
Dog Litter Bins Paragraph 6.58	Insert sentence: “ <u>The design and text of the information board should be integrated with the</u>	For clarity, and to reflect comment	Rewley Park Management Company (#86)

	<u>Oxford City Canal Partnership’s heritage initiative.”</u>		
7.0 Design Principles			
Paragraph 7.3 (third bullet point)	Amend sentence: “New development should provide uses that promote the active use of the waterway as a recreational resource, an area for residential moorings (<u>subject to consent from the Canal & River Trust</u>) and a working waterway, as well as providing opportunities for positive interaction between the residential communities of Jericho and the canal;”	For clarity, and to reflect comment	Canal & River Trust (#79)
Paragraph 7.3 (fourth and new fifth bullet point)	Amend sentences: “- Buildings facing onto the canal should be designed using a scale, form, materials and detailing that make references to historic canalside structures <u>and should be of exemplar architectural quality</u> . This does not mean that buildings should provide a pastiche of historic canalside buildings, however the influence of historic precedents on the architecture should be evident and understandable; - <u>Boundaries between historic and new areas should not be blurred and the insertion of the new urban space along the canal within a historic street pattern should be made clear;”</u>	To provide further information and to reflect comment	Simon Lea (#85)
Paragraph 7.3 (eighth bullet point)	“New development should avoid the generation of significant overspill lighting affecting the dark night-time environment of the canal <u>although sensitive lighting would help to improve safety and visibility.”</u>	To provide further information and to reflect comment	Jonathon Roberts (#70) Rewley Park Management Company (#86) Richard Smethurst (#87)
Paragraph 7.5	Insert sentence: “ <u>The canal is a public asset and the design of development and access to the canal should reflect this.</u> ”	For clarity, and to reflect comment	Jericho Living Heritage Trust (#91)
Paragraph 7.6	Insert sentence: “ <u>3 storey buildings are exceptional in the local area and the modest, low-scale, generally uniform, 2 storey workers’ cottages with continuous rooflines provide a distinctive architectural character for the area. Therefore 3 storey buildings are an exception. They should be of exceptional quality and should not have a negative impact on the character of the area.</u> ”	For clarity, and to reflect comment	English Heritage (#81) Jericho Living Heritage Trust (#91)
Paragraph 7.7	Amend sentence: “Any building provided on the southern edge of the new public square should consider the fortuitous view that exists from the towpath to the Radcliffe	Factual correction, and to reflect comment.	Rewley Park Management Company (#86)

	Observatory to the west east.”		
Paragraphs 7.9-7.11	Amend name to read “ <u>Canal & River Trust</u> ” at all instances including sub heading	Factual corrections, and to reflect comment	Canal & River Trust (#79)
Paragraph 7.10	Insert new sentence: “ <u>It is advisable for developers to consider the Policy Advice note which gives recommendations on the design of new development adjacent to waterways (see Section 11.0).</u> ”	Factual information, and to reflect comment.	Canal & River Trust (#79)
Paragraph 7.11	Insert new paragraph: “ <u>It is important that developers liaise with the Canal & River Trust to ensure that they support the requirements and detailed design, otherwise the Canal & River Trust may withhold their consent for matters that affect the canal. Consent would be required for works such as the construction of a boatyard, winding hole, dock, slipways, moorings, bridge and connection points to the canal. Their consent may be subject to a commercial agreement.</u> ” Delete paragraph: “ The requirement for a footway along the east bank from Great Clarendon Street to the new public square is referred to in Section 6.0. One reason for this requirement is so that the CaRT can access the east canal wall for maintenance. Often the CaRT can access canal walls using machinery from the opposite bank but in this location the towpath opposite has restricted access for large machinery due to the listed Isis lock bridge to the south and the footbridge structure to the north. The CaRT have raised a concern that a number of canal banks have collapsed during recent periods of heavy rain and they would need to be satisfied that they could adequately access the canalside to ensure the canal remains safe. ”	Factual information, and to reflect comment that the bank is already piled and the developer is already obliged to carry out any improvement necessary	Canal & River Trust (#79)
8.0 Framework Plan			
Paragraph 8.2	Amend sentence: “The Framework Plans below <u>are options showings</u> broadly how the City Council considers that the site should be developed in order to satisfy policy requirements. They <u>balances</u> all of the relevant issues discussed in the Brief to create a suitable layouts and massing . <u>The precise layout and areas shown in the Framework Plans are indicative rather than precise.</u> In addition, an illustrative drawing of how the Option 1 <u>this design</u> might look has been provided <u>although the specific architecture shown should not presume to be</u>	For clarity	

	<u>appropriate and merely gives an indication of bulk and massing.”</u>		
Framework Plan	Update map and create second option plan with community centre at the north of the square. Update references as consequential changes.	For clarity	Jericho Community Association (#83)
9.0 Delivery and Implementation			
Land ownership map	Update the land ownership map	For clarity	Jericho Community Association (#83) Scottish and Southern Energy (#73)
Ownership Paragraph 9.1	Amend name to read “ <u>Canal & River Trust</u> ” at all instances	Factual corrections, and to reflect comment	Canal & River Trust (#79)
Ownership Paragraph 9.1	Amend sentence: “The majority of the site is <u>in private ownership under the control of administrators PricewaterhouseCoopers</u> . The City Council are freeholders of the land at Dawson Place. The Canal & River Trust own land at the north of the site which is on a long lease to College Cruisers and is therefore unavailable for development. There are no proposals within this Brief for new development to be located upon the part of the site <u>leased on a long lease to College Cruisers. College Cruisers hold a short term lease on land to the south of their main site which will be ending soon.</u> The Canal & River Trust also own a 0.5 metre strip on land along the length of the canal frontage for maintenance including a triangle of land intended for the new winding hole. The church own a piece of land in front of the west face which they would allow the public to use although would be unlikely to grant permissive rights. <u>It is likely that the Parochial Church Council would not consent to the inclusion of its land in the square if the development was detrimental to the setting and life of the church and vicarage therefore developers are encouraged to liaise closely with the Parochial Church Council. Part of the site is subject to a covenant restricting its use to a community centre.”</u>	For information, factual updates and to reflect comment.	Parochial Church Council of St Barnabas and St Paul (#88)
Ownership Paragraph 9.2	Amend sentence: “In 2005, <u>and reaffirmed in 2009,</u> Oxford City Council indicated their willingness to make available the land it owns in Dawson Place to facilitate <u>the re-provision of the community facilities centre</u> within the Jericho area. The City Council is willing, in principle, to allow its land to form part <u>of a comprehensive redevelopment of the Jericho Canalside site...</u> ”	For information, grammar and to reflect comment.	Peter Stalker (#89)

Viability Paragraph 9.6	Amend sentence: “ The site has no AUV because the land uses are The AUV is determined by the Sites and Housing site allocation Policy SP7.”	For clarity	
Viability Paragraph 9.7	Amend sentence: “ The site is currently in the hands of administrators who will be aiming to realise the property in order to make a distribution to creditors of Spring Residential Ltd. The developer who purchases the site will also have been It is understood that the majority of the site was put under contract to a private company in October 2013. It is expected that the purchaser to considered the financial implications of all policy requirements and site specific constraints when making an offer for the site.”	For clarity and information	
Viability Paragraph 9.9	Amend paragraph: “All the requirements of the Brief are considered to be within the scope of Policy SP7. Any argument that the Brief has introduced an additional requirement for a new bridge compared to Policy SP7, which refers to ‘an improved crossing’, will be challenged as . Firstly, there has never been any other realistic option to improve the crossing other than a new bridge. Secondly, up until the receipt of the Sites and Housing Plan Inspector’s Report in Jan 2013, a new bridge had always been a requirement of the draft site allocation Policy SP7 and the previous Policy DS.13 (Oxford Local Plan 2001-2016). Between Jan 2013 and the publication of the draft of this Brief (Sep 2013) the site was not been sold to a developer and therefore the requirement for a bridge in this Brief will have had a neutral effect on the land value compared to pre Jan 2013. ”	To update and to and to partially reflect comment	Cordatus and PriceWaterhouseCoopers (#80)(part)
Viability Paragraph 9.9	Jericho Wharf Trust are were confident that they can could have delivered a residual land value higher than the EUV without having to compromise on policy requirements.	Factual update	
Community Infrastructure Levy Paragraph 9.11	Amend paragraph: “The City Council expect to adopted its Community Infrastructure Levy (CIL) charging schedule in Oct 2013 <u>and it came into effect on 21st Oct 2013.</u> ”	Factual update	
Water supply Paragraphs 9.12	Amend paragraph: “Water supply capacity in this area is unlikely to be able to support the demand anticipated from development of this site. Policy SP7 says that Thames Water therefore require that applicants <u>demonstrate that there is adequate water supply capacity both on and off the site to serve the</u>	For clarity, and to reflect comment	Thames Water Utilities Ltd (#90)

	<p><u>development and that it would not lead to problems for existing or new users. In some circumstances it may be necessary for developers to fund studies to ascertain whether the proposed development will lead to overloading of existing water infrastructure, should fund investigations (which would be undertaken by Thames Water) to determine whether an upgrade to the water infrastructure is required. If the upgrade is required it could take up to three years lead in time for Thames Water to undertake any such works."</u></p>		
<p>Electricity circuits Paragraphs 9.13-9.16</p>	<p>Insert new sub-section: <u>"9.13 Scottish and Southern Energy (SSE) have advised that at the southern end of the site, within the site boundary, there are 2 x existing 33,000 volts (ehv) oil filled underground circuits and these should be regarded as permanent features and any development planned around them, as alterations would have a long lead time and would be extremely costly."</u></p> <p><u>9.14 It should also be noted that at the northern end of the development site, within the land on a long lease to College Cruisers, there is an existing distribution substation known as Combe Road Ferry Wharf, for which access is required 24 hours a day/365 days of the year, together with the existing 11,000 volt (hv) and 230/400 volt (lv) underground cables.</u></p> <p><u>9.15 The underground circuits have the potential to affect whether a bridge can be located at the southern end on the site. Developers will be expected to have considered how this will affect any proposals with SSE prior to submitting an application in order for the City Council to judge deliverability of the development. Initial advice from SSE is that a 5 metre exclusion zone from the circuits may be required. Before any trial excavation works are carried out on site, a site meeting should be arranged with the SSE Major Projects section to discuss and agree the scope of works, including the possibility of refining the exclusion zone distance. Once more detailed proposals are drawn up, these can be provided to the SSE Major Projects section for them to advise accordingly.</u></p> <p><u>9.16 Developers will be expected to enter into discussions with SSE to agree how their equipment can be accommodated within the proposal. Developers will also be expected to agree contractual arrangements with Southern Electric Power Distribution for any modifications prior to permission being</u></p>	<p>To provide further information and to reflect comment</p>	<p>Scottish and Southern Energy (#73)</p>

	granted.”		
10.0 Further Information			
Section 10.0	Amend sentence: “ Interim <u>Public Consultation Statement for the Jericho Canalside SPD (SepDec 2013)</u> ”	Factual update	
Section 10.0	Amend name to read “ <u>Canal & River Trust</u> ” in both instances	Factual correction, and to reflect comment	Canal & River Trust (#79)
Section 10.0	Insert new sentence: <i>Policy Advice Note: Inland Waterways (July 2009) TCPA and British Waterways</i>	Factual information, and to reflect comment.	Canal & River Trust (#79)
11.00 Appendices			
Paragraph 11.11	Amend name to read “ <u>Canal & River Trust</u> ”	Factual correction, and to reflect comment	Canal & River Trust (#79)
Paragraph 11.13	Amend paragraph: “ <u>This application set out the sustainably sized element of a new Community Centre and the footprint required. Application approved in 2010 for the following reasons (summarised):</u> ”	For clarity, and to reflect comment	Jericho Community Association (#83)
Paragraph 11.15	Amend name to read “ <u>Canal & River Trust</u> ”	Factual correction, and to reflect comment	Canal & River Trust (#79)

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Appendix 3 – 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 /Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
	Judicial Review	Threat	There is a risk of a judicial review to the adopted SPD	Aggrieved person(s) who are unhappy with the adopted SPD may decide to exercise their statutory right to apply for a judicial review to the SPD	If successful the courts would rule that the SPD be quashed	30.07.13	1,2,4	4	3	4	2	4	2	Michael Crofton-Briggs		

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
	Judicial review	Michael Crofton-Briggs	Reduce	Officers are confident that correct legal procedures have been followed				

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Strategic Environmental Assessment Screening Report

Regulation 9(Screening) Environmental Assessment of Plans and Programmes Regs 2004

www.oxford.gov.uk



Jericho Canalside SPD

July 2013

1. Introduction

- 1.1 This report has been produced to determine the need for a Strategic Environmental Assessment (SEA) in accordance with the European Directive 2001/42/EC and the Environmental Assessment of Plans and Programmes Regulations for the proposed Jericho Canalside Supplementary Planning Document (SPD).
- 1.2 The purpose of this document to undertake a screening assessment that meets the requirements of the European Legislation, applied in the UK through the Environmental Assessment of Plans and Programmes Regulations (SI No. 1633). The Regulations do not require an assessment of the planning merits of the proposals at this stage, instead the requirements is to ascertain whether or not a Strategic Environmental Assessment is required. This process is completely distinct from the planning process and governed by an entirely different set of Environmental Regulations.
- 1.3 The policy framework for the Jericho Canalside SPD is found in the Oxford Core Strategy (2011), and the Sites and Housing Plan (2013).
- 1.4 The SPD will be subject to public consultation in accordance with the relevant regulations and the Council's Statement of Community Involvement.

2. Requirement for SEA

- 2.1 Previously all statutory land-use plans, including Supplementary Planning Documents, required a Sustainability Appraisal which incorporated the requirements for Strategic Environmental Assessment. This was a requirement under UK Government legislation. However, the 2008 Planning Act¹ and 2012 Regulations² removed the UK legislative requirement for the sustainability appraisal of Supplementary Planning Documents. Despite no longer requiring sustainability appraisal, SPDs may still require SEA.
- 2.2 The requirement for Strategic Environmental Assessment (SEA) is set out in the regulations³. There is also practical guidance on applying European Directive 2001/42/EC⁴. These documents have been used as the basis for this screening report. Regulation 5 sets out three types of plans that require SEA:

¹ Planning Act 2008 – Paragraph 180(5d)

² Town and Country Planning (Local Planning) (England) Regulations 2012

³ Environmental Assessment of Plans and Programmes Regulations 2004 (no. 1633)

⁴ A Practical Guide to the Strategic Environmental Assessment Directive

- The plan is for town and country planning and sets the development framework for future consent of projects listed in annexes I or II of the EIA Directive⁵ (There is an exemption for a plan dealing with the use of a small area at a local level OR a minor modification of a plan⁶);
- The plan requires a Habitat Regulations Assessment
- The plan sets the future development consent framework that is not in the above two categories but has been determined to be likely to have significant environmental effects.

2.3 The proposed SPD will be for town and country planning project and sets the development framework for future consent of a project that falls beneath the threshold for consideration within annex II of the EIA Directive. The relevant section of the EIA Directive is Annex II(10b) Urban development projects⁷.

3. Screening

3.1 The ODPM practical guidance provides a checklist approach based on the SEA Regulations to help determine whether SEA is required. This guide has been used as the basis on which to assess the need for SEA as set out below. **Figure 1** overleaf⁸ (taken from government guidance) illustrates the process that has been followed.

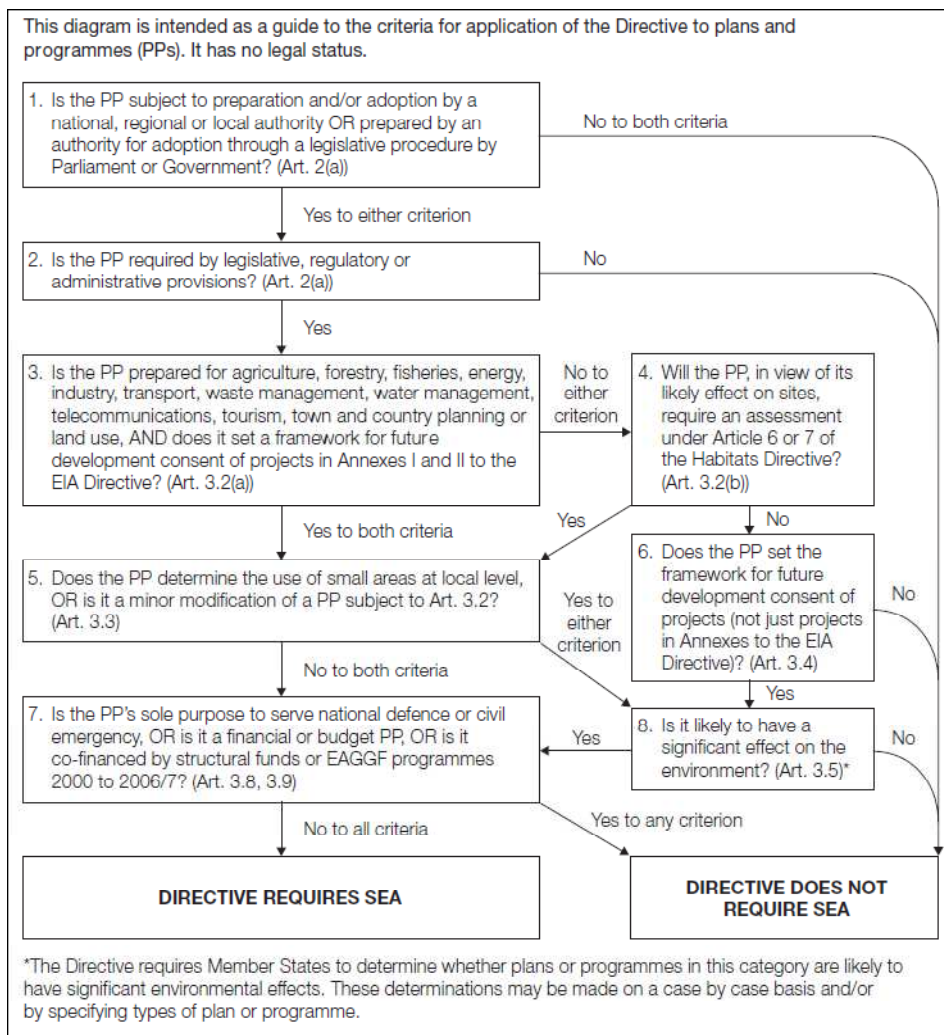
⁵ Regulation 5(2) of the Environmental Assessment of Plans and Programmes Regulations 2004 (no. 1633)

⁶ Regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004 (no. 1633)

⁷ Schedule II of the Town and Country Planning (Environmental Impact Assessment) Regulations 2011

⁸ Taken from: A Practical Guide to the Strategic Environmental Assessment Directive (2005), ODPM – page 13

Figure 1: Application of the SEA Directive to plans and programmes



3.2 **Table 1** overleaf sets out the 8 questions identified in the diagram above and provides an answer with regard to the proposed Jericho Canalside SPD.

Table 1 – Application of the proposed SPD: Is an SEA required?

Establishing the need for SEA		Answer	Reasons	Next step
1	Is the SPD subject to preparation and/ or adoption by a national, regional or local authority OR prepared by an authority for adoption through a legislative procedure by Parliament or Government? (Article 2(a))	Yes	The SPD is to be adopted by Oxford City Council	Proceed to question 2
2	Is the SPD required by legislative, regulatory or administrative provisions? (Article 2(a))	No		Proceed to question 3
3	Is the SPD prepared for agriculture, forestry, fisheries, energy, industry, transport, waste management, telecommunications, tourism, town and country planning or land use, AND does it set a framework for future development consent of projects in Annexes I and II to the EIA Directive? (Article 3.2(a))	Yes	The SPD will be for town and country planning purposes and sets a framework for the development consent of projects listed in Annexes I and II of the EIA Directive ⁹	Proceed to question 4
4	Will the SPD, in view of its likely effect on sites, require an assessment under Article 6 or 7 of the Habitats Directive? (Article 3.2(b))	No	A Habitat Regulations Assessment was undertaken for the Sites and Housing Plan. This provided mitigation measures which would negate the likely impacts of development at this particular site. See paragraphs 3.5-3.6 for summary of previous HRA work undertaken to support the Sites and Housing Plan.	Proceed to question 5
5	Does the SPD determine the use of small areas at local level, OR is it a minor modification of a plan subject to Article 3.2? (Article 3.3)	Yes	The SPD determines the use of a small area at the local level.	Proceed to question 8
6	Does the SPD set the framework for future development consent of projects (not just projects in Annexes to the EIA Directive)? (Article 3.4)	Yes	The SPD sets the framework for future development consent of projects.	N/A
7	Is the SPD's sole purpose to serve the national defence or civil emergency, OR is it a financial or budget plan, OR is it co-financed by structural funds or EAGGF programmes 2000 to 2006/7? (Article 3.8, 3.9)	N/A	N/A	N/A
8	Is it likely to have a significant effect on the environment (Article 3.5)	No	See Table 2 below for the detailed reasoning	Directive does not require SEA

⁹ The EIA Directive (85/337/EEC) as amended in 1997, 2003 and 2009

3.3 **Table 2** below sets out the criteria for determining the likely significance of effects on the environment taken from Schedule 1 of the Regulations¹⁰ and applies them to the proposed Jericho Canalside SPD.

Table 2 – Criteria for determining the likely significance of effects on the environment

Criteria		Oxford City Council's Assessment
1 Characteristics of the plan or programme		
1a	The degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources	<p>The total site area of the Jericho Canalside site is 0.49ha. The Jericho Canalside SPD will set the framework for the development of the Jericho Canalside site. The SPD will sit underneath the “parent” document - the Sites and Housing Plan. In order to supplement the policies in the Plan, the SPD must reflect and be based on its policies.</p> <p>The SA for the Sites and Housing Plan gave the following reasons why the site was selected:</p> <p><i>If the site is developed for housing, then it is likely that this will deliver 50% affordable housing. If a number of community uses were also delivered on-site, this could benefit the wider community through the opportunity for increased recreational opportunities. The site scores well against the employment criteria since the boatyard could provide a limited but much needed employment use.</i></p> <p>The Jericho Canalside SPD will guide the location, nature, size and operating conditions of particular uses to meet the objectives of the Sites and Housing Plan and ultimately the City Council. Whilst an SPD does not have the weight of a Local Plan policy, it will be adopted by the City Council as a material consideration when determining planning applications.</p> <p>The Sites and Housing Plan has set out a list of appropriate uses for the site. The Jericho Canalside SPD will remain within the scope of the Sites and Housing Plan, adding design parameters.</p>
1b	The degree to which the plan or programme influences other plans and programmes including those in a hierarchy	<p>The National Planning Policy Framework provides the following glossary definition of Supplementary Planning Documents:</p> <p><i>Documents which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of the development plan.</i></p> <p>It is not anticipated that the Jericho Canalside SPD will add unnecessarily to the financial burdens of development. Instead it is intended to help applicants make successful applications and aid in infrastructure delivery. This is in accordance with Paragraph 153 of</p>

¹⁰ Criteria taken from Schedule 1 of The Environmental Assessment of Plans and Programmes Regulations 2004

Criteria		Oxford City Council's Assessment
		<p>the National Planning Policy Framework (NPPF).</p> <p>The SPD will have less material weight than the Core Strategy and the Sites and Housing Plan. It will only be able to expand on existing policies and will not be able to introduce any new policies. The SPD will be at the bottom of the hierarchy and will have no impact on the content of those documents above it.</p>
1c	The relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development.	<p>The SPD will help with the delivery of plan policies and help meet with the City Council's objectives contained in the Core Strategy and Sites and Housing Plan, both of which were developed to deliver sustainable development. It is intended to promote sustainable development by ensuring that development fulfils the economic, social and environmental dimensions as set out in the National Planning Policy Framework.</p> <p>The SPD will support strong, healthy and vibrant communities, by providing a framework to bring forward the supply of housing and a much needed boatyard within Jericho.</p>
1d	Environmental problems relevant to the plan or programme	<p>The following Environmental problems were highlighted through the Sustainability Appraisal of the Sites and Housing Plan:</p> <ul style="list-style-type: none"> - Biodiversity/ Flora/ Fauna - Flood Risk - Cultural Heritage - Air Quality <p>Each will be dealt with in turn.</p> <p><u>Biodiversity/ Flora/ Fauna:</u>This is considered under the section on Habitat Regulations Assessment (paragraphs 3.5-3.6 in this report)</p> <p><u>Flood Risk:</u>The site is in Flood Zone 3a. A level 2 Strategic Flood Risk Assessment (SFRA) undertaken to support the Sites and Housing Plan has been carried out. The Level 2 SFRA looked at the likelihood of all sites passing the Exceptions Test as set out in the NPPF (formerly PPS25). A previous planning application (in 2007) considered the impact of flooding on the development in the site specific Flood Risk Assessment (FRA) that accompanied the planning application. Although Flood Risk was one of the reasons for refusal, the Environment Agency (EA) withdrew their objection in light of an addendum to the FRA. The Inspector did not consider flood risk to be one of the main issues and stated that compensation measures were achievable without altering the layout or function of the public space to any significant degree. Whilst the EA's withdrawn objection does not set any kind of precedent for their approach to considering the site, it does provide an indication that it is possible to design a safe development on the site.</p>

Criteria		Oxford City Council's Assessment
		<p><u>Cultural Heritage:</u> Cultural heritage was considered as part of the Sustainability Appraisal for the Sites and Housing Plan. The assessment noted that the site is within the setting of a listed building (St. Barnabas Church) and within the Jericho Conservation Area. While these are both locally important issues, there is no reason to consider that their significance will be any more than this. This is because the Sites and Housing Plan Policy SP7 states that "Careful design must ensure that development proposals contribute towards the character of the conservation area and enhance St. Barnabas Church and its setting." Given this mitigation provided in the DPD policy, it is unlikely that there will be significant impact on cultural heritage as a result of the redevelopment of this site, and more importantly through the production of the Jericho Canalside SPD. The City Council's Heritage Team are involved with the production of this SPD and will be providing relevant advice on the historic environment.</p> <p><u>Air Quality:</u>The SA notes that the whole of the city centre is considered an Air Quality Management Area.</p>
1e	The relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).	There are unlikely to be significant impacts.
2 Characteristics of the effects of the area likely to be affected		
2a	The probability, duration, frequency and reversibility of effects	<p>The Environmental Assessment of Plans and Programmes Regulations breaks down the environment into a series of constituent parts. These are as follows: biodiversity; population; human health; fauna; flora; soil; water; air; climatic factors; material assets; cultural heritage including architectural and archaeological heritage; landscape; and the inter-relationship between these issues.</p> <p>A Sustainability Appraisal was undertaken for the site at the previous planning stage. The evidence to support the SA for the Sites and Housing Plan is up-to-date and looked at the probability, duration, frequency and reversibility of effects.</p>
2b	The cumulative nature of the effects	There are no likely cumulative impacts as a result of the production of the Jericho Canalside SPD.
2c	The trans-boundary	There will be no trans-boundary effects in the sense of between

Criteria		Oxford City Council's Assessment
	nature of the effects	countries. On a more local level, trans-boundary effects with neighbouring authorities are unlikely to result in significant environmental effects beyond those identified in the SA of the Sites and Housing Plan.
2d	The risks to human health or the environment (for example, due to accidents)	None identified.
2e	The magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected)	<p>The site area is 0.49ha. This is a small area at the local level. The site area is below that which would be categorised as an "urban development project" in Schedule 10 of the EIA Regulations.</p> <p>The geographical area likely to be affected is small. The population size is also small. Environmental impacts are small scale and local in nature.</p>
2f	<p>The value and vulnerability of the area likely to be affected due to:</p> <ul style="list-style-type: none"> i) Special natural characteristics or cultural heritage; or ii) Exceeded environmental quality standards or limit values; or iii) Intensive land-use 	<p>The SPD will supplement existing policies in the Core Strategy and Sites and Housing Plan. It is envisaged that the SPD will firm up the location and design of development that will come forward at the Jericho Canalside.</p> <ul style="list-style-type: none"> i) Special natural characteristics are discussed in paragraph 3.5-6 (below). There is likely to be impacts of local significance which can be addressed without the need for SEA. ii) The SPD is not likely to exceed environmental quality standards or limit values. This is further described in paragraphs 3.5-6 on HRA (below). iii) The plan is for a small area of land at the local level with a range of land-uses. None of which are likely to be particularly intensive.
2g	The effects on areas or landscapes which have a recognised national, Community or international protection status.	None identified.

3.4 In order to work out whether or not an SEA would be required on the Jerich Canalside SPD, it was necessary to first review the Sustainability Appraisal for the Sites and Housing Plan was also undertaken.

Table 3 reviews the Sustainability Appraisal of the Sites and Housing Plan in relation to the Canalside site.

Table 3 – Review of the Sustainability Appraisal of Sites and Housing Plan in respect of the assessment undertaken for the Canalside site.

SEA Directive Topics. (The environment is defined by Schedule 2 paragraph 6 of the Environmental Assessment of Plans and Programmes Regulations 2004)	Summary of previous SA findings or undertaken as part of the Sites and Housing Plan. Note some indicators were screened out of the assessment at the site allocations stage as they were more fully dealt with at the Core Strategy stage. This commentary also includes additional information where relevant
Biodiversity/ Flora/ Fauna	The SA notes that the site is within 200m of the Oxford Meadows SAC and as such a Habitat Regulations Assessment was undertaken to support the production of the Sites and Housing Plan (see paragraphs 3.5-3.6 for a detailed summary of the HRA for the Sites and Housing Plan). The HRA concluded that the Sites and Housing Plan would not have a significant impact on the integrity of the Oxford Meadows SAC. The SA also notes that the site is adjacent to a Site of Local Interest for Nature Conservation (SLINC).
Population	The site is allocated for housing. There will not be a significant increase in population over and above what was planned for in the Core Strategy as a result of the development of this site.
Human Health	The site is within 800m of a GP surgery.
Soil	The land is Previously Developed Land (PDL). It consists of vacant buildings. A ground investigation report submitted alongside the previous planning application for the site (ref: 07/01234/FUL) suggested further monitoring and investigations be carried out to ensure that no contamination is present on the site. This is an issue that can be satisfactorily dealt with at the planning application stage.
Water	Part of the site is within Flood Zone 3a. As such a level 2 Strategic Flood Risk Assessment was carried out to support the Sites and Housing Plan. This site has a previous planning history and a detailed site level Flood Risk Assessment was carried out to support the site. The SFRA2 concluded that the site did not pass the exceptions test and as such would need to demonstrate at the planning stage that development would be safe. The FRA submitted previously addressed issues of safety sufficiently for the EA to consider that the principle of development was acceptable. Therefore, for the purposes of this SPD, it is considered that the site can be developed safely. Notwithstanding this, any future scheme will have to produce its own FRA and demonstrate that the exceptions test can be passed satisfactorily.
Air	The SA notes that the whole of the city area is classed as an Air Quality Management Area.
Climatic factors	Climatic factors were considered as part of the Core Strategy and screened out of the assessment for the sites section of the Sites and Housing Plan.
Material Assets	The SA notes that the site is well served by public transport and is a close walk to the railway station. The site is within 800m of a school and 800m of a post office. The provision of a boatyard would mean that much needed community facilities were provided on-site.
Cultural Heritage, including architectural and archaeological	The site lies within the Jericho Conservation Area, it forms the setting of a listed building (St. Barnabas Church), and there are no

heritage	known archaeological constraints on site
Landscape	The site does not lie within one of the city's view cones however, it does sit within the "high buildings area".
Inter-relationships between the above issues	See above for inter-relationships.

Habitat Regulations Assessment:Summary

3.5 A Habitat Regulations Assessment (HRA) was carried out for the Sites and Housing Plan. The HRA Screened out the Jericho Canalside site for all impacts apart from recreation(HRA makes an assessment against the conservation objectives for the site to ensure that there will be no significant effect on the integrity of a European Site). An Appropriate Assessment was carried out for this particular impact in relation to a number of sites including the Jericho Canalside site. Oxford Meadows Special Area of Conservation (SAC) consists of a number of Sites of Special Scientific Interest (SSSI). Port Meadow is the site closest to the Jericho Canalside site. Port Meadow is designated part of the Oxford Meadows SAC because it contains a rare plant, *A. Repens* (creeping marshwort). This plant is not particularly susceptible to trampling but is susceptible to the changes in nutrient concentrations associated with dog-fouling. The HRA for the Sites and Housing Plan undertook an assessment to calculate the number of dogs likely to increase as a result of development contained within the Plan. A visitor survey was undertaken which provided the evidence. The methodology for the visitor survey was agreed with Natural England. As a result of the survey and the assessment of the potential increase in dog-owners using Port Meadow, mitigation measures were included. These mitigation measures were to ensure that owners clean up after their dogs (dog-bins at the entrance to Port Meadow) and information boards about the Oxford Meadows were also suggested to be suitable mitigation measures to ensure that there would be no significant impacts on the integrity of the Oxford Meadows SAC.

3.6 Given this extensive work undertaken for the HRA for the Sites and Housing Plan, it is considered that no further HRA work is necessary to support the SPD. This does not negate the need for further project level HRA work which may be required (depending on what is finally proposed).

4. Conclusions

4.1 The proposed Jericho Canalside SPD will supplement the existing policy set out in Appendix 1. The Jericho Canalside SPD will form part of the framework for the development of the site. It will sit underneath the "parent" document – the Sites and Housing Plan. The Jericho Canalside SPD will become a material consideration when determining planning applications.

4.2 In order to supplement the policies in the Sites and Housing Plan, the Jericho Canalside SPD must be within the scope of the Sites and Housing Plan Policy SP7. The total site area of the Jericho Canalside site is 0.49ha.

4.3 To recap, therefore, Regulation 5 sets out three types of plans that require SEA:

- The plan is for town and country planning and sets the development framework for future consent of projects listed in annexes I or II of the EIA Directive¹¹ (There is an exemption for a plan dealing with the use of a small area at a local level OR a minor modification of a plan¹²);
- The plan requires a Habitat Regulations Assessment
- The plan sets the future development consent framework that is not in the above two categories but has been determined to be likely to have significant environmental effects.

4.4 Looking at each in turn, the site is a small area at a local level. The size of the site is 0.49ha. The EIA Directive considers that urban development projects of 0.5ha or more may require assessment at the project level. This site is clearly below that threshold and so can be screened out on grounds of size.

4.5 The second type of plan which would require SEA is a plan which requires a Habitat Regulations Assessment. As discussed at 3.5 and 3.6 above, the Jericho Canalside SPD does not require a Habitat Regulations Assessment since there was one undertaken at the previous planning stage.

4.6 Finally, the plan is not likely to have significant environmental effects – see table 2 for details.

4.7 It is not anticipated that the Jericho Canalside SPD will add unnecessarily to the financial burdens of development. Instead it is intended to help applicants make successful applications and aid in infrastructure delivery. This is in accordance with Paragraph 153 of the National Planning Policy Framework (NPPF).

4.8 It is considered that the above screening exercise has established that the proposed SPD is not likely to give rise to any significant environmental effects. Therefore it is considered that a Strategic Environmental Assessment is not required for the proposed Jericho Canalside SPD.

4.9 The City Council has consulted with the three statutory environmental bodies – English Heritage, the Environment Agency, and Natural England. Each of the consultation bodies agreed with the findings of the screening exercise to confirm its determination. All three agencies confirmed they concurred with the conclusions that no further SEA was required in this case and that they were happy with the screening exercise.

¹¹ Regulation 5(2) of the Environmental Assessment of Plans and Programmes Regulations 2004 (no. 1633)

¹² Regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004 (no. 1633)

Appendix 1 – List of policies directly relevant to the Jericho Canalside SPD

Other relevant policies are included within the documents in Oxford's Local Plan. This includes the Core Strategy, the Sites and Housing Plan and the saved policies within the Adopted Local Plan 2001-2016.

Policy SP7, Sites and Housing Plan

Canalside, Jericho

Planning Permission will be granted for a mixed use development at the Canalside Land site that includes all of the following uses:

- a. Residential
- b. A sustainably-sized community centre
- c. Public open space/ square
- d. Replacement appropriately sized boatyard
- e. An improved crossing over the Oxford Canal for pedestrians and cyclists

Planning permission will not be granted for any other uses

Careful design must ensure that development proposals contribute towards the character of the conservation area and enhances St. Barnabas Church and its setting. A planning application must be accompanied by a site-specific flood risk assessment and development should incorporate any necessary mitigation measures.

Development must not lead to water supply network problems for existing or new users. Applicants may need to fund an assessment of water supply capacity

Initial screening EqIA template

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the 9protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex, sexual orientation and marriage & civil partnership***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) to seek to ensure equality of treatment towards service users and employees;*
- (b) to identify the potential impact of the proposal or decision upon them.*

The Council will also ask that officers consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **the decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **the duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. the decision maker must be **aware of the needs of the duty.***
- 4. **the impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?
 - a. **Collection and consideration of data and information;***
 - b. **ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **proper appreciation of the extent, nature and duration of the proposal or decision.****
- 7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).*
- 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"),*

to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider
<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Jericho boatyard site is already allocated in City Council policy (Sites and Housing Plan – adopted Feb 2013) for a new community centre, replacement boatyard, residential, public square and an improved crossing over the canal.

The Supplementary Planning Document (SPD) adds further design guidance to that policy and sets out matters such as the position of buildings, heights and sizes of buildings.

The SPD would have the potential to disadvantage some groups depending on what development and design principles were included. However, the principles as drafted ensure that groups will not be disadvantaged but will instead be advantaged compared to a ‘do nothing’ approach where the SPD did not exist. The SPD provides opportunities to enhance social inclusion and accessibility to community facilities. The following elements of the SPD illustrate this:

1. The existing footbridge crossing the canal is stepped and is not suitable for people with disabilities. The SPD requires a new bridge for pedestrians and cyclists which should also be accessible for people with disabilities.
2. If insufficient essential boatyard facilities were not included in the development, the boating community has the potential to be disadvantaged. The SPD ensures that appropriate essential facilities will be provided to ensure that the community who choose to make their home on a narrow boat can be sustained by being able to conveniently carry out the necessary servicing and repairs to that home as would be expected by people living in brick built houses.
3. The SPD provides clarity that the City Council’s normal requirement for 50% on site affordable housing will be expected. In addition all the proposed new dwellings will be expected to meet the Lifetime Homes standard, and at least 5% of all new dwellings must be either fully wheelchair accessible or easily adapted for full wheelchair use. Should the SPD have deviated from this then there would have been the potential for people on the housing register and for people with disabilities to have been disadvantaged.
4. The existing community centre on Canal Street has been identified as being inappropriate in particular because of the absence of a large hall and the difficulty of accessing upper floors where no lift is available and hence lack of compliance with the Disability and Discrimination Act (DDA) 2004. To bring the existing building up to DDA requirements would not be viable and would be counter-productive in terms of the resulting loss of

space. The SPD therefore provides clarity that the new community centre should be DDA compliant.

The SPD is considered to have had due regard to the Equality Act 2010.

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

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

No further changes are required.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

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

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

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Lead officer responsible for signing off the EqIA:

Role:

Date:

Note, please consider& include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties, social, regeneration and sustainability)
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the “unknown”)
- Potential data sources (attach hyperlinks including Government impact assessments where relevant)

To: City Executive Board

Date: 11th December 2013

Report of: Head of Policy, Culture and Communications.

Title of Report: **COMMUNITY ENGAGEMENT PLAN (2014 – 2017) – DRAFT FOR CONSULTATION.**

Summary and Recommendations

Purpose of report: To seek approval from the City Executive Board to consult with the public on the Draft Community Engagement Plan 2014 -17.

Key decision? No

Executive lead member: Cllr Steve Curran, Executive Board Member, Youth and Communities

Policy Framework: Corporate Plan, Strong Active Communities

Recommendations:

To comment on the Draft Community Engagement Plan 2014 -2017

To approve the Draft Community Engagement Plan 2014 -2017, subject to any specified amendments, for public consultation.

Appendix 1: Draft Community Engagement Plan 2014 – 17

Appendix 2: Community Engagement Toolkit

Appendix 3: Draft Community Engagement Plan – Consultation Project Brief

Appendix 4: Risk Assessment

Appendix 5: Equality Impact Assessment Screening

Introduction

1. Oxford City Council has a long track record of working with local people to build strong and active communities, and its commitment to community engagement predates, outlives and goes much further than legislative requirements.
2. The purpose of this new Community Engagement Plan is to provide a framework for how the Council engages with its residents and communities to develop a greater understanding of their needs, and to increase the level and quality of involvement in the decisions that affect their lives.
3. This framework includes:
 - a. an analysis of how demographic and technological factors impact community engagement;
 - b. the principles underpinning the Council's community engagement activities; and
 - c. methods of community engagement.
4. Using this framework the Plan presents the different activities involved in community engagement, the purpose of these activities, progress to date on their implementation and our plans for the future.
5. This plan does not address the ways in which we engage residents and service users in improving specific Council services (they are covered by other strategies); nor does it address consultation on planning applications.

Development of the strategy

6. The Community Engagement Plan supports the Council's Stronger Communities priority as set out in the Council's Corporate Plan 2013-17. It references principles and methodologies that were included in the Council's Consultation Strategy and Toolkit 2010-2013, and it takes account of the significant developments that have occurred in neighbourhood working.
7. Benchmarking was carried out across nine local authorities, which informed the content of this Plan and re-affirmed the use of the ladder of participation as a key component of the framework.
8. The Community Engagement Plan has been developed by Consultation Officers and the Communities and Neighbourhoods Manager, with input from service areas' Consultation Officers, and the Lead Member for Youth and Communities.

Key Elements of the Framework

9. Using data from the Index of Multiple Deprivation 2010 and Census 2011, the Community Engagement Plan includes an analysis of demographic and socio-economic characteristics of the residents of Oxford together with developments in the use of technology. This helps us to understand the community that we want to engage.
10. The principles of community engagement include inclusiveness and accountability, as well continuous improvement and value for money aspirations. The principles will drive our improvement plans and will be used to measure the success of this Plan.
11. Oxford City Council's Community Engagement Plan is based on the widely accepted 'ladder of participation' model, which shows an increasing level of community involvement as one "moves up" the five rungs of the ladder. Recognising that one size does not necessarily fit all, the Plan presents a model that can be used to segment and target the community using the most cost effective method.
12. The Plan describes the Council's community engagement practices using the ladder of participation: informing, researching, consulting, collaborating and empowering. From a decision making perspective most of the activities are focussed on the middle rungs, reflecting the Council's position: decision-making is neither wholly centralised, nor wholly devolved.

Managing and Monitoring

13. An action plan is being written in parallel with the development of the Community Engagement Plan. This will be prioritised and incorporated into Service Plans for Policy Culture and Communications and Leisure, Parks and Communities, and will be managed through routine processes. The action plan will be presented alongside the proposed Plan at the City Executive Board in March 2014.
14. Key success indicators of the Community Engagement Plan will be developed, based on principles such as, but not limited to, inclusiveness and accessibility. The key success indicators will be presented alongside the proposed Plan at the City Executive Board in March 2014.

Consultation Plan

15. The draft Community Engagement Plan will be put out for public feedback via the Council's eConsult system from 12th December 2013 until 23rd January 2014. Stakeholder groups will be notified and will be able to request paper copies if required. See Appendix 3 Public Involvement Brief for more details.
16. The Autumn 2013 Talkback Panel survey will seek views on methods of informing residents.

Level of Risk

17. See Appendix 4 for the Risk Register.

Climate Change/ environmental impact

18. The Community Engagement Plan offers an opportunity for the City Council to reduce its carbon footprint and consumption of paper by encouraging the use of digital technologies.
19. It is recognised that this needs to be balanced with our principles of inclusiveness and accessibility, which will require that some people will require non-digital methods of engagement.

Equalities impact

20. The Community Engagement Plan is based upon our principles of engagement, which includes inclusiveness. This is defined as: "the participation of all stakeholders who have an interest in or who would be affected by a specific decision, including groups that are sometimes difficult to engage such as young people, older people, minority groups, and people with disabilities".
21. See Appendix 5 for the Initial Equalities Impact Assessment.

Financial Implications

22. There are no immediate direct financial implications of the Community Engagement Plan as it reflects programmes that are funded within existing budgets. Same applies to the consultation activity.

Legal Implications

23. While there is not a statutory requirement to have a community engagement strategy, there is new guidance from the Cabinet Office on Consultation Principles. Local Authorities should adopt those principles to engage stakeholders in policy and legislative developments. The Guidance is intended to improve the way public bodies consult by emphasising a more "proportionate and targeted" approach, so that the type and scale of engagement is proportionate to the potential impacts of the proposal under consideration.

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Community Engagement Plan 2014 - 2017

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Community Engagement Plan 2014 - 2017

1. Executive Summary

This document is a statement of intent: it describes how Oxford City Council engages its communities in decision making. It builds on and supersedes the Consultation Plan and takes account of the significant developments that have occurred in neighbourhood and partnership working in recent times. It develops the “Involving Our Communities” themes already set out in the Council’s Corporate Plan 2013-17, and while the Plan describes what we intend to do in support of this priority, the Community Engagement Plan sets out the framework for how we will do it.

2. Introduction

Oxford City Council is committed to building a world-class city for all its citizens. Working with our communities to build channels for dialogue and engagement is a key part of the Council’s plan to enhance the relationship between citizens, their local communities and those who they elect to represent them. We want everyone to have the opportunity to understand and, where appropriate, contribute to decisions that affect their lives.

3. Purpose of this plan

The purpose of this new three-year Community Engagement Plan is to provide a framework for how the Council engages with its residents and communities to develop a greater understanding of their needs, and to increase the level and quality of involvement in the decisions that affect their lives.

This plan aims to clarify:

- how demographic changes in Oxford impact on our community engagement plans for the future;
- the principles underpinning the Council’s community engagement activities;
- the terms of debate i.e. how consultation and other forms of community engagement relate to formal decision-making;
- the different activities involved in community engagement and the purposes of these activities; and
- progress that has been made so far in different areas of community engagement and our plans for the future.

This plan does not address:

- the ways in which we engage residents and service users in improving specific Council services - this is addressed in detail in the Council’s Customer Contact Strategy 2014-18;
- consultation on planning applications - these are specified in the Town and Country Planning (Development Management Procedure) Order 2010.

Community Engagement Plan 2014 - 2017

4. Understanding our communities

The Council's Corporate Plan describes the different forms that communities can take: communities of place, identity, and interest. People often see themselves as belonging to one community of place and more than one community of interest, so the Council will need to determine the appropriate method of engagement.

Oxford appears to be a thriving city with many opportunities for work and leisure and, for many residents, this is the daily reality of their lives. However, there are major inequalities in life chances and life expectancy in our city, which will have implications for our Community Engagement Plan.

The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas, in the south and east of the city, experience multiple levels of deprivation - low skills, low incomes and high levels of crime; the majority of the Council's 7,800 tenants live in these areas. Men and women from the more deprived areas can expect to live six years less than those in the more affluent areas. While 43% of Oxford residents have degree-level qualifications or above 14% have no qualifications at all.

Many Oxford residents are highly articulate and very skilled at getting their points of view heard and their voices are always welcome. However, in areas of deprivation where challenges are greatest, the capacity for community involvement is lower; in more affluent areas, the capacity for community engagement is high. This plan describes how Oxford City Council will address this imbalance, by working hard to open up more opportunities for engagement with people living in the more deprived areas of the city whose voices otherwise might not so easily be heard.

An additional layer of complexity is added when the demographics of the residents of our communities are analysed.

Oxford's high house prices make it one of the least affordable places in the country. The percentage of households who own their home is relatively low in Oxford - 47% compared to 63% in England. The percentage of households renting their home in the private sector is high - 28% in Oxford compared with 17% in England. Over the last decade the number of households renting their home in the private sector rose by almost 50%, from nearly 11,000 households in 2001 to nearly 16,000 households in 2011. One in five Oxford residents lives in a house of multiple occupation. More than 6,000 people are on our waiting list for social housing.

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Oxford's annual population churn of 25%, around 5,000 houses of multiple occupation, and a culturally diverse population present challenges in terms of sustained and effective community engagement. However, a thorough understanding of the city's demographics – city-wide and at ward and neighbourhood level – is the obvious starting point and it lies at the heart of our approach.

In terms of ethnicity, Oxford has a diverse population. In 2011, 22% of the population were from black or minority ethnic backgrounds, compared to an England average of 13%. An additional 14% of residents were of white but non-British backgrounds. The largest non-white ethnic groups represented are Pakistani, Indian, Black African, 'other Asian' and Chinese ethnic groups. The child population is considerably more ethnically diverse than the older population and as a result the population is expected to become more ethnically diverse in the future.

In 2011, 16% of Oxford residents said their main language was not English; this is twice the national average. After English, the most common main languages were Polish and Chinese languages, followed by French, Portuguese and Spanish. South Asian languages - Urdu, Bengali and Panjabi – also made up a large proportion.

A significant proportion of the population is youthful. This is in part because of the student population; 24% of the city's adult population are students compared to an England average of 6%. Overall, 32% of the city's population are aged between 18 and 29 compared to an England average of 16%.

The methods of engaging with residents of Oxford have changed considerably in the past three years (since our last Consultation Strategy was written) as a result of the increase in internet access, changes in the way of accessing the internet as well as how digital technology is used. For example, by 2012, 80% of all UK households had internet access, with 67 per cent of adults in Great Britain using a computer every day; this rises to over 80% amongst people under 45 years of age. Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51, and in 2012 32% of adults accessed the Internet using a mobile phone every day.

The Council has responded to this by increasing the use of social media such as Facebook and Twitter, by main-streaming the use of eConsult, the on-line survey tool, and encouraging customer contact with the Council via the internet.

Statistics about the level and type of internet use in Oxford are not available. However, as the city a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average.

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5. Principles of community engagement

Oxford City Council believes that the majority of services are best designed, delivered and reviewed on a city-wide basis. Services will, of course, reflect the different demographics and needs of areas across the city and resource allocation will vary accordingly; they will reflect the principles of proportionate universality where:

“...programs, services, and policies that are universal, but with a scale and intensity that is proportionate to the level of disadvantage.”¹

However, these variations should be seen in the context of the Council’s vision for the whole city, which is set out in the Corporate Plan and the budget approved by Council.

The Council operates within the context of a representative democracy. Community engagement is about ensuring that elected councillors are aware of and engaged with the views of individuals, community groups, and other stakeholders. It is not intended to enable minority interests to overrule the best interests of the wider community and the city as a whole; the opportunity to lobby needs to be balanced with wider views on an issue.

Engagement supports, informs and improves decision-making by elected councillors; it does not replace it. The responsibility for the final decision on any issue that involves the Council’s resources rests with the city’s elected councillors – even where that decision involves a high degree of collaboration and empowerment.

Within this context, the principles underpinning community engagement are as follows.

1. **Commitment:** giving engagement sufficient priority, space, time and resources and demonstrating that it is a genuine attempt to understand and incorporate other opinions even when they conflict with the existing point of view. Resource planning is done through the development of an annual consultation plan.
2. **Inclusiveness:** the participation of all stakeholders who have an interest in or who would be affected by a specific decision, including groups that are sometimes more challenging to engage such as young people, older people, minority groups, and people with disabilities.
3. **Accessibility:** providing different ways for people to be engaged and ensuring that people are not excluded through barriers of language, culture or opportunity.

¹ The concept of proportionate universality was introduced by Sir Michael Marmot. Source: Policy Brief 2011. <http://earlylearning.ubc.ca/documents/70/>

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4. **Transparency and clarity:** ensuring that all stakeholders are given the information they need, told what they can or cannot influence by responding to engagement and what the next steps will be.
5. **Accountability:** after the engagement process ensure that participants receive feedback of how and why their contributions have or have not influenced the outcome. Also ensure that there are routes for follow-up including reporting on final decisions and/or implementation plans.
6. **Responsiveness:** those doing the engagement must be open to the idea that their existing plans may need to be changed, improved or even deleted. For those being consulted they must believe that their voice will be taken seriously, and that things can be changed if there is support for change.
7. **Willingness to learn:** encouraging both those carrying out the consultation and the participants to learn from each other. This means a style of process that is as interactive and as incremental as possible to build increasing layers of mutual understanding and respect.
8. **Productivity:** establishing from the outset how the engagement process will make something better. Maximise the benefit of the engagement activity by effectively sharing data and information
9. **Quality assurance:** all community engagement projects are carefully planned and approved by the Public Involvement Board to ensure that they meet legal and quality standards.

In October 2013 the Cabinet Office issued its guidance on Consultation Principles, which sets out the principles that public bodies should adopt for engaging stakeholders when developing policy and legislation. It replaces the Code of Practice on Consultation issued in July 2008. The guidance is intended to improve the way public bodies consult by emphasising a more “proportionate and targeted” approach, so that the type and scale of engagement is proportionate to the potential impacts of the proposal under consideration.

6. Methods of community engagement

In 2011, the government scrapped the Duty to Involve. The Duty, which came into force in April 2009, required local councils to inform, consult and involve citizens in decision-making where appropriate and to ‘embed a culture of engagement and empowerment’. It was the underpinning of the Consultation Strategy 2010 – 2013, and now, as then, the Council’s commitment to community engagement goes much further than legislative requirements.

Oxford City Council has a long track record of working with local people to build strong and active communities - community engagement is at the heart of how the Council does business. For example, working in the 1990s to regenerate east Oxford; engaging with the Prince’s Foundation and the people of Blackbird Leys to improve the quality of life there; working with local people to remodel play areas across the city and engaging local people in Rose Hill to develop a new community centre; and working with Cowley Road Works to revive the popular Cowley Road Carnival.

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Oxford City Council’s Community Engagement Plan is based on the widely accepted ‘ladder of participation’ model, which shows an increasing level of community involvement as one moves “up” the ladder from left to right, as shown below.²



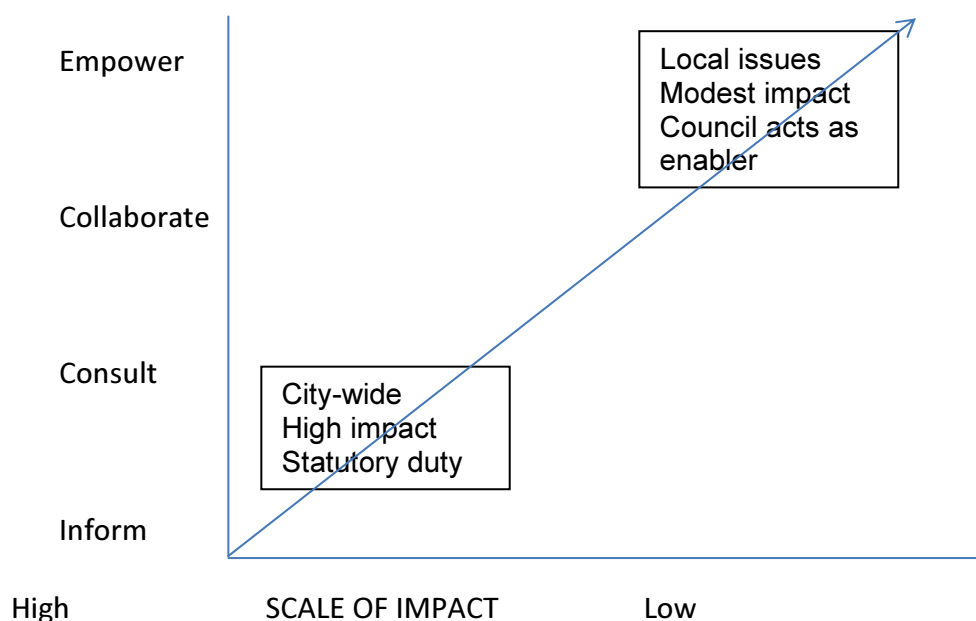
Inform	Research	Consult	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and solutions.	To gather and collate information to help in the understanding of key issues.	To obtain public feedback on analysis, alternatives and decisions.	To partner with the public in each aspect of the decisions including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

When deciding on how the community might be involved, i.e. which level of engagement to deploy, local authorities must carefully consider the nature, scale and impact of a particular function or issue, and must promote equal opportunities for people to engage and get involved.

Engagement requires a range of mechanisms which build and sustain a conversation with the community, with a broad or narrow audience as the issue requires. Broad principles and general ideas could be consulted on across a wide audience while the details of implementation might require input from a much smaller group. Effective engagement means identifying the kinds of audience that need to be involved at each stage of the process on any given issue. This requires a good understanding of the networks of interest and expertise in the area. The model below shows how the type of engagement varies according to the scale of impact, the role of the council and the nature and scale of the communities impacted by the issue.

² Adapted from David Wilcox, Guide to Effective Participation, 1994.
<http://www.partnerships.org.uk/guide/>

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7. Inform

This level of community engagement aims to provide the public with balanced and objective information to assist the understanding of issues. The residents of Oxford receive information through a variety of media channels, as shown in the table below.

Method	Frequency
Your Oxford	2 per year
City Briefing	3per year
Facebook and Twitter	>daily
Oxford City Council website	> daily
Media releases	>daily
Service specific briefings	>Bi-monthly
Television and radio	Ad hoc

Within the framework of the Community Engagement Plan, Oxford City Council seeks to improve accessibility by engaging local communities through communication channels best suited to their needs. This means using new channels such as social media alongside the more traditional press releases and publications. In addition, we seek to improve inclusiveness through the development of local newspapers, such as *Leys News*.

Informing residents is also achieved through Neighbourhood Forums and Community Partnerships, which are described in more detail under Collaborate.

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8. Research

The Council carries out research through both its social research functions (statistical analysis) and as part of its consultation function (opinion and perception research). The social research function delivers high quality quantitative data to support policy development, service delivery, and project implementation. This is carried out by a central service within the Policy, Culture and Communications service area, and includes:

- Finding and sourcing data that can inform particular research questions.
- Researching and analysing data to inform strategies and plans.
- Making research data available internally across service areas and externally to the public and communities, to enable them to understand the needs of their areas. The data can be used to help groups to develop funding bids, for example the social inclusion fund. This is done through the annual summary leaflet, website, monthly statistical publication and general statistics enquiry service.
- Providing research data that advocates the city's needs to other agencies that provide services.
- Providing links to national research.

Through our consultation function we carry out surveys which seek to understand the experiences, opinions and perceptions of our residents and service users. This research is carried out through a variety of methods including a citizen's panel, postal surveys and focus groups. This is described in more detail under Consult.

A specific challenge that the new Community Engagement Plan seeks to address is the opportunity to increase productivity by more effectively sharing information gathered by or available to, the Council. It would involve the routine use of both qualitative and quantitative data in strategy and plan development and decision-making.

9. Consult

Consultation sits on the middle rung of the ladder of community involvement and it can only be successful with the active participation of the public. It is an appropriate method of public engagement when the community has a high level of interest and, or a high level of influence over a decision. Consultation seeks public feedback on analysis, options and plans in order to inform decision making. These decisions are critical to the successful development of council policy and strategy, service design and service delivery.

Oxford City Council has a well-established consultation process that is managed as a central service by Consultation Officers within the Policy, Culture and Communications service area. The process is documented in the Consultation Toolkit, which also includes methods of

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consultation, and pre- and post- consultation activities. It can be found at <http://occweb/intranet/consultation-toolkit.cfm>.

All consultation activities are managed through eConsult, which is an externally hosted on-line system that supports the creation of surveys, the management of registered users and the creation and posting of reports from survey results. This can be found at <http://consultation.oxford.gov.uk/consult.ti/system/userHome>.

The Consultation Office is responsible for the Citizens' Talkback Panel of approximately 1000 local residents. Recruitment of the panel and administration of the twice yearly survey is out-sourced to a specialist market research company, currently Ipsos MORI. From 2014 the Council will participate in a postal satisfaction survey, called LG Inform, which will enable benchmarking with other local authorities across the UK.

The Consultation Office is a member of the County Consultation Group, a forum for sharing best practices across local authorities and for the co-ordination of county-wide consultation activities, when required

There are several challenges that this new Community Engagement Plan seeks to address. First, there is a need to improve inclusiveness and accessibility to the consultation process. It should involve a more diverse and thus a more representative cross section of Oxford's communities, which may require changes to the way in which residents are involved in decision making and specifically how they are consulted.

Second, there is a need to improve accountability and responsiveness by ensuring that results of consultations and action plans are routinely posted and made available to the public. This will form one strand of a new service level agreement that we will be developed with service areas.

Lastly, we aim to increase productivity by "driving to digital" in our consultation methods. Many aspects of consultation are more cost effective if they are done on-line, and indeed may be more attractive to the younger age-groups. However, driving to digital should not be done at the expense of our inclusiveness and accessibility principles.

10. Collaborate

Collaboration with the public includes the development of alternatives and the identification of the preferred solution. It requires a higher level of involvement by the community, but they are not decision making forums. They include the following:

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10.1 Area Forums

The Council has formed Area Forums consisting of all ward councillors in any given area of the city. These are informal meetings, sponsored and supported by the Council, to engage with the communities in their area. Each area is free to adapt its arrangements to best meet its own needs. The purpose of Area Forums is to:

- identify key issues and priorities to feed into city-wide service and budget planning processes
- enable local councillors to play a central role in drawing up community plans, which provides an opportunity to link up service-planning more closely with local needs and aspirations
- provide a space in which residents and community groups can work with mainstream service providers – health, education, police, businesses and the voluntary sectors – to ensure that local services are responsive to community needs
- comment on policy documents and proposals that affect the area
- enable local issues and interests to be discussed with local members.

Oxford City Council is:

- providing each Councillor with an annual budget of £1,500 for small projects that link to the priorities emerging from forum discussions and other local consultations
- exploring ways to ensure that all of our communities, including the more ‘hidden’ groups, have the opportunity to engage with them
- providing an Area Support Officer to arrange and publicise meetings, and Senior Management support for each Area Forum

10.2 Community Partnerships and Plans

Community Partnerships exist in those areas of the city which have been identified as being in greatest need. They are not decision-making bodies but provide a focus for local action and engagement on local issues.

A neighbourhood management approach is being implemented in these areas to engage and actively involve local communities, and to develop a stronger sense of community. Neighbourhood management involves residents working in partnership with mainstream service providers, the local authority, businesses and the voluntary and community sectors to address local priorities and make local services more responsive to the needs of their area. It is a process which recognises the uniqueness of each place; allowing the people that live, work or provide services in it to build on its strengths and address its specific

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challenges. These areas are most likely to see collaboration and empowerment to tackle local systemic problems and issues.

Community Partnerships are established in the key regeneration areas: Barton, The Leys, Rose Hill, Wood Farm, Northway, Cutteslowe and Littlemore with members on each partnership representing:

- residents
- public service providers, e.g. the police, health services, council services
- councillors
- community/voluntary groups
- businesses

Community plans are being developed in these areas so that there is co-ordinated action to address local issues and services can respond more effectively to local needs. Community development starts from the principle that, within any community, there is a wealth of knowledge and experience which can be channelled into collective action to achieve desired goals.

Oxford City Council is:

- Providing a Neighbourhood Locality Officer who supports and develops the partnership approach and co-ordinates bi-monthly or quarterly meetings and sub-groups to work on specific topic areas e.g. young people, housing and environment.
- Providing Community Development Officer support to engage with residents and develop local projects and support capacity building .
- Grant funding to Oxfordshire Community and Voluntary Action (OCVA) to support greater involvement of the voluntary sector within the partnerships
- Senior Management support for each partnership

These resources will primarily be focused on tackling the issues identified in the community plan.

10.3 Resident Involvement

Oxford City Council's work with the Tenant Participation Advisory Service (TPAS) involves the tenants and leaseholders of the council's 8,000 flats and houses who co-exist in areas of mixed tenure. Here problem solving and the driving of initiatives cannot be delivered successfully without the involvement of all groups concerned.

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Oxford City Council is:

- creating a structure which enables broad involvement opportunities across all demographics and geographical areas of the city
- enabling varied involvement opportunities which allow tenants, residents and leaseholders to be involved in ways that suit their needs
- developing training and support opportunities and encouragement for the widest possible audience
- ensuring that structures do not allow one group, issue or process to become dominant
- ensuring transparency so that tenants, residents and leaseholders are able to see the difference that has been made as a result of their engagement.

10.4 Youth Voice

The City Council's Youth Ambition Strategy details the Council's approach to engage young people in positive activities and its aim to more fully involve young people in how we develop and deliver services. Youth Voice is a programme to support the children and young people of Oxford City between the ages of 15 and 21 (25 where there are special educational needs) to have influence and power over services that affect their lives.

The Youth Voice plan will work towards the following outcomes:

- For Oxford City Council to have a more pro-active approach to gaining, listening to and acting on the feedback of young people and to influence partners to do the same;
- To engage young people in activities that allow them to make the positive changes they feel are needed in their community;
- For young people to have increased access to decision makers in their local community, the city, regionally and nationally, allowing them to have influence and power over decisions, processes and services that will affect their transition into adulthood;
- To provide more and better personal and professional development opportunities to young people enabling them to effectively engage with decision makers;
- To create a legacy of participation across the city and for young people to become role models and ambassadors for change now and in their adult lives.

10.5 Older People

Oxford City Council co-ordinates the Ageing Successfully Partnership to provide a partnership approach to addressing the needs of Older People in the City to improve wellbeing; address isolation and increase engagement with older people.

An Older People's Needs Assessment has recently been carried out to review the needs of the older population of Oxford. This work will help inform the City Council of the longer term support for older people in the city.

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The City Council work closely with the 50+ Network which is a volunteer run community group whose aim is to engage with older people on relevant issues and increase involvement. This group have a representative on the Ageing Successfully Partnership.

10.6 Neighbourhood Planning

The Localism Act has introduced new rights and powers for communities and individuals to enable them to get directly involved in spatial planning for their areas. Neighbourhood planning will allow communities to come together through a parish council or neighbourhood forum and produce a neighbourhood plan. Neighbourhood plans are about allocating land for development and being able to say where new houses, businesses, shops and so on should go and what they should look like. The council's preference is to start with Community Planning to identify issues and needs, and then translate this spatial planning as the mechanism for developing and delivering solutions. Once plans are adopted they will become an important consideration when making decisions on planning applications.

Three local groups have asked Oxford City Council to formally designate their proposed neighbourhood areas. Designating a neighbourhood area is the first step towards producing a neighbourhood plan. The proposed neighbourhood areas are:

- Wolvercote
- Jericho
- Summertown and St Margaret's

The details of the neighbourhood area applications and comments received will be considered at a meeting of the City Executive Board, where the final decision on whether to designate each of the proposed neighbourhood areas will be made.

10.7 Oxford Strategic Partnership

The Oxford Strategic Partnership was formed in 2003 in response to central government directive to set up a local strategic partnership. It is a testament to the success of the partnership and the on-going need for partnership working that it has continued to exist and develop, although no longer a statutory requirement.

The Partnership comprises key city stakeholders who develop and deliver on a range of long term priorities through themed working groups. The work is overseen by the OSP board.

From a community engagement perspective, it has been acknowledged that programme delivery would be more effective if there was a coherent approach to participation and engagement with Oxford residents and communities. This will be achieved through the development and implementation of a participation and engagement framework by the OSP and its working groups. The opportunity to share information related to community contacts and groups across the working groups has also been identified.

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As a member of the Oxford Strategic Partnership, the city council is in a position to contribute to and benefit from the identification of community networks and improvements to partnership and engagement practices.

In this context a specific challenge that this Community Engagement Plan seeks to address is the opportunity to improve productivity by more effectively coordinating and linking up the Council's consultation work with that of its OSP partners.

11. Empower

Empowerment, in the context of the ladder of involvement, means that decision-making is put in the hands of the community or groups. Devolved decision making is relatively unusual but where it is practiced, it is placed within guidelines that have been determined by the Council.

Empowerment is best suited to situations where it affects well-defined and well-understood groups, the implications are modest, and it is not the clear statutory responsibility of any one party. For example, youth grants and some arts funding, where voting by "expert" panels can decide how money is spent.

Empowerment of the community requires that the community understands the decision-making process and how and when it can engage. The difficulty of balancing the interests of different types of communities (of place, identity and interest) or groups means that this form of community engagement is the exception rather than the rule. Where it is not clear the members' role is to balance interests and make decisions in the best interests of wider communities.

12. Next steps

When the results of consultation have been analysed, the system for evaluating community engagement activities will be developed. In addition an action plan will be written and incorporated into service plans.

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Community Engagement Toolkit

A Guide to Effective Community Engagement

Oxford City Council
Updated: October 2013

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1 Introduction

1.1 Introduction to community engagement

Local authorities have a statutory duty to involve individuals, groups, businesses or organisations likely to be affected by their actions. This is set out in Section 3a of the Local Government Act 1999. The duty is wide-ranging and applies to the delivery of services, the development of policy, and decision making, and applies to both routine functions, as well as significant one-off decisions.

Community engagement is a vital part of a modern, representative democracy. It is the process by which people can influence policies and services that affect them.

Public services that are based on an understanding of citizens' needs are crucial and consultation is one way of delivering this.

Community engagement should be a dialogue - an on-going exchange of views - and councils, the police and health authorities have statutory duties to consult the public on a range of issues. However, we should not engage just because we have to - effective engagement can inform decision-making in the Council and ensures that we are meeting the needs of our citizens.

1.2 Here to help:

For advice and guidance on community engagement projects, you should contact the consultation team. The consultation post is split between Sadie Paige on Monday and Tuesday and Hamera Plume on Wednesday, Thursday and Friday.

Sadie Paige – spaige@oxford.gov.uk / 01865 252250

Hamera Plume – hplume@oxford.gov.uk / 01865 252057

1.3 Purpose

This purpose of this toolkit is to help us deliver effective community engagement projects across Oxford City Council.

2 The Engagement Process

There is a defined process to follow for carrying out community engagement projects across the Council.

The table below summarises the process these projects should follow.

			✓
PLAN	1	Discuss your idea for community engagement with the Consultation Officers ¹	
	2	Complete the Project Brief and send it to the Consultation Officers. The brief will then be reviewed at the Public Involvement Project Board.	
	3	Once you have been notified that your community engagement exercise has been approved you should inform the councillors whose wards will be involved and wider groups of councillors if appropriate.	
IMPLEMENT	4	Record the project on the City Council's consultation portal (eConsult) at www.oxford.gov.uk/consultation . If you require training on how to use the portal please contact the Consultation Officers. NB this is a requirement <u>whether or not</u> it involves an online survey	
	5	Develop your project with the support of the Consultation Officers	
	6	Pilot the questions you are proposing to ask.	
	7	Revise your questions if necessary following the pilot.	
	8	Run your engagement exercise	
REPORT	9	Collate and analyse the results	

¹ Hamera Plume hplume@oxford.gov.uk or Sadie Paige spaige@oxford.gov.uk 01865 252057

	10	<p>Produce a report including:</p> <ul style="list-style-type: none"> • The response rates • The groups that responded • The main findings • How you intend to use the results 	
	11	<p>Produce a newsletter summarising the main results. This should be sent to everybody who took part in your engagement project and also made available to the wider public on the portal at www.oxford.gov.uk/consultation.</p> <p>You must state how you intend to report all the findings back to those that participated in your consultation.</p> <p>The newsletter should also state how you intend to use the results.</p>	
REVIEW	12	<p>Carry out an evaluation. The completed evaluation form should then be sent to the Consultation Officers no later than 6 weeks after the closing date.</p>	

3 Community Engagement Project Brief Template

The project brief document, as highlighted in step 2 of the engagement process, must be completed before any work on your project begins. All community engagement activities must follow the processes outlined below:

1. A project brief must be completed for all public involvement exercises. See below for the template that must be filled in, as well as guidance about public involvement. The template can also be found on the Intranet, under 'Processes and Procedures' and 'Consultation Process.'

Public Involvement Project Brief Template

2. The completed project brief must then be approved by the Public Involvement Board. The board is chaired by Tim Sadler and includes Jeremy Thomas, Peter McQuitty, Hamera Plume and Sadie Paige. The board meets on a monthly basis.
3. Internal staff surveys do not normally need to be approved by the Public Involvement Board and a lighter version of the project brief template is available.

Project Brief Light Template

The full process must be completed before any consultation or public involvement project can begin. The only exemptions from this requirement are individual development control and licensing consultations.

Public Involvement Project Brief

Please complete pages 1 to 4 and return to Hamera Plume at hplume@oxford.gov.uk and Sadie Paige at spaige@oxford.gov.uk

Title: [Insert title of your public involvement activity]

Type of activity [Identify type of activity, e.g. informing, researching, consulting]

Date of this brief: [insert date document issued]

Planned dates of activity: [insert dates you would like the exercise to be live]

Project Manager: [Insert name of manager of this project]

Service area: [Insert name of your service area]

Head of Service: [Insert name of your Head of Service]

Approvals:

**Public Involvement Project
Board**

Other

Plan for Public Involvement

Purpose and deliverables

This is the most important section of the project brief. Please provide as much detail here as possible.

<i>1. Why is the project needed?</i>	
<i>2. How will the results be used and by whom?</i>	
<i>3. What will change as a result of the project?</i>	
<i>4. Does it contribute to a wider programme of involvement and, if so, how?</i>	
<i>5. Have you considered alternatives forms of public involvement and, if so, what?</i>	
<i>6. Has any preparation work been carried out to date? What has been stated publicly?</i>	
<i>7. What would you like to have at the end of the process? List the</i>	

<i>project deliverables..</i>	
<p>8. Does your public involvement project fulfil a statutory requirement?</p> <p><i>If "yes" please explain in detail how you are following legal guidance</i></p>	YES / NO

Constraints and risks

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

Set out any risk(s) and how you plan to mitigate them.

Involvement

List with as much detail as possible who you would like to be involved. For example:

- *The whole community or a representative cross-section of the community;*
- *Specific geographical areas or common interest groups:*
- *Professionals, experts, and organisations that may or may not have a statutory right to be involved*

Target group (who you would like to respond)	Size of target group (rough estimate)

If your consultation relates to a specific area of Oxford, the relevant Councillors must be informed and invited to take part in the consultation before it is broadly communicated.

Does your consultation relate to a specific area? Y/N
If yes, which ward(s):
Who are the relevant Councillors?

Data Protection Act 1998

Does your public involvement activity include contacting individuals using personal data (which includes contact details such as address, phone number and email address) that they have provided to Oxford City Council?	YES/NO
If yes, have you checked that the individual(s) have given consent for their personal data (which includes contact details) to be used for the purpose of your public involvement activity?	YES/NO
Does your public involvement activity include collecting personal information that will be shared with another organisation?	YES/NO
If yes, how will you ensure that individual(s) have given consent for their personal data (which includes contact details) will be shared with another organisation?	

Note that this is applicable whether the contact is being made by Oxford City Council or by a third party.

Method

For guidance on methods please see the consultation toolkit available on the intranet.

<p>1. <u>How</u> you are planning to involve.</p> <p><i>Options include online/paper questionnaire*, telephone or face-to-face interviews, Citizen's panel. The eConsult system should be used wherever possible to run consultations.</i></p>	
<p>2. How will you make sure people know about your project? Eg advertising in local media, consultation portal, emails, leaflets etc</p>	
<p>3. If you are developing a questionnaire, how do you plan to test it?</p>	
<p>4. When do you plan to open and close your project?*</p>	
<p>5. How will you analyse the responses?</p>	
<p>6. How will you report the findings</p>	

back to those that were involved?	
7. How will the results be used?	

** NOTE: If you will be creating a paper version of the questionnaire that includes a request for personal information, you will need to get approval from the responder to that information to contact them in the future. The following statement should be added to your paper questionnaire:*

“Please tick here if you do NOT want your name and contact details to be used by Oxford City Council for future consultations.”

***NOTE: In line with national guidance in the Code of Practice on Consultation, consultations should normally last for 12 weeks. For smaller scale consultations a minimum of 6 to 8 weeks is required.*

*When timing is tight - for example when dealing with emergency measures or fitting into fixed timetables - then the consultation document should be clear as to the reasons for the shortened consultation period. **Managing the project***

Who will be involved in delivering your project – list all names and roles

Name	Role	Service area / organisation	Role in this consultation

Costs

Describe what internal (staff time) and external (printing, advertising etc) costs will be incurred.

4 Evaluation

All public engagement projects should be evaluated after they have closed.

At the end of each public involvement exercise we should evaluate how things have gone. The evaluation criteria below, provides a set of questions that you should use. It is useful to think about these evaluation questions before you develop your project plan.

Purposes	<ul style="list-style-type: none">■ What were the purposes?■ Were they achieved?■ If not, why not?
Methods	<ul style="list-style-type: none">■ What methods were used?■ Did they achieve the desired results in terms of levels of participation and type of response?■ Which methods worked best for which types of people?■ Did the process go according to the intended timetable?
Participation	<ul style="list-style-type: none">■ How many people participated?■ Did all key stakeholders participate?■ If participation was intended to be representative, was this achieved?■ If it was intended to reach several different groups, was this achieved?■ What efforts were made to reach commonly underrepresented groups?■ What methods were used to encourage participation?■ Did they work?
Results	<ul style="list-style-type: none">■ Were the results – in terms of enough people responding usefully – satisfactory?■ How easy were they to analyse and interpret?■ What form did any final report of the results take?■ How were results communicated to participants?
Outcomes	<ul style="list-style-type: none">■ What were the results of the exercise?■ What has changed or will be changed as a result of the exercise?
Participant comments	<ul style="list-style-type: none">■ What comments were made by participants about the engagement process?
Cost	<ul style="list-style-type: none">■ What did the process cost?■ Were the results worth the money?

5 Community Engagement

5.1 Community Engagement definitions

Community engagement can be defined in several different ways, the table below defines the different levels of engagement.

Inform	Research	Consult	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and solutions.	To gather and collate information to help in the understanding of key issues.	To obtain public feedback on analysis, alternatives and decisions.	To partner with the public in each aspect of the decisions including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

5.2 Key Principles of Community Engagement

- 1 Inclusiveness:** the involvement of all people who are interested or would be affected by a decision. It is important to include groups that are often difficult to engage in public engagement such as young people, black and minority ethnic groups and people with disabilities.
- 2 Transparency:** ensuring that all stakeholders are given all the information they need to make an informed decision.
- 3 Commitment:** providing the appropriate priority and resources.
- 4 Accessibility:** providing a range of ways for people to be engaged and ensuring that people are not excluded through barriers of language, culture or opportunity.
- 5 Accountability:** ensuring participants receive regular updates of how their contributions are being used.
- 6 Responsiveness:** ensuring we remain open to new ideas and are willing to change existing ideas if necessary.
- 7 Respect:** ensuring the views of participants are respected and people taking part in consultations are treated with respect.
- 8 Openness:** demonstrate an open mind and a willingness to change where appropriate.

5.3 Stakeholders

For all community engagement projects, it is important to consider who your stakeholders are and how you intend to involve them. Stakeholders are by definition people who have a 'stake' in a situation. Identifying your stakeholders is key to carrying out any engagement exercise successfully. The main groups usually consist of:

- The whole community: If you are talking about engaging 'the public' then you are probably thinking in terms of seeking public opinion about something, so you will want to run a process that involves a representative cross-section of your target population.
- A representative cross-section of the community: It may not be the public in general you want to involve, but people from a certain community, or even from a particular street.
- Specific groups in the community: These may be people of a particular ethnic community, people with special needs, or people with a common interest in a shared concern.
- Professionals, experts, and the organisations that have a statutory right to be involved: These are people and organisations who have to be involved in engagement and consultation either by law (hence 'statutory') or by virtue of the positions they hold, for example organisations such as the Environment Agency and local councils, and individuals such as Members of Parliament.

5.4 Identifying Stakeholders – Who should be involved and how do I reach them?

- The purpose of your engagement process should determine who you involve.
- If you are engaging stakeholders rather than just the public at large, it is better to involve too many than to miss out some who are crucial.
- Beware of 'consultation fatigue' caused by engaging the same people too often. There is a limit to the number of times that most people will respond to random enquiries. If you want to engage the same people repeatedly you would be well advised to ask them to join some sort of panel or group that meets regularly.
- Equally, beware of engaging the 'wrong' people. For example, some 'community leaders' are self-appointed or so designated by the media, but in reality have no mandate to speak on behalf of the local community. Ensure you do not solely rely on such people for your engagement process.

- Who is or will be affected, positively or negatively, by what you are doing or proposing to do? For example, communities, employees, customers, contractors, suppliers, partners, trade unions and shareholders.
- Who holds official positions relevant to what you are doing?
- Who runs organisations with relevant interests?
- Who has been involved in any similar issues in the past? For example, regulators, Government agencies and politicians at regional or national levels, non-Government organisations and other national interest groups.

6 Key Considerations when Selecting Your Community Engagement Audience

6.1 Representativeness

Representative audiences are important in community engagement. A representative sample is of crucial importance when you need to gather the views of the public at large, e.g. when a new development has been proposed. However, it is less important if you are carrying out engagement relevant to a particular group, e.g. wheelchair users.

6.2 Sampling

If your consultation method does need to be representative, then it would be useful to understand a bit about sampling. Sampling involves engaging a small number of people and, provided that the sample is representative, you can extrapolate the results and work out what a much larger number think about a certain issue. The larger your sample, the more accurate your results will be.

There are three basic methods you need to know about: 'random sampling', 'stratified sampling' and 'quota sampling'.

Random sampling: To do this you need a list of the people you need to sample, then you simply pick say, 10% of them by choosing every tenth name.

Stratified sampling: This involves a bit more work, but the results will be more accurate. You begin by dividing the target population into sub-categories – say, single women, or people living in a certain area. Then you pick a random selection of that group, and combine all the random selections so that eventually your random selection reflects the composition of the total population.

Quota sampling: This involves finding a quota of people representing certain sub-categories of the target population – so you might ask an interviewer to stop and talk to 150 men under the age of 25, or 100 people over 60 and so forth.

6.3 Inclusiveness

It is vital that your consultation avoids the 'usual suspects' and reaches the 'hard to reach'

The 'usual suspects'

People should not be excluded because they regularly attend meetings and get involved. However, we should also ensure we do not rely on them as our sole audience for consultation. Often useful ideas and observations on an issue come from those who are less familiar with the issues as they can bring different

perspectives.

Therefore it is worth making efforts to go beyond the 'usual suspects' and thinking of people whose contribution could be valuable because of their viewpoint or expertise, or who could be excluded unless special efforts are made to include them (e.g. minority black and ethnic groups, special needs groups).

The 'hard to reach'

The flip side of the 'usual suspects' point is that you have to make special efforts to ensure that certain sections of the population are included in any engagement exercise. These are often designated as the 'hard to reach'. These groups include minority ethnic groups, the disabled and young people. But also consider other groups such as commuters, young professionals and parents with young children.

To ensure all engagements that are carried out are fully inclusive we must ensure the following conditions are met:

- There is accessible and targeted information about the community engagement.
 - There is assistance with transport to the meeting where needed.
 - There is an accessible building with accessible lavatory facilities.
 - There is communication support; e.g. induction loop, interpreters.
 - There is accommodation for personal assistants/helpers.
 - There is supporting documentation in accessible formats.
- We must also:
- Check access needs at the start.
 - Ask the right questions, i.e. about barriers faced rather than about impairments.
 - Ensure people speak one at a time at a pace to suit other participants and interpreters.
 - Allow additional time for communicating with people who have sensory or learning impairments.
 - Use appropriate and respectful language.
 - Allow enough time for breaks.

6.4 Matching methods to people

Think, early on, about the engagement methods that you can use in relation to certain types of stakeholder. For example, if you are speaking to people with low levels of literacy a questionnaire may not be a good idea and there is no point in having a public meeting designed to attract parents with children of school age during the school holidays.

6.5 Pilot

What is a Pilot?

A Pilot is a way to test your engagement method to make sure it works before you carry it out for real. It is also a good way to measure what works and doesn't work with your engagement method so that you can make any changes necessary to it to ensure it works well.

A Pilot usually involves getting a small group of people to test your engagement under the same conditions in which the real consultation will take place. The group are then asked for their feedback and the engagement method is revised accordingly.

Why is it important to Pilot?

By carrying out a Pilot you will limit your chances of missing something key in your consultation. A Pilot will throw up any issues with the consultation such as poor wording of questions, spelling errors or unclear instructions.

When is the best time to carry out a Pilot?

The best time to carry out a Pilot is as soon as your consultation method is ready to test. By carrying out your Pilot as early as possible you will be leaving enough time to make any necessary changes should the Pilot identify problems with your engagement method.

7 Common Questions to Consider Ahead of Community Engagements

- What is the purpose of the community engagement?
- Why would you like to carry out the community engagement?
- Who is going to carry out the community engagement?
- What has happened in the past around this situation?
- What is important to different people?
- What has been stated publicly about the situation?
- What are people's assumptions on the issues?
- What are different stakeholders' concerns?

8 Community Engagement Methods

Finding new and interesting ways to engage people is essential but can also be challenging. To find the best method for you it would be worthwhile bearing the following questions in mind before embarking on a consultation exercise.

- What is the purpose of the engagement process?
- What would you like to have at the end of the process?
- Which particular stakeholder groups would you like to involve and what special needs do they have, if any?
- How interactive would you like your process to be?

8.1 Comparison of Community Engagement Methods

Method	Advantages	Disadvantages	Cost
Survey (face-to-face)	Useful for benchmarking against previous findings. • Statistically sound, you can ensure it is representative of the population.	Respondents cannot talk freely if the structure of the survey is too rigid. • There is little time for respondents to think about their answers. • Time consuming.	£££
Survey (website)	Cheap. Allows consultation with a large number of people. Can be used to access views from people that don't take part in traditional consultation methods such as attending public meetings.	• Will miss those that do not use our website. • Can be unrepresentative unless you include a monitoring form. No control over who completes the survey.	£
Survey (postal)	Can access a large number of people. • Good when dealing with a sensitive subject. Can target groups which are often excluded.	Tightly structured surveys can constrain responses. • Can have a poor response rate. • No control over who completes the survey.	££
Focus Groups	Enables participants to discuss topics in detail. • In groups	• It is not statistically reliable as the numbers involved in a group are	££

	<p>participants can use each other to springboard ideas off one another.</p> <ul style="list-style-type: none"> • Not prescriptive. <p>. Can be useful for complex issues.</p> <p>. Can help to include people that are sometimes 'hard to reach'</p>	<p>quite small.</p> <p>. Some members of the group may be more vocal than others and try to take over the group.</p>	
Leaflets	<p>A good method when you want to inform people about a particular issue.</p> <p>Relatively inexpensive to produce</p>	<p>May not be read by all that receive it.</p> <p>Not suitable for those who cannot read or have visual impairments</p>	£
Citizens' Jury	<ul style="list-style-type: none"> • Enables participants to make an informed judgement. • Encourages active citizenship. • Empowers participants by encouraging them to make decisions based on the information that has been presented to them. • A small number of citizens are involved, usually 12. • 	<ul style="list-style-type: none"> • Participants' views may become unrepresentative of the community as a result of being more informed than others that have not been part of the Jury. 	£££
Citizens Panel	<ul style="list-style-type: none"> • A cost-effective resource for all types of consultation. • A good way of building relationships with members of the community. • Encourages active citizenship. <p>Regular refreshment Of the panel can keep it representative of the community.</p>	<p>Large amount of maintenance and administration involved.</p> <p>If the panel is not refreshed regularly it could become unrepresentative of the community</p>	££

Public Meeting	Can engage with a large group of people in one setting	Low turnout can lead to poor results	££
Exhibition	<ul style="list-style-type: none"> • Displays can be clearly set out. 	<ul style="list-style-type: none"> • People that are unable to attend will be excluded. 	££
Media • Press release • Radio • Television • Website	<ul style="list-style-type: none"> • Useful when you need to give information to a large number of people. • Quick way to get out information. 	<ul style="list-style-type: none"> • Only goes to people that read certain newspapers, or listen/watch particular radio and TV stations. • Media can put their own slant on a story. 	Varies

8.2 Questionnaires and Surveys

Questionnaires and surveys are one of the most popular consultation methods. They can be used to gather public views to proposals or find out what people think of certain services.

It is always a good idea to run a few pilot interviews to test how the questions work in practice and to ensure the questions you are asking will produce the information you want.

They can be used when consulting with a large number of people and are an excellent way of collecting quantitative data. They are also useful for benchmarking, if you would like to compare results over time. Also, the fact that there are several potential delivery methods make surveys a flexible way to get responses. However, it is harder than it looks to write a good questionnaire and a poor format can lead to misleading results.

Method

1. Decide which type of questionnaire or survey you want to use:
 - Deliberative: gives people information before asking their opinion
 - Qualitative: asks people to respond in their own words
 - Quantitative: asks people to react to various propositions by ticking boxes or marking answers against a scale.
2. Decide the delivery method:
 - Telephone: people are telephoned at home and the interviewer completes the form
 - Interview on the street: interviewer with a clipboard approaches people and asks questions
 - Interview at home: interviewer arranges to visit
 - Postal: form completed by householder and returned
 - Online: form completed online
3. Decide how you will manage, collate, analyse and use the responses.
4. Draft the survey or questionnaire taking your answers to the above into account.
5. Ask at least five people to complete it. Consider whether your questions have provoked the type of responses that you want.
6. Issue the questionnaire.
7. Receive responses and thank respondents (if you asked for contact details).
8. Collate, analyse and publish the results, and tell people how you will use them.

Hints for drafting questions for surveys and questionnaires

1. Try to keep questions as short as possible. A few carefully focused questions usually produce more useful responses than a larger number of general ones
2. Use simple words: people will not answer questions they don't immediately understand
3. Start by asking relatively straightforward questions and then those requiring more complex answers
4. Group together questions investigating similar themes
5. If you are using tick boxes, vary the question format so that people have to think about each response rather than just ticking the same box throughout. You should also alert people to the fact that the format changes
6. If you give people a number of alternatives, ensure you give them enough choice to ensure they think about the answer
7. If you give people a scale on which to score something, tell them which end is high and which low
8. Guard against phrasing questions in such a way that they reflect your own presuppositions or biases
9. Be careful not to lead people in particular directions either through the wording of the question or through any examples you use
10. Avoid composite questions such as "What are the advantages and disadvantages of public transport?" Separate them
11. Where possible avoid questions including words that need defining, such as 'regularly'
12. Avoid questions that are likely to have predictable answers. For example, "Is a safer neighbourhood important to you?"
13. Always put a closing date on questionnaires.

8.3 Focus Groups

Focus groups are groups of 6–12 people carefully selected to be representative of a designated part of the population. They are used primarily for intensive research designed to tease out the depths, subtleties and nuances of opinion. They need to be carefully facilitated.

Focus groups can explain what lies behind an opinion, or how people approach an issue. But they should not be used as a substitute for engaging directly with actual stakeholders in situations where merely knowing who thinks what is not enough. A warning: the term 'focus group' is coming to be used to describe any small meeting of people, regardless of whether they are representative and of the purpose for which the group has been convened.

Interaction between participants, enabled by the small size of the group and the skill of the facilitator, can be very productive. Members can be carefully recruited to fit specific profiles. Focus groups enable a facilitator to design a very precise process that will examine the issues in the way required.

The smallness of the group allows the facilitator to get to the heart of difficult issues. Focus groups can obtain opinions from people who would not respond to other methods because they are not comfortable with writing or because of other constraints.

Some people have more confidence to participate in groups than others. This may result in an imbalance in discussion. Variations of ability and articulacy within the group may inhibit some members.

Method

1. Decide exactly how a focus group process will contribute to your overall engagement process and what specifically you want the use of them to achieve.
2. Identify groups of 8–12 people to form focus groups, ensuring they are representative of either the whole community or of the particular groups with whom you want to engage (or hire a market research company to do the work for you).
3. You will probably have to offer an incentive to attend. It needs to be enough to be attractive but be careful it does not tend to distort the representativeness of participation.
4. Engage a skilled facilitator to run the groups and work with him/her to devise questions and prompts, ground rules and briefing materials if required, and a co-facilitator to be responsible for recording the process.
5. Book venue(s), catering and childcare arrangements if necessary.
6. Produce a report of the process and the results, ensuring participants receive copies.

8.4 Newsletters

Newsletters provide the opportunity to set out plans or options and give feedback to stakeholders on the progress of a project. They are often used when an on-going process requires regular updating and they are one of the cheapest and most effective methods of keeping people informed. Newsletters are most useful when they are used in addition to other forms of consultation activities and are a good way to give people regular updates on a project's progression.

They should consist of key findings, be of a high quality and kept brief and to the point. It is also useful to include other local information in the newsletter that the recipient may find interesting.

It is a relatively cheap way of reaching a large number of people and is an excellent way to benchmark changes over time. It also allows you to control the flow of information that stakeholders will receive.

The drawbacks are that newsletters can be seen as impersonal and so will be discarded by some as soon as they receive them.

Method

Variable depending on the numbers of newsletters to be produced and the quality used. If professionally written and produced they can become expensive.

Using this method:

- 1 Call a meeting to decide the purpose of the newsletter and who it is aimed at.
- 2 Research methods and costs of production and distribution.
- 3 Produce a 'dummy' to give you a clearer idea of the work involved and the practicalities.
- 4 Draw up a realistic schedule for producing and distributing it, and a list of the topics the first few issues should cover.
- 5 Call another meeting with the results of the above to decide whether to go ahead.
- 6 Produce and distribute your first newsletter.
- 7 Evaluate reactions and tweak the next one accordingly.

8.5 Using the Media

The media – press, radio, television and internet – is an important channel for disseminating information to the community at large or to target audiences.

Television and radio in particular offer a means to communicate with groups of people who might not otherwise seek information or who have difficulties with written material. The media can target information at transport users; for example, the radio can be used to reach commuters travelling by car.

The use of the media is useful when public awareness about a proposal or issue needs to be raised and local debate promoted. The media is also an excellent way to promote dates of roadshows/exhibitions/public meetings or telephone numbers.

The media can be used alongside other public involvement methods to raise awareness of events or services. Staff should receive training before dealing with the media. Any communication with the press must go via the Press Office. You should not make any direct contact with the press without agreement from the Press Office.

Method

1. Contact the Press Office to decide on the most appropriate form of media – if it requires an interview and explanation then a radio interview may be best. If it's to let people know of dates and venues of an event then a press article may be better.
2. If you plan to feature in a local newspaper, draft a press release about your consultation event and submit it to the press office. For advice on how to write a press release contact the press officer.
3. If you plan to feature on the radio ensure you have received media training and are prepared for the interview. Contact the Press Office if you require media training.

8.6 Citizens Panel

A Citizens' Panel uses a representative sample of the public to obtain their views in order to ascertain what the community, as a whole, thinks about a particular issue. To ensure Panels do not become the same people giving us their views over time, it is important to refresh the Panel on a regular basis.

'Talkback' is our Citizens Panel in Oxford. It is made up of 1,000 residents over the age of 16 that are representative of the city's population. The panel are sent 2 surveys per year on a range of topics in either postal or online format. If you would like to submit a topic to a Talkback survey you should contact the Consultation Officers.

Talkback provides an immediately available means to assess opinion on specific issues. It overcomes the problem of having to recruit for each separate exercise. The response rate from Talkback is usually much higher than from the population as a whole as Panel members have expressed an interest in getting involved in consultation exercises, so tend to respond when they are asked.

Talkback can be used in a variety of ways, from questionnaires sent to all members when a sense of local opinion is required, to small numbers being recruited to attend a focus group meeting. Questionnaires are sent electronically as well as via the post, a variety of delivery methods increases the chances of receiving a high response

rate. Panels are an excellent way to ensure there is a regular means of communication with a cross-section of opinion.

Results can deliver valuable trend information based on the survey being repeated over time which makes them an excellent benchmarking tool.

To maintain citizens' interest in the process it is important to give them feedback. Newsletters are used for this. In addition it is possible to use samples from the Panel for Citizens' Juries or other forms of discussion groups. Also at the end of each year, an annual newsletter is produced which highlights all the changes that have been made as a result of the Talkback surveys during that particular year.

Method

- 1 Contact the Consultation Officers if you would like to submit a topic to a Talkback Survey or if you would like to use members of the panel for a focus group.
- 2 The Consultation Officers will work with you to develop your questions for the Talkback survey.
- 3 Once the questions have been developed, a Pilot will take place to test your questions.
- 4 Any necessary changes will be made to the Talkback survey questions as a result of the pilot.
- 5 The Consultation Officers will run the Talkback survey.
- 6 The survey results will be analysed.
- 7 A Talkback report will be produced and circulated to the relevant Service Areas

8.7 Mystery Shopping

There are many organisations that offer mystery shoppers to organisations to 'test' their services. The general format of the exercise is someone who is unknown to the Council would try out a service and they report back on their experience as a way of testing service quality. If the 'shopper' is properly briefed they can test, for instance, whether correct advice and information is being given out or whether standards or service provision have been adequately met.

Before embarking on this method it is important to ensure that the right questions are being asked and that shoppers are familiar with services and understand the responses they might receive. The use of trained mystery shoppers can provide precise and detailed feedback.

This is a useful method to use when you are testing the clarity of signing and directional advice, when different aspects of service quality are to be measured and compared or when services involve a strong person to person (or subjective) aspect such as issues of courtesy, knowledge, assistance etc.

Method

1. Decide on the service that you would like to be mystery shopped.
2. Design a brief that you would like the mystery shopper to test, e.g.
3. housing advice service or making an enquiry at a leisure centre.
4. Appoint the mystery shopper.
5. Design the questions/scenario you would like the mystery shopper
6. to test.
7. Organise a date/time to carry out the mystery shopper test.
8. Once the test has been carried out evaluate the results.
9. Feedback the results to the service that has been evaluated.

8.8 Exhibitions and Roadshows

Exhibitions are used to take the message about plans and schemes of work to dispersed audiences. Apart from the desire to reflect the interests of different geographical areas, another reason for travelling around with the exhibition material is that it increases the number of different people that get to see it. They can be taken out to where people are, such as schools, shopping centres and housing estates, rather than having to attract people to them, and they can appeal to groups, such as young people, who may not respond to document or meetings-based methods.

Care must be taken to ensure that the exhibition material is readable, interesting and easy to understand. Visual displays are particularly useful when you are consulting on proposed design or planning issues. These displays help give people a clear sense of what is involved and show how schemes would look and function.

Exhibitions can also be used to gather immediate reactions from those who see them. They are also good when access to local knowledge or concerns is required.

Exhibitions involve a significant amount of research around venues and the best times to hold the exhibition. To ensure maximum attendance they must be held in the right places at the right times. They are particularly useful when the audience would be more responsive to a visual image rather than written material, for example young children, older persons and those whose first language is not English.

Roadshows and exhibitions are time-consuming for staff that are attending and there must be a sufficient number of staff that are fully briefed for the exhibition/roadshow to be effective.

Exhibitions also allow you to get feedback from those attending, although you must treat this with caution as the people attending may not be fully representative of their community.

Method

1. Decide if an exhibition or roadshow is a good way to explain your project e.g. is it something that can be best explained visually?
2. If it is, establish the availability and suitability of venues, how long it will take to produce materials, and when staff will be available.
3. As soon as the materials are available, gather as many people as possible and ask them to study all the materials. Then go over each item in depth asking if the meaning is clear, if it explains issues at the right level of detail, and if the materials are visually attractive.
4. Edit and test the materials again.
5. Pick the staff who will attend and brief them on the questions they may be asked and how to answer them.
6. Arrive at the venues in good time to set up the exhibition and test equipment.
7. Welcome visitors and try to be as open as possible about all aspects of the project. If a question is asked that cannot be answered immediately, take the person's contact details and respond to them as soon as you can.
8. If you are running a sequence of exhibitions, hold a debrief session at the close of each to record questions asked and answers given to establish some consistency of responses.

8.9 Public Meetings and Workshops

Public meetings are normally large meetings where information about plans, decisions taken and options available are presented to the public. They are a conventional way of involving the public in discussions about schemes of work and projects.

To make the meeting more interactive a meeting can, after the initial presentation, be split into smaller discussion groups. The groups can then report back their discussion to the meeting, This encourages those that are not confident speaking in public to still get involved.

Good design and preparation, an experienced facilitator and a suitable venue at a suitable time can all help to make a successful public meeting.

A good public meeting enables all participants to say what they want to without feeling intimidated or inhibited. It also leaves people knowing what will happen as a result of it and how the results will be used.

Workshops are similar to public meetings in that they involved members of the public with the main difference being they are usually invited to attend the meeting and are usually asked to carry out some actions during the meeting. The method that applies to public meetings can also be used when holding workshops.

Method

1. Decide what you want your public meeting to achieve, and therefore who should come to it.
2. Identify a series of steps from beginning to end that will achieve these purposes.
3. Ask yourself what the participants will want from the meeting, and whether your steps will meet their needs as well as yours.
4. Book a suitable venue, estimating the likely number of participants. Check heating, lighting, ventilation, electrical equipment, coffee/lunch break arrangements and house rules, e.g. emergency exits.
5. Identify a chair or facilitator and speakers.
6. Send out invitations and/or advertise the meeting.
7. Prepare background materials.
8. Hold the meeting, record key points visibly during it and provide participants with comment sheets so that those who are unable or too inhibited to speak can still make their points.
9. After the meeting report the results to participants and thank them for attending.
10. De-brief and evaluate.

8.10 Conferences and Seminars

Conferences and Seminars differ from both public meetings and workshops. While public meetings are primarily information-oriented, and workshops action-oriented, the primary purposes of most conferences and seminars are analysis and discussion.

The format of such events tends to be presentations followed by discussion, sometimes with specialist breakout sessions (which may be referred to as 'workshops') for informal discussion.

This method tends to appeal more to professionals and experts as opposed to 'ordinary' people. Therefore it might be useful if you are trying to consult with a group of professionals but not if you would like a representative sample of people from the local community. It's a good forum for bringing a range of experts together to discuss issues in detail

Method

1. If you are intent upon using this method as part of an engagement strategy, decide what it is going to achieve, who will participate and how it contributes to your other engagement objectives.
2. If you are sure that it is the right thing to do, draft invitations and an outline programme that will achieve your objectives.
3. Issue a call for papers and abstracts (usually in parallel with invitations to attend).
4. Book an appropriate venue.
5. Assess abstracts, identify speakers and invite them.
6. Draft publicity material and mail-shot possible participants.
7. Invite someone to chair the event, or facilitate if it is relatively informal.
8. Produce a report of the event, including all the papers delivered, and distribute among participants.

8.11 Open Days and Drop-In Sessions

Open days and drop-in sessions offer opportunities for people to talk to staff, seek information, discuss local issues or proposals, or simply chat about the things that concern them. The essence of this approach is that it is informal.

From the organisation's point of view it provides an opportunity to give information, show an interest in people's concerns, answer questions, and generally show people what goes on behind the public face of the organisation. It's a good way of reaching out to the community and seeking informal contact and it can fit into people's personal timetables.

Staff need to be briefed and some sort of introductory exhibition is usually a good idea. It is also a good idea to collect as many names and contact details as possible: the people who come may well be prepared to respond positively to other opportunities for engagement.

Open days can be quite time intensive so you need to ensure staff have sufficient time to allocate to them. It is also difficult to predict attendance so you should market and promote the days to ensure as many people as possible are aware of them.

Method

- 1 Decide how holding an open day or drop-in session will contribute to your overall engagement activities.
- 2 Identify whether there are particular sections of the community who might welcome this opportunity, or who would respond to this method of engagement. Think about what this might mean in terms of which of your staff should be involved.
- 3 Identify general staffing requirements, where visitors will be welcomed, and assess impact on other duties.
- 4 Decide what information should be available to visitors, and in what languages to produce it.
- 5 Decide what you will seek in return and draft questionnaires or feedback sheets accordingly.
- 6 Publicise dates, times, purposes and attractions.
- 7 Organise refreshments and/or childcare.
- 8 Brief staff.
- 9 Meet and greet visitors.
- !0 De-brief, evaluate and decide how to follow up.

8.12 Using the Internet and Our Website

Community engagement is possible via our website. We have an online consultation system, eConsult, that allows all consultations to be stored in one area of our website at www.oxford.gov.uk/consultation.

Web based consultations offer a number of advantages: people can participate without having to travel to meetings, they save paper, they enable people to focus on the issues that particularly interest them and they work well for people who feel worried by speaking in public or for those that find writing English is easier than speaking it.

In order to run successful online consultations It is important that our website is easily navigable, the information is understandable and of relevance to users.

It is also vital that the needs of particular groups (e.g. visually impaired, black and minority ethnic groups) are considered and addressed. When there are particular needs to be addressed, e.g. visual impairments, facilities such as Text to Speech on our website, which reads web pages aloud, can address this.

Our eConsult system lets us present issues to stakeholders and the public easily and clearly, encouraging high levels of participation and response. It also lets us manage all our consultation needs through a single, flexible system.

On our website we can create and carry out large or small, private or public public engagement exercises easily and quickly. The eConsult system is designed to offer a wide range of feedback mechanisms, including interactive questionnaires, online discussions and commenting on specific sections in consultation documents.

It also lets us convert documents, questionnaires, communications and processes into hard copy form, to ensure that offline consultation can be managed in tandem.

Through our online consultation system we can:

- improve coordination of all our consultation activities, avoid unnecessary duplication and maintain an electronic record of all consultation activity
- provide a framework for best practice and consistency across our organisation
- enhance communications with participants, before, during and after each consultation activity
- build up a self-maintaining stakeholder database that can be used to profile and target interested parties
- save time in assembling evidence on which to base a decision
- automatically analyse feedback and increase efficiency in data processing
- quickly and efficiently publish summaries, formal responses and individual responses as required
- decrease errors and costs normally associated with data take-on and validation
- dramatically reduce costs on print production and posting, and improve your sustainability rating

8.13 Social Media

Essentially, social media incorporates the online technology and methods through which people can share content, personal opinions and swap different perspectives. Social media website content can come in many shapes and forms:

- Text - text is used to put across opinions or write blog posts.
- Images - images and photos can be used to convey information in illustrative form.
- Audio - social media lets you create podcasts (Podcasts are audio files that are automatically delivered directly to your desktop computer, and can be transferred to your iPod or other MP3 player) for users to download. Podcasting has now become popular as an alternative way of providing 'radio' type content that can be listened to whenever, wherever and as many times as the listener wants.
- Video - video sites mean that you'll be able to record a video and then then allow people all over the world to see it.

- The most popular types of social media websites are huge at the moment. A few examples of these social media websites are:
 - Social networking - websites that allows you to create a personal profile about yourself then chat, discuss and share information with others such as friends and family. Prime examples of social networking sites are Facebook and Twitter.
 - Wikis - wikis are websites that allow you to create, edit and share information about a subject or topic. Wikipedia, for instance, is one of the world's most popular wikis.
 - Video sharing - video-sharing sites allow you to upload and share your personal videos with the rest of the web community. A perfect example of a video sharing website is YouTube.
 - Photo sharing - photo-sharing websites allow users to upload pictures and images to a personal account which can then be viewed by web users the world over. Flickr acts as a great example of a successful photo-sharing site.
 - News aggregation - news aggregators provide a list of the latest news stories published by users from a range of different websites. Digg, for instance, is one of the web's largest news aggregators with one of the most dedicated communities.
 - Social bookmarking - social bookmarking sites allow users to publicly bookmark web pages they find valuable in order to share them with other internet users.
 - Microblogging - these websites allow you to post micro blog-like posts to announce what you are currently doing. Twitter is a good example of a presence app.

This list is by no means exhaustive and there are many more types of social media sites available on the internet. The social media front is moving very fast and new and more innovative social media sites are springing up all the time.

What to do if you want to use Social Media

If you would like to use a form of social media such as set up a Facebook page or Twitter account, you should contact the Website Manager (Chris Lee,

clee@oxford.gov.uk) in the Policy, Culture and Communications department to discuss your request.

Before you request access to use any social media you must ensure you have adequate resources to manage the process. This includes regularly monitoring the content of all messages that you receive in response to your consultation, managing the expectations of those participating, responding to messages where required and recording all consultation information on the City Council website.

Any messages from participants that contain offensive language, incorrect information or are vexatious must be removed. Social media sites must be regularly monitored in order to prevent this from happening wherever possible.

Online methods are a cost-effective way of hearing people's views on issues and they are also useful as they allow people to say what they want on a subject at any time of the day or night. They are good when it is important that participants have access to information on a regular basis to ensure effective participation. They are also a good way of potentially involving large numbers of people.

However, online methods should be used in addition to other methods rather than instead of otherwise you risk excluding people who don't have access to the internet from your consultation. Participation can also be confined to the very dedicated and may therefore be unrepresentative. This should also not be a substitute for meeting and talking to people face to face.

8.14 Incentive Guidelines

Introduction

These guidelines have been put together to ensure consistency across the organisation in the incentives we offer residents when participating in consultation. The document also outlines some conditions under which free prize draws must be operated at Oxford City Council.

Free prize draws

There is no specific legislation governing free prize draws but there are common law principles such as:

- Transparency
- Equity
- Fairness

All these must clearly be incorporated into the administration of free prize draws by those researchers who organise them as an incentive for survey participation.

Respondents should not be required to do anything other than agree to participate in a consultation exercise or return a questionnaire to be eligible for entry in to a free prize draw.

No incentive should be offered that requires respondents to spend any money.

Respondents should not be offered price discounts as incentives because claiming the incentive would involve the respondents paying the balance after the discount.

The offer of monetary vouchers is permissible because this does not necessitate expenditure on the part of the respondents.

The use of incentives to stimulate response must not be used as a means of collecting respondents' personal details. These should be kept separate from the completed questionnaires or response forms.

Permission to use a respondent's details must be specifically sought and must not be linked or be a condition of entry to a free prize draw. Failure to fully complete a free interview or questionnaire should not disqualify a respondent from entry to a free prize draw. Respondents should be clearly informed before participating of the following facts:

- The closing date for receipt of entry.
- The nature of the prizes.
- If a cash alternative can be substituted for any prize.
- How and when winners will be notified of results.
- How and when winners will be announced.

Unless otherwise stated in advance, prize winners should receive their prizes within six weeks after the draw has been held.

Winners in a free prize draw should be selected in a manner that ensures fair application of the laws of chance. The process by which winners will be selected must involve a clear audit trail and an independent draw. This process will not be made public but can be explained to individual respondents when specifically requested.

A poor response or an inferior quality of entries is not an acceptable basis for extending the duration of a free prize draw or withholding prizes unless the draw organisers have announced their intention to do so at the outset.

Incentives

As above for free prize draws:

- No incentive should be offered that requires the respondent to spend any money.
- Respondents should not be offered price discounts as incentives because claiming the incentive would involve the respondents paying the balance after the discount.
- The offer of monetary vouchers is permissible because this does not necessitate expenditure on the part of the respondents.

Suggested guidelines

Some research has been done which looks at the impact of incentives and whether it improves response rate. The following points are worth considering when deciding on whether to use an incentive or not.

- 1 Think carefully before offering an incentive. We are a public sector organisation and there are discussions going on about the appropriateness of offering incentives to take part in consultation.
- 2 It is recommended that those who attend a focus group are offered an incentive. You can offer the incentive after the event as this allows those who do not wish to have one to opt out. It is also an opportunity to send it with feedback from the session.

3 Offering an incentive, e.g. entering a prize draw for completing a survey is becoming more and more popular. However, there is debate as to how much of an impact this has on the response rate. It is recommended to always enclose a prepaid addressed envelope and if the survey is long (15–20+ questions) to offer something. For smaller surveys it is less important and perhaps offer something which is related to the survey, e.g. for a fitness survey – a free exercise class.

4 Where possible try and offer an incentive from a service we provide, e.g. a Slice card.

Table 1: Some examples of the type of incentive you might offer

Engagement Method	Example of an incentive (if needed/required)
1–2 hour focus group/workshop	£10–20 high street vouchers
2 hour+ workshop	£25+ high street vouchers
Questionnaire prize draws	Related to survey, e.g. free Slice card, game of tennis, free exercise class etc. Or £25+ high street vouchers
Consulting with young children	Stickers/Balloons

What not to do

Support individual retail outlets.
Offer food. There are always concerns over allergies, healthy eating policies, supporting fair trade etc.

Transport costs

It is advised that as an organiser of a consultation event, e.g. a focus group, you need to offer to cover travel expenses.

Useful tips

Enclose a free stamped addressed envelope.

Public Involvement Project Brief

Please complete pages 1 to 4 and return to Hamera Plume at hplume@oxford.gov.uk and Sadie Paige at spaige@oxford.gov.uk

Title: Community Engagement Plan 2014 – 2017 Draft for Consultation

Type of activity Consultation

Date of this brief: 30/10/13

Planned dates of activity: 12th Dec to 2013 to 23rd Jan 2014

Project Manager: Sadie Paige, Hamera Plume

Service area: Policy, Culture and Communications

Head of Service: Peter McQuitty

Approvals:

**Public Involvement Project
Board**

Other

1. Plan for Public Involvement

1.1 Purpose and deliverables

This is the most important section of the project brief. Please provide as much detail here as possible.

<p>1. <i>Why is the project needed?</i></p>	<p>The current Consultation Strategy expires at the end of 2013 and will be replaced with a Community Engagement Plan. The scope is being expanded to include the implementation of commitments and statements from the Corporate Plan 2013.</p> <p>It is very important to understand the views of the residents of Oxford as we develop the new Plan.</p>
<p>2. <i>How will the results be used and by whom?</i></p>	<p>The results will be used to inform the final version of the Community Engagement Plan.</p>
<p>3. <i>What will change as a result of the project?</i></p>	<p>We will analyse the feedback and use it to develop the final Community Engagement Plan.</p>
<p>4. <i>Does it contribute to a wider programme of involvement and, if so, how?</i></p>	<p>Yes, as part of the Stronger Communities Board</p>
<p>5. <i>Have you considered alternatives forms of public involvement and, if so, what?</i></p>	<p>We assessed the use of a range of consultation methods.</p>
<p>6. <i>Has any preparation work been carried out to date? What has been stated publicly?</i></p>	<p>We have looked at past consultations to see if there are any particular issues around community engagement that need to be addressed in the Plan.</p>
<p>7. <i>What would you like to have at the end of the process? List the project deliverables.</i></p>	<p>A Community Engagement Plan that meets the needs of our residents and other stakeholders.</p>
<p>8. <i>Does your public involvement project fulfil a statutory requirement?</i></p> <p><i>If "yes" please explain in detail how you are following legal guidance</i></p>	<p>No</p>

1.2 Constraints and risks

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

Community Engagement Strategy

Set out any risk(s) and how you plan to mitigate them.

1.3 Involvement

List with as much detail as possible who you would like to be involved. For example:

- The whole community or a representative cross-section of the community;
- Specific geographical areas or common interest groups:
- Professionals, experts, and organisations that may or may not have a statutory right to be involved

Target group (who you would like to respond)	Size of target group (rough estimate)
Residents of the city	200
Business Community	50
Other stakeholders such as cultural, faith and disability groups. Representatives of younger and older people.	30

If your consultation relates to a specific area of Oxford, the relevant Councillors must be informed and invited to take part in the consultation before it is broadly communicated.

Does your consultation relate to a specific area? No, it is citywide
If yes, which ward(s):
Who are the relevant Councillors? Cllr Steve Curran as portfolio holder and all members.

(New section added 9/10/13 to comply with Member Officer Protocol – published October 2013.)

1.4 Data Protection Act 1998

Please see [flow diagram in Annex 2](#) of this document for help.

Does your public involvement activity include contacting individuals using personal data (which includes contact details such as address, phone number and email address) that they have provided to Oxford City Council?	YES
If yes, have you checked that the individual(s) have given consent for their personal data (which includes contact details) to be used for the purpose of your public involvement activity?	YES
Does your public involvement activity include collecting personal information that will be shared with another organisation?	NO
If yes, how will you ensure that individual(s) have given consent for their personal data (which includes contact details) will be shared with another organisation?	

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Note that this is applicable whether the contact is being made by Oxford City Council or by a third party.

1.5 Method

For guidance on methods please see the consultation toolkit available on the intranet.

<p>1. <u>How</u> you are planning to involve.</p> <p>Options include online/paper questionnaire*, telephone or face-to-face interviews, Citizen's panel. The eConsult system should be used wherever possible to run consultations.</p>	<p>eConsult survey, this will be online but also available in paper form for those that request it.</p> <p>Talkback survey – selected questions.</p> <p>Involving community groups through the Community and Neighbourhoods team.</p>
<p>2. How will you make sure people know about your project? Eg advertising in local media, consultation portal, emails, leaflets etc</p>	<p>External : Press release, email to key stakeholders and organisations, article on our website homepage, community newsletters, posters in communal areas e.g. SAC reception area, Templars Square one stop shop etc.</p> <p>Internal: Intranet message, Council Matters</p>
<p>3. If you are developing a questionnaire, how do you plan to test it?</p>	<p>This will be tested on colleagues and a representative sample of community members.</p>
<p>4. When do you plan to open and close your project?*</p>	<p>12th Dec 2103 to 23rd Jan 2014</p>
<p>5. How will you analyse the responses?</p>	<p>Via eConsult</p>
<p>6. How will you report the findings back to those that were involved?</p>	<p>The findings will be collated and developed into a consultation report which will be submitted to CEB in March and then go on to Full Council.</p>
<p>7. How will the results be used?</p>	<p>The results will be used to inform the final version of the Community Engagement Plan.</p>

* NOTE: If you will be creating a paper version of the questionnaire that includes a request for personal information, you will need to get approval from the responder to that information to contact them in the future. The following statement should be added to your paper questionnaire:

“Please tick here if you do NOT want your name and contact details to be used by Oxford City Council for future consultations.”

**NOTE: In line with national guidance in the Code of Practice on Consultation, consultations should normally last for 12 weeks. For smaller scale consultations a minimum of 6 to 8 weeks is required.

When timing is tight - for example when dealing with emergency measures or fitting into fixed timetables - then the consultation document should be clear as to the reasons for the shortened consultation period.

1.6 Managing the project

Who will be involved in delivering your project – list all names and roles

Name	Role	Service area / organisation	Role in this consultation
Sadie Paige	Consultation Officer	PCC	Joint Project Manager
Hamera Plume	Consultation Officer	PCC	Joint Project Manager
Angela Cristofoli	Communities and Neighbourhoods Manager	Leisure and Parks	Stakeholder liaison
Peter McQuitty	Head of service	PCC	Project Manager
Louisa Dean	Communications Team Lead	PCC	Communications liaison

1.7. Costs

Describe what internal (staff time) and external (printing, advertising etc) costs will be incurred.

ANNEX 1 – Public Involvement

Duty to involve

Local authorities have a statutory ‘duty to involve’ service users on changes to services. Users are “individuals, groups, businesses or organisations likely to be affected by our actions”.

The duty to involve as set out in Section 3a of the Local Government Act 1999 imposes a duty on all local authorities and best value authorities to involve local representatives when carrying out "any of its functions" by providing information, consulting or "involving in another way" where they consider it appropriate to do so. This means that the Council can determine if and how local representatives should be involved.

The duty is wide ranging and applies to the delivery of services, policy, and decision making and applies to both “routine functions, as well as significant one-off decisions”. Guidance to local authorities in interpreting the duty to involve was contained within the 2008 CLG publication Safe Strong and Prosperous Communities.

Oxford City Council (like other best value and local authorities) must consult a “**balanced selection of the individuals, groups, businesses or organisations the authority considers likely to be affected by, or have an interest in, their actions and functions.**”

As part of the duty, Oxford City Council must consider carefully who might be affected by, or interested in, a particular function and **must not discriminate** in the way it informs, consults or involves local people. The Council must promote equal opportunities for people to engage and get involved.

Further guidance on public involvement is available from:

- Oxford City Council’s Consultation Toolkit available on the intranet.
- HM Government Code of Practice on Consultation.

Oxford City Council and public involvement

Community Engagement Strategy

Oxford City Council involves members of the public on a wide range of issues - corporate and service plans, plans for local areas, service performance (public satisfaction) and proposed changes to service delivery.

The term 'consultation' is often loosely used to cover a wide range of public involvement activities. However, in planning our public involvement exercises, we need to be clear about what these different activities involve and manage public expectations accordingly. There are three main kinds of public involvement.

Informing: providing members of the public with balanced and objective information to assist in understanding an issue or set of issues.

Researching: seeking information from members of the public about their views on an issue or set of issues.

Consulting: seeking the views of members of the public in order directly to influence options, alternatives and/or decisions.

Consultation therefore is only one way of securing the involvement of local representatives and the Council will not always consider that consultation is appropriate. When consultation is considered to be appropriate we are required to:

- Consult when proposals are still at a formative stage, before we are committed to a particular course of action;
- Give adequate and sufficient reasons for any proposal to enable consultees to properly respond;
- Allow adequate time for a consideration and response to the proposal;
- Ensure that the decision-maker gives conscientious consideration to the response to the consultation.

Sometimes our duty to consult will arise directly from a statute, when the legislation itself will specify the duty and also sometimes those people that should be consulted. Sometimes a question arises as to whether the duty can be implied, if it is not expressly stated in the statute. As this is not always clear, legal advice should be sought as to whether consultation is statutorily required on any particular issue.

In future, all public involvement projects being planned by Oxford City Council must have a signed off Project Brief as part of the approval process before the start of the project.

Activities requiring a project brief are those involving:

- Online and/or paper questionnaires/surveys;
- Telephone or face to face interviews;
- Focus groups;
- Consultations with the public, organisations or staff.

The Project Brief must be signed off by the Public Involvement Project Board and the Chief Executive before the project can begin. The Corporate Consultation Officer will advise as to the timing of Board meetings.

Individual development control and licensing consultations are the only involvement processes that are excluded from this requirement.

Process

As set out in the consultation toolkit (available on the intranet) all public involvement exercises should follow the process set out below:

1. Discuss your idea with the consultation officer.

Community Engagement Strategy

2. Complete the Project Brief and send it to the consultation officer. The brief will then be reviewed by the Public Involvement Project Board and forwarded to the Chief Executive for approval.
3. Once you have been notified that your public involvement exercise has been approved you should inform the 3 group leaders to let them know about your project. Also inform councillors whose wards will be involved and wider groups of councillors if appropriate.
4. Record the project on the City Council's consultation portal (eConsult) at www.oxford.gov.uk/consultation. If you require training on how to use the portal please contact the Consultation Officer.
5. Develop your project with the support of the consultation officer.
6. Pilot the questions you are proposing to ask.
7. Revise your questions if necessary following the pilot.
8. Run your involvement exercise
9. Collate and analyse the results.
10. Produce an evaluation including:
 - The response rates
 - The groups that responded
 - The main findings
 - How you intend to use the results
11. Produce a newsletter summarising the main results. This should be sent to everybody who took part in your consultation and also made available to the wider public on the portal at www.oxford.gov.uk/consultation. You must state how you intend to report all the findings back to those that participated in your consultation. The newsletter should also state how you intend to use the results.
12. Carry out an evaluation (see below). The completed evaluation form should then be sent to the Consultation Officer no later than 6 weeks after the closing date.

Think about evaluation from the start.

At the end of each public involvement exercise we should evaluate how things have gone. The evaluation criteria below, provides a set of questions that you should use.

It is useful to think about these evaluation questions before you develop your project plan.

1. Purposes

What were the purposes? Were they achieved? If not, why not?

2. Methods

What methods were used? Did they achieve the desired results in terms of levels of participation and type of response? Which methods worked best for which types of people? Did the process go according to the intended timetable?

3. Involvement

How many people were involved? Were all key stakeholders involved? If involvement was intended to be representative, was this achieved? If it was intended to reach several different groups, was this achieved?

What efforts were made to reach commonly underrepresented groups?

What methods were used to encourage involvement? Did they work?

Community Engagement Strategy

4. Results

Were the results – in terms of enough people responding usefully – satisfactory? How easy were they to analyse and interpret? What form did any final report of the results take?

How were results communicated to participants?

5. Outcomes

What were the results of the exercise? What has changed or will be changed as a result?

6. Participant comments

What comments were made by participants about the consultation process?

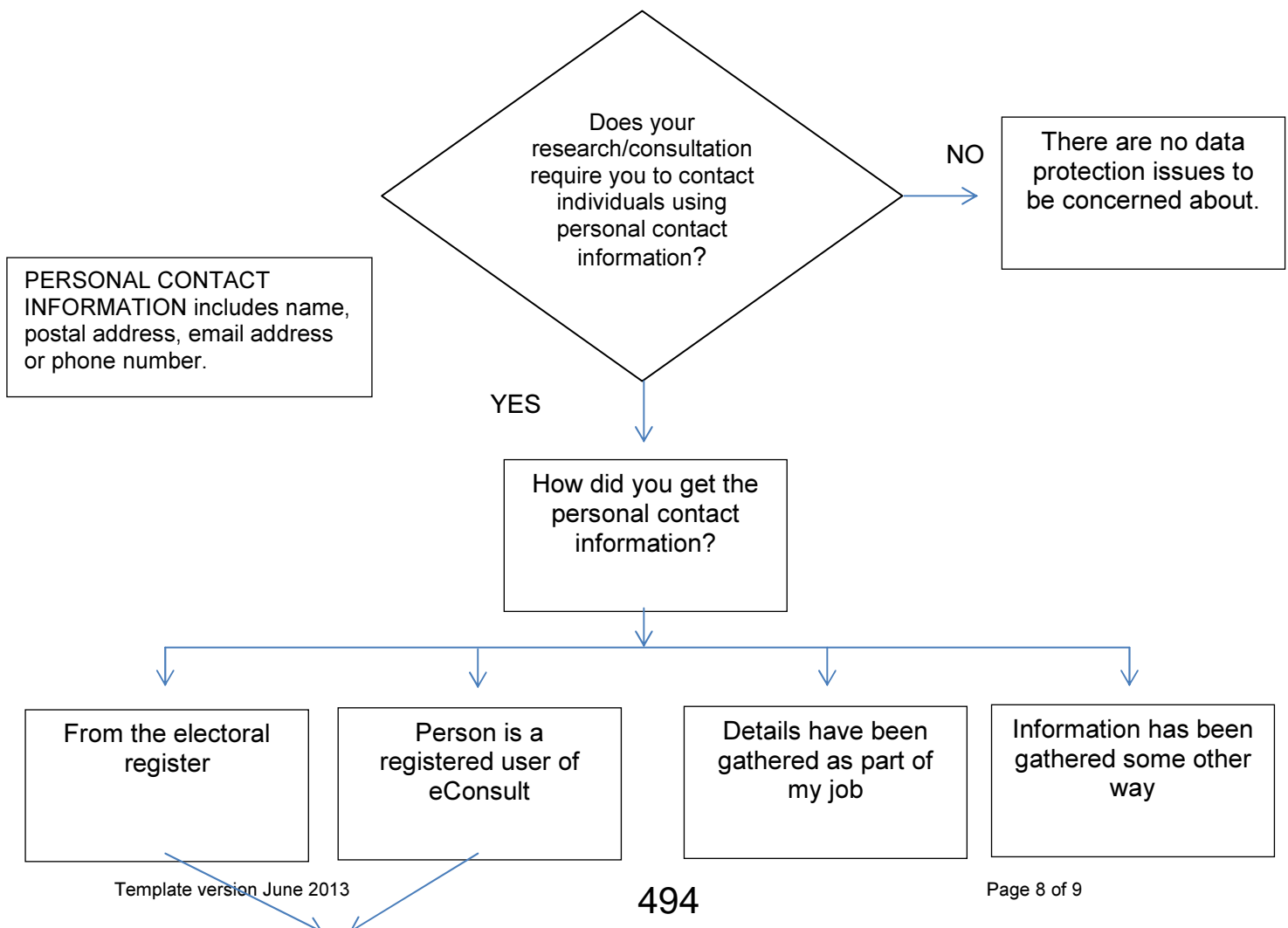
7. Cost

What did the process cost? Did the process represent value for money?

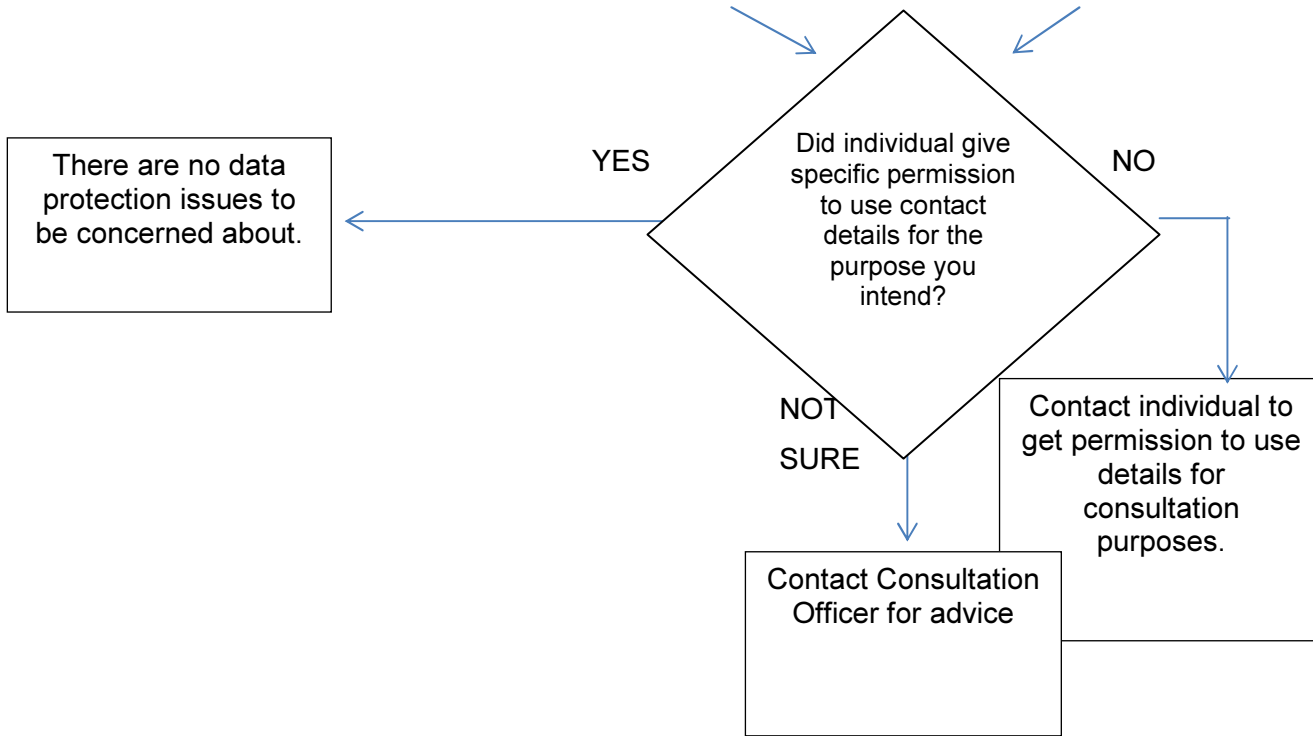
8. Learning points for the future

What should be done differently next time?

ANNEX 2 – Data Protection decision tree.



Community Engagement Strategy



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Appendix 4 – 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	Description	Risk Cause	Consequence		Date raised	1 to 6	I	P	I	P			
497 PCC 001	Budget	Threat	That City Council Budget 2014 – 2018 cuts affect service delivery	Need to reduce budget.	Resources are not available to carry out public engagement activities described in the draft Plan	4/11/13	3	3	2	3	1	3	2	Angela Cristofoli/ Hamera Plume	4/11/13	
PCC 002	Legal	Threat	That there is a legal challenge to a Community Engagement Activity			4/11/13	3	4	2	4	2	4	2	Angela Cristofoli/ Hamera Plume	4/11/13	
PCC 003	Resources	Threat	That there are insufficient resources to execute to this plan	Resource estimates are under-called	Stress	4/11/13	3	2	3	2	1	2	3	Angela Cristofoli/ Hamera Plume	4/11/13	
LPC 001	Failure to engage appropriately with communities of identity.	Threat	Following implementation of Plan, services do not engage effectively with Communities of Interest	Lack of understanding or commitment by services of how to engage	Communities feel issues not being addressed and are isolated	4/11/13	3	4	3	4	1	4	3	Angela Cristofoli	4/11/13	
LPC 002	Increase in	Opportunity	Currently few residents	Lack of active targeted	Does not address	4/11/13	3							Angela Cristofoli	4/11/13	

numbers engaged through collaborating.		actively engaged in deprived areas and amongst young people	engagement and dedicated resources	council's priority to encourage community engagement													
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Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
PCC 001	Budget	AC/HP/SP	Reduce	Await Budget approval. Develop priority list.	April 2014	Feb 2014 (CEB for this Plan)		4/11/13
PCC 002	Legal	AC/HP/SP	Avoid	Ongoing participation of Legal Service Head at Public Involvement Board		Feb 2014		4/11/13
PCC 003	Resources	AC/HP/SP	Avoid	Review 2014/15 Service Plans for consultation activities. Develop Annual Plan and estimate resource. Develop service level agreement with service areas. Organise eConsult training.	April 2014	Feb 2014		4/11/13
LPC 001	Failure to engage	AC/HP/SP	Avoid	Ensure training programme for services and regular updates. Consultation Officers group to share best practice and audit engagement. Public Involvement Board to review PIDs to ensure address Communities of Identity	Training and updates timetabled after Plan implemented			4/11/13

498

				Set annual targets for young people's engagement and also for residents in areas of deprivation	6 month review			
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Appendix 5 Initial screening Equalities Impact Assessment for the draft Community Engagement Plan 2014 – 2017.

1. Within the aims and objectives of the policy or Plan which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Community Engagement Plan is underpinned by our principles of engagement, which requires the participation of all stakeholders who have an interest in, or are impacted by, a decision, regardless of age, disability, race, or language
We strive to engage with a representative sample of stakeholders and will use information from the Census 2011 to define that goal. This will involve increased engagement with young people, and people from minority ethnic groups. It will be important that the methods used to engage new audiences do not alienate existing audiences – for example through the use of digital technology.

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

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

In order to minimise the adverse equality impact we will continue to enforce the use the Public Involvement Project Brief which requires that external consultation projects define their target groups, as well as the means of reaching the target groups. We will continue to segment our communication channels to ensure that the most appropriate means are used to reach the community.
We will consult on this Plan, and we will keep a watching brief on the adoption of technology.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

The draft Community Engagement Plan will go out for consultation in December 2013 for four weeks. The following groups will be consulted: residents of the city; representatives of younger and older people; the business community; and other stakeholders such as cultural, faith and disability groups.

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

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

The principles that underpin this Plan include inclusiveness and accessibility and any adverse impacts will be managed as part of the community engagement activities.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

We will track the demographics of people in the community who are involved or engaged with City Council as a key indicator for this Plan.

Lead officer responsible for signing off the EqIA:

Role:

Date:

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties, social, regeneration and sustainability)
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the “unknown”)
- Potential data sources (attach hyperlinks including Government impact assessments where relevant)

To: City Executive Board
Date: 11th December 2013
Report of: Head of Housing and Property
Title of Report: HOUSING STRATEGY ACTION PLAN – REFRESH

Summary and Recommendations

Purpose of report: To provide the City Executive Board with a refresh of the Action Plan for the second term of the Housing Strategy.

Key decision: Yes

Executive lead member: Councillor Scott Seamons

Policy Framework: Housing Strategy 2012-15

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

(1) To note the report on consultation

(2) To approve the updated Housing Strategy Action Plan targets in Appendix A.

Appendices

- A - Housing Strategy Action Plan (as updated)
- B - Risk Register
- C - Equality Impact Assessment

Introduction

- 1 The Housing Strategy approved in April 2012 stated that the Housing Strategy Action Plan will be reviewed with partners and actions refreshed in September 2013 – the mid-point of the Strategy. A report was presented to CEB on 11th September 2013 following which consultation was carried out with stakeholders inviting comments and suggestions for additional measures. This report gives the updated position following

consultation.

- 2 Officers have reviewed priorities and actions and conclude that the Housing Strategy Action Plan targets remain highly relevant. However, there is a need to re-schedule or make minor amendments to targets in some cases. Details of the proposed revisions are contained in Appendix A. Further measures have been added following consultation (see overview of additional measures below)
- 3 The targets are distributed between the five Housing Strategy priorities which remain as:
 - Provide more affordable housing
 - Prevent Homelessness
 - Address Housing Needs of Vulnerable People and Communities
 - Improve Housing Conditions
 - Improve quality and effectiveness of housing services

Progress to date

- 4 Following consideration by City Executive Board, consultation was undertaken with stakeholders on the proposed amendments during late September and October 2013, to obtain comments and refresh the Strategy Action Plan for the remainder of the period. The Action Plan has been updated to include new measures for Objectives 1, 3 and 4 as detailed.
- 5 Stakeholder consultation was carried out from late September to mid October 2013 with the following groups; Oxford Strategic Partnership, Registered Providers, Council Members, Single Homelessness Group, and Policy Officer Group. No comments were received from external stakeholders during the consultation period. All stakeholders consulted received a copy of the Revised Housing Strategy Action Plan and a copy of the Housing Strategy evidence base.
- 6 A brief overview of additional measures as proposed against each priority is outlined below:

Objective One: Provide More Affordable Housing

- Consideration of further development schemes and a bid for HCA funding in the AHP programme round 2015-18
- Sheltered Housing review- due to start January 2014 with completion in April 2015

Objective Two: Prevent Homelessness

There are no additional measures for this objective, however new approaches are being looked at for access to suitable PRS accommodation in out-of-Oxfordshire locations, which is covered in the Homelessness Strategy 2013-2018.

Objective Three: Address Housing Needs of Vulnerable People

- Review Disabled Facilities Grant provision and services following changes to Central Government grant.

Objective Four: Improve Housing Conditions

- Review approach to regulation of the Private Rented Sector - Develop evidence base and consider existing approaches to regulating PRS
- Extend insulation upgrade for OX3 and OX4 under the 'Warming Oxford' pilot
- Complete the Asset Management Strategy
 - Complete stock condition survey (of OCC owned housing)
 - Resident Engagement
 - Analysis of condition survey and resident comments
 - Completion of Asset Management Strategy
 - Revised Stock Investment Plan
- Deliver the Annual Investment Programme in Council Housing and Estates
 - Deliver the 13/14 and 14/15 Greater Estates Programme
 - Deliver the Tower Block refurbishment and improvements to project plan

Objective Five: Improve quality, cost effectiveness and efficiency

There are no additional measures under this objective.

Level of Risk

- 7 A risk register is attached as Appendix B. It should be noted that risks associated with specific projects and work programmes identified in the action plan are identified and addressed in the relevant project documentation for those projects /programmes.

Environmental Impact

- 8 The Housing Strategy 2012 to 2015 does not have any explicit environmental impacts in itself. Specific projects identified in the Housing Strategy Action Plan will have environmental impacts, specifically the provision of additional housing to meet housing needs. These environmental impacts associated with specific projects and work programmes identified in the action plan are identified and addressed in the relevant project documentation for those projects / programmes.

Equality Impact Assessment

- 9 The original EIA is attached as Appendix C and is still current. The Housing Strategy and Action Plan are very specifically targeted at meeting the housing needs of the most vulnerable people in Oxford and as such no adverse impacts on any equalities group are expected as a

result of this Housing Strategy Action Plan refresh

Financial Implications

- 10 Any financial implications for specific projects and work programmes identified in the action plan are identified and addressed in the relevant project documentation for those projects /programmes.
- 11 In February 2013 the Council approved its General Fund Medium Term Financial Plan and Housing Business Plan for the medium term. Included within both plans were the financial implications of meeting all actions within the Housing Strategy. Provision has specifically been made within the HRA Business Plan for :
 - Delivery of new housing at Barton
 - The delivery of 112 new dwellings over the coming two years, part funded by HCA grant
 - On-going repairs, maintenance and refurbishment to its stock of council dwellings, including the tower blocks
 - Management related costs in providing all landlord services to our tenants
- 12 In the General Fund Budget there is provision for the costs of homelessness and providing other private sector housing advice. No new financial implications are brought forward by this report.
- 13 There are financial pressures both on the HRA and the General Fund but so far these have been containable, through prudent estimating and the use of contingencies and the transfer of assets from the HRA to the General Fund (as agreed by CEB in Sept 13). However there are risks around homelessness levels increasing, due to reducing supply of available accommodation and increasing demand arising from welfare reforms, which have the potential of causing some concern. Officers are currently examining a number of options to address these issues.
- 14 Officers will continue to robustly monitor the Councils budgetary position and an update of this position will be presented to Members during the financial year.

Legal Implications

- 15 The Local Government Act 2003 requires local housing authorities to have in place a Housing Strategy for the district.
- 16 Meeting the Council's statutory housing obligations is reflected in the objectives of the Housing Strategy, including statutory homelessness duties; provision of housing advice; and landlord responsibilities.

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List of background papers:

None

Version number:

0.5

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Appendix A- Housing Strategy Action Plan - Revised Programme (December 2013 CEB)

Ref	Key Action	Outcomes	Milestone	Revised Due Date	Revised RAG	Comments
Strategic Objective One: Provide More Affordable Housing in the City to Meet Housing Needs						
1	Bring forward new housing schemes and develop a post 2015 programme.	New developments and a post 2015 programme are brought forward.	Working with developers and landowners, identify and bring forward potential sites as funding and economic circumstances allow	Mar 2015	G	Planning in discussion with landowners on major DPD sites
			Bring forward new affordable housing opportunities in any new transformational projects in the City	Sep 2014	G	Ongoing discussion with RPs on redeveloping outdated housing stock
			Development of a post 2015 affordable housing programme	Sep 2014	G	To identify new sites to deliver from 2015/16 budget on
2	Deliver 3 year affordable housing programme: A) provided by Oxford City Council.	112 new Council homes.	20 homes at Barton by March 2015 46 homes at Bradlands 46 homes on miscellaneous City sites	Mar 2015	G	Bradlands scheme approved by Planning Committee. Planning applications submitted on all other programme sites. CEB approval to let build contract
3	Deliver 3 year affordable housing programme: B) through partnership with Housing Associations.	184 affordable homes by March 2015.	New homes at Shotover View (55), Lake St (8) , Lamarsh Road (4), Manor Ground (27), Lanham Way (8), Balfour Rd (9), Luther Court (42), Butler House (14), Lawn Upton House (8), Leiden Rd (9)	Mar 2015	G	94 units completed 2012/13 4 units on site - expected to complete August 2013
4	Deliver 3 year affordable housing programme: C) through physical regeneration projects at Cowley Northway, to deliver new housing and jobs.	75 affordable homes by March 2015.	20 affordable units at Barns Road; 21 at Westlands Drive; & 34 at Dora Carr Close	Dec 2015	G	Planning consent secured. Some completions in 14/15. All due to complete by end of 2015.
5	Develop physical regeneration projects at Blackbird Leys to deliver new housing and jobs.	New physical regeneration projects developed at Blackbird Leys.	BBL: Undertake feasibility analysis and develop schemes	July 2014	G	Preparation of a neighbourhood wide regeneration programme by Dec 2013. Programme plan is now underway due to be completed in draft by end Dec 13.
6	Ensure understanding of current and future housing needs is kept up to date and is fit for purpose.	Up to date housing needs and market information.	Explore opportunities for commissioning research, including joint commissioning to improve housing needs and market information	Dec 2013	G	GL Hearn appointed to carry out SHMA for Oxfordshire SPIP (Lead authority West Oxon DC). Interim report under consideration.
7	Preparation for delivery of the new housing development at Barton.	Delivery programme and agreements in place to develop c.800 new homes, including 320 new affordable.	Barton: Outline planning permission	Dec 2013	G	Planning application submitted in May 2013. On target for determination in Sept 2013. Phase 1 marketing now underway and working towards a preferred bidder by
			Barton: Commence on-site in early 2014	May 2014	G	
8	Review intermediate housing products including those for First Time Buyers and those on lower and middle incomes.	Housing opportunities for low to mid income households, key workers and first time buyers are explored and brought forward where feasible.	Complete a review with RSL Partners and other key strategic partners, which will enable the Council to update the housing choices we provide.	April 2014	G	

9	AHP Programme (Round 2)	Consideration of further development schemes and a bid for HCA funding in the AHP programme round 2015 - 2018	Consider possible bids for HCA funding under this programme	Mar-14	G	Existing board picking this up now and compiling potential development list
10	Sheltered Review	Ensuring best use and fitness for purpose of Council housing stock	Review remaining council owned sheltered housing schemes	Apr-15	G	To start work planning for project January 2014

Strategic Objective Two: Prevent Homelessness

510	11	Develop the role of private rented sector housing in meeting housing needs including homeless households or those threatened with homelessness	Undertake landlord/lettings agencies consultations Undertake consultations with current and prospective private tenants Homelessness Policy reviewed	Develop information/ education for current and prospective tenants and Investigate the use of Tenant Ready Schemes	Jan 2014	G	On going work -Appointed three temp workers to procure lets outside the county. Countywide multi-channel campaign started October 2013 seeking landlords - 20+ potential leads Tenant Ready scheme pilot in partnership with Crisis/Connections. Starts Jan 2014
	12	Reduce the number of households in temporary accommodation	Households in temporary accommodation reduced to 120 or less in 13/14, 14/15 & 15/16	Prepare planning and implementation of new forms of temporary accommodation	Feb 14	G	Target for the number of households in temporary accommodation was achieved (120 as at 31 Mar 2013). Corporate Targets revised to 120 for 3 yrs due to potential pressures on h'lessness. On track to achieve target for 2013/14.
	13	Review of allocations policy	New Allocations Policy approved and implemented	New Allocations Policy completed	Dec 2013	G	Draft Allocations Scheme approved for consultation at CEB in Feb 2013. Consultation completed due to go live in Dec 2013.

Strategic Objective Three: Address the Housing Needs of Vulnerable People and Communities

14	Develop housing strategies for specific vulnerable groups.	New Housing Strategy incorporates needs of young people, older people, BME households and families in difficulty.	Develop evidence base and housing strategy objectives for specialist needs groups - BME	Sep 2014	G	A draft evidence base is in progress to inform the development of the new Housing Strategy.
			Develop evidence base and housing strategy objectives for specialist needs groups – Older people	Sep 2014	G	This is being re-scheduled to ensure co-ordination and synergy within wider specific strategies being developed across Oxfordshire and City Councils. A draft evidence base is in progress.
15	Ensure commissioning of services for vulnerable people is co-ordinated across agencies and partnerships to ensure the	Retain or remodel hostel accommodation that provides sufficient bedspaces to meet needs	Engage in County Council review for SP services – Single homelessness	Mar 2014	G	Oxford City Council have worked in partnership with Oxfordshire County Council to meet financial targets.

	preservation and most effective use of resources and meets identified need.	and meaningful activity for clients. Successful re-commissioned services.	Engage in re-commissioning of SP funded services	Dec 2013	G	Re-commissioning of services underway
			Engage in re-commissioning of SP funded services – Supported independent living	Mar 2015	G	Re-commissioning of services due next year
16	Ensure hospital discharge is facilitated to reduce 'bed blocking'.	Effective hospital discharge mechanisms in place.	Review existing hospital discharge protocols, systems and promote awareness – including early warning	Mar 2015	G	#####
17	Ensure supply of wheelchair adapted housing to meet needs.	Wheelchair accessible housing is available for households that need it.	Improved knowledge, analysis of need for and provision of fully wheelchair adapted social housing	Dec 2013	G	A report presented to Housing Strategy Delivery Board in June 13. Further assessment of current stock information underway and will be reported on later in 2013
			Develop plan to meet any shortfall or gaps in provision of wheelchair accessible housing	Sep 2014	G	Will follow the task above
18	Produce housing guide for older people.	Older persons housing guides published.	Review existing Older persons guide with service users and partners	Dec 2013	G	Item progressing following reorganisation of project. New guide expected in Autumn 2013
19	Ensure government grant of £447k towards disabled facilities grant (DFG) budget is protected during transition from direct DCLG payments to County controlled Integrated Transformation Fund.	DFG budget allocated to council remains the same or is increased	Gather support across district councils and put case forward for DFG allocation to Oxford to be protected. Health and Wellbeing Board due to sign off countywide budgets to district councils in March 2014	Mar-14	G	Briefing and action plan currently being formulated.
20	Re-model hostel to incorporate assessment centre, new referral and move on pathways.	New pathways for rough sleepers implemented.	Work with Supporting People Team to review existing provision with providers with the aim of remodelling services within diminished budgets whilst retaining sufficient bedspaces to meet needs and meaningful activity for clients	Mar 2015	G	On track. Needs analysis completed. Pathway framework developed and being populated. Districts at officer and member level consulted. A significant project, so new contract start date negotiated (after re-commissioning/ re-modelling) of March 2015
Strategic Objective Four: Improve Housing Conditions						
21	Ensure knowledge of private housing stock and conditions is fit for purpose, enabling strategies and investment to be effective.	Fit for Purpose knowledge of housing stock and standards.	Recommend methodology to improve knowledge of private housing stock and condition	Dec 2013	G	Feasibility study for second stage of BRE stock modelling complete. Over 150,000 lines of data to be included in improved data set to inform strategy changes.
22	Improve energy efficiency and reduce carbon emissions in homes in Oxford and address fuel poverty for households.	Develop integrated Home energy/Fuel Poverty/Retro-fitting Strategy/ies.	Fuel Poverty Strategy: Consult with partners, residents, energy companies etc.	Apr-14	G	Sign posting information on Affordable Warmth being produced for staff and public on internet. This is in conjunction with relevant partners and is the first stage in getting necessary liaison

Improved energy ratings, lower carbon emissions in housing in the City. Retro-fitting strategy and implementation for council housing stock. Including external cladding for 5 tower blocks. Zero carbon new build council homes.	Develop a strategy to cover issues of home energy, carbon emissions, fuel poverty and retro-fitting homes.	Jun-14	G	A financial inclusion strategy is being drafted- the fuel poverty element of this will include overarching themes for fuel poverty and possible basis of the main strategy,. The Asset Management strategy will also include targets for council house retrofit,boiler replacement etc and renewable technologies and will be aligned with fuel poverty aims and objectives.
	Develop specific retro fitting element and programmes for Council stock including external cladding for 5 tower blocks (400 homes)	Apr-14	G	This will form of the Housing Asset Management Strategy to be adopted in April 2014. Project managers for the tower block cladding werecomisioned in March 2013. (due date ammended as per September CEB)
	Publicity and awareness - Promote Green Deal	Mar-15	G	The Green Deal Plus approach links in with the new requirement on the Authority under the Home Energy Conservation Act, and its intentions around fuel poverty reduction across the city, as declared by the council signing up to the End Fuel Poverty Coalition. For more detail see Oxford's HECA report from March 2013. Information has been produced to signpost residents struggling to pay energy bills and is available at www.oxford.gov.uk/affordablewarmth
	Extend insulation upgrade for OX3 and OX4 under the 'Warming Oxford' pilot		G	Pilot in PRS inspection based on EPC certificates revealed that the data was poor therefore thermal imaging is being used to identify poorly insulated homes. Information and findings presented at Landlords' forum.
	Delivery of the Annual Investment Programme in Council Housing and Estates	Delivery of 2013/2014 Great Estates Programme	Mar-14	G

			Delivery of 2014/2015 Great Estates Programme	Mar-15	G	
			Delivery of the Tower Block refurbishment and improvements project plan	Mar-18	G	
23	Improve the quality of individual private rented properties including those used via the Homechoice scheme.	Improvements are made to the quality and management of individual private rented properties.	Implement new landlord and lettings agencies accreditation schemes	March 2014	G	Due to proposed changes in HMO fees a further review of accreditation is required to align the better landlords and fee reductions
24	Increase the number of individual HMOs subject to agreed licence provisions Baseline = 1100 (2011/12).	Every HMO in the City is inspected and accredited.	2950 Licensed HMOs in 2013/14	Apr 2014	G	2880 licensed so far in 13/14. Target on track to be achieved.
			3540 licensed HMOs in 2014/15	Apr 2015	G	
25	Review approach to regulation across the whole private rented sector	Decision made, based on evidence, on whether further regulation of PRS is necessary and justifiable and if so which areas require regulating.	Develop evidence base and consider existing approaches to regulating PRS across UK.	Apr 2015	G	Evidence collection commenced in April 2014. To review every 6 months.
26	Maximise take up and impact of Home Improvement Loans.	Home Improvement Loans made available to improve standards in private housing.	Ongoing publicity and promotion of Home Improvement Loans including partner organisations e.g. social services, health	Mar 2015	G	Publicity agreed for Health Watch Guide.
27	Sustain improvements in the condition of council homes.	Condition of council housing is continually improved.	Consider setting a Local Oxford Standard for Council homes	Apr 2014	G	To form part of Housing Asset Management Strategy to be adopted in April 2014.
28	Development of the Asset Management Strategy	Validation of 30 year Finance Plan based on robust data following independent assessment	1. Complete stock condition survey (of OCC owned housing) and associated energy performance data.	Feb-14	G	Independent consultancy to carry out survey and validate 30year Financial Plan.
		To ensure transparency in achieving a tenant mandate on the plan.	2. Resident Engagement - via core groups led by the Asset Management team and facilitated by the Resident Involvement team	Mar-14	G	To ensure tenants are 'Placed at the heart of service development'.
		Focussed annual spend to give best VFM and programme delivery	3. Analysis of condition survey and resident comments - to form spend hierarchy of Capital Budget	Apr-14	G	
		Long term strategic agenda to inform the Local Offer in partnership with residents.	4. Completion of Asset Management Strategy	May-14	G	

		Prioritised spend profile within Council resources in the longterm (30year Finance Plan) based on robust database to ensure resident contribution and understanding and provide BEST VALUE to the Council.	5. Revised stock investment plan	Sep-14	G	
29	Work with owners and communities to bring long term empty homes back into use.	New Empty Homes Strategy adopted. 10 longterm empty homes returned to use annually	Investigate procedures and if necessary implement the use of Compulsory Purchase Orders (CPOs)	Jun-14	G	Working with Planning, Corporate Assets, Legal and Environmental Health to assess potential to CPO a property with a view to partnering and RSL throughout the process. (dues date as ammended Sept CEB)

Strategic Objective Five: Improve Quality, Cost Effectiveness and Efficiency of Housing Services.

30	Deliver the Demonstration Project for direct payment of benefits to council tenants.	Direct payment of housing benefit to council tenants project successfully completed and lessons learnt.	Direct payments: Tenants contacted and supported with information and assistance	Mar 2015	G	We continue to derive learning from the project. In particular the arrears process and support provided to tenants is being further developed. Project extended to remaining tenants on HB subject to suitability assessment.
			Direct payments: Completion of project	Mar 2015	G	See above - project to be extended
			Direct payments: Roll out to all tenants	Mar 2015	G	See above
514 31	Develop and improve opportunities for tenants and leaseholders to get involved in managing the delivery of the council's housing services.	Tenant and Leaseholder Involvement Strategy adopted. Local Offer agreed and implemented. Co-regulation with tenants implemented.	Detailed implementation of co-regulation including role of member and tenant scrutiny	Oct 2013	G	Tenant Scrutiny Steering group has been set up & is meeting regularly. The final recruitment & selection of tenants for the panel was completd in Aug 2013 with the first meetings to be held end Sept/early Oct 13.
32	Improve performance in tenancy services.	Improve rent and income collection performance. Reduce rent arrears. Achieve greater VFM for repairs (cost and quality).	Undertake fundamental review of repairs service	Dec 2013	G	The review is under way - 4 out of 5 workstreams are complete. Final workstream to be delivered in 2013.
33	Improve the percentage of council tenants satisfied with our landlord services.	82% tenants satisfied 2012/13. 84% tenants satisfied 2013/14. 86% tenants satisfied 2014/15.	Undertake annual tenant satisfaction survey	Apr 2015	G	Next STAR survey process to begin April 2014
34	Manage council housing to ensure it best meets the needs of individual households and tenants and the community as a whole.	Reduce underoccupation freeing up homes for larger households. Overcrowding is reduced in council homes. Actions to tackle and minimise Tenancy Fraud are up to date and effective.	Review use of extensions to provide enlarged homes for larger households for tenants and prospective tenants	Apr 2014	G	#####

			Review the implications of new Government guidance or legislation on the policies and work of Tenancy Fraud Team within 4 months of release Publicise	Mar 2015	G	#####
35	Review policies and services to reduce administration to secure VFM efficiency savings in housing services.	Lower administration costs for low priority housing applications.	Online housing applications	Dec 2014	G	Project cannot proceed until after the upgrade of the Housing ICT application. Awaiting prioritisation of this upgrade in the City ICT Strategy.
36	Review, update and improve housing communications provided by the council.	Housing Communications Plan in place. High quality and relevant housing information is available. New style tenants newsletters produced annually. New Tenants Handbook is produced. Information and on-line reporting of repairs is reviewed.	Tenants Handbooks reviewed with tenants and new version/s published	Jun 2014	G	#####
			Review use and production of Repairs Handbook, information on website and on line reporting of repairs following fundamental review of repairs	Jun 2014	G	Review will follow on from the Fundamental Review of Repairs.

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Appendix B: Housing Strategy Risk Register – City Executive Board – 11th December 2013

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain						Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =									
		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ⊗ ☹ ☺	Q 2 ⊗ ☹ ☺	Q 3 ⊗ ☹ ☺	Q 4 ⊗ ☹ ☺	I	P
1.	Failure to meet the objectives of the Housing Strategy and Action Plan 2012 to 2015	4	3	Ineffective monitoring of the strategic objective action plans.	Establish clear monitoring process within the Council's structure through relevant Board, Scrutiny and Tenant Involvement Structures	3	2	<ul style="list-style-type: none"> •Tenant Scrutiny Panel now established •Local offer and Annual report for tenants •Housing Panel (sub-group of Scrutiny Committee) operating well •Internal governance and review from Housing Strategy Delivery Board and Housing Programme Board meetings 							
2	Changes to housing policy or context and, local, regional and national, making objectives invalid or inappropriate.	3	3	Economic circumstances, government policy and legislation, political changes.	In addition to regular monitoring, review of the strategy and objectives in 2013 to ensure it remains relevant to current circumstances.	3	3	Establish regular and robust monitoring arrangements for policy, context and legislative changes Housing Strategy and Enabling Manager	Mid point review completed by September 2013						

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No.	Risk Description Link to Corporate Obj	Gross Risk	Cause of Risk	Mitigation	Net Risk	Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk	
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain					Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =				
3	Negative public understanding/perceptions of Housing Strategy Objectives		Failure to communicate objectives and impacts on housing in Oxford.	Establish clear communication strategy for the housing strategy when it is adopted	2	3	On going communication and engagement of housing strategy objectives and in particular of individual projects and programmes. Strategy and Enabling manager.		

Appendix C: Equality Impact Assessment – CEB – 11th December 2013

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

No groups have been identified as being disadvantaged by the Housing Strategy 2012 – 2015 and Action Plan. The strategy and action plan are very specifically targeted at meeting the housing needs of those most vulnerable in Oxford.

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

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

As no negative impacts are predicated no changes are being proposed.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

As no changes are proposed because no negative impacts are predicted, no additional consultation relevant to such changes is required.

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

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

Not applicable as no adverse impacts are predicated.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Not applicable

Lead officer responsible for signing off the EqIA: Dave Scholes
Role: Housing Strategy & Needs Manager
Date: August 2013

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To: City Executive Board

Date: 11 December 2013

Report of: Head of Housing and Property Services

Title of Report: HOUSING STOCK ENERGY EFFICIENCY IMPROVEMENTS

Summary and Recommendations

Purpose of report: To seek approval for funding and procurement of a project optimising the available Energy Company Obligation (ECO) funding to improve the energy efficiency of the Council's hard to treat housing stock.

Key decision? Yes

Executive lead member: Cllr Scott Seamons

Policy Framework: [Home Energy Conservation Act Plan](#), [Low Emission Strategy](#)

Recommendation(s):

The City Executive Board is requested to:

- 1) Grant project approval for the Council's involvement in the project to utilise ECO funding, in combination with funding supplied by the Council, to improve the energy efficiency of the Council's hard to heat housing.
- 2) Note the officer virement of £250k from the underspend in the 13/14 HRA capital programme and the inclusion of a further £250k in the draft 14/15 HRA budget to fund the Council's contribution to this project.
- 3) Grant delegated authority to the Executive Director, Housing and Regeneration, to authorise the Council's entry into all appropriate contracts required to implement this project.
- 4) Agree that if ECO funding is not successful that alternative proposals for the work to proceed be brought back for member consideration.

Background

Policy and current situation

1. After successfully installing measures to reduce the carbon footprint from its own estate by 25% the Council launched an updated Carbon Management Plan outlining its approach to our new, more ambitious carbon reduction target of 5% year on year in office buildings.
2. Whilst there is no current target for energy efficiency within the Council's own housing stock, under the Decent Homes standard a number of energy efficiency works have been carried out on dwellings to improve them:

- Approximately 3,886 gas condensing boiler upgrades
- Loft insulation top ups have been rolled out widely
- Cavity wall insulation has been put into approx. 3,465 installations
- Approximately 424 installations of external insulation

It is likely that a 5% year on year carbon reduction target will be applied to the Council's housing stock and implemented via work streams under the asset management strategy which will be developed following our stock condition survey which is underway currently and will be considered by members during 2014.

3. One of the key elements to reducing fuel poverty is the energy efficiency of homes. At the Housing Board in September 2012, the Council committed to producing a Strategy that would address fuel poverty and home energy. However, it was subsequently agreed that this should wait until the new fuel poverty strategy and indicator from the government was released (due Spring 2014). The Council's Financial Inclusion report, due shortly, will set out the strategy for tackling all aspects of financial inclusion including fuel poverty.

Financing the project

4. Around 500 of the 'hard to treat' solid walls and system build properties remain uninsulated, as well as a number of cavity walled homes. Poorly insulated buildings are hard to heat, and correlate with fuel poverty, damp and mould and associated health issues. Therefore, this is a priority for the Council to address.
5. For social housing, the Energy Company Obligation (ECO) is a requirement placed on the big six energy companies to pay for measures that reduce carbon emissions specifically in hard-to-treat and solid-walled properties, and in households in very low income areas. Many of the Council's 7,800 properties are in the 15% most deprived areas – Rose Hill, Barton, Northfield Brook and Blackbird Leys. As the majority of funding available for social housing is for cavity wall and external wall insulation, these are the energy efficiency measures that are being prioritised.
6. Solid wall insulation is expensive to install (typically around £10K per unit). Therefore ECO funding enables a larger scale roll out, making a significant difference to the quality of the housing stock. In most cases only part funding is available, therefore the Council will have to make some financial contribution and other resourcing in order to access this money.
7. Whilst exact figures are not available, an initial draft budget based on existing figures shows that currently, installing insulation on 120 houses would require around £500,000 and this would bring in around £650,000 external funding. It is proposed that £250k is vired from an underspend in the 13/14 Housing Revenue Account capital programme, and a further budget of £250k be made available in the 14/15 HRA capital programme as part of the 14/15 budget setting. This would be likely to insulate around 80 solid wall properties across Oxford and 40 hard to treat timber framed system builds in Barton, one of the 15% most deprived areas in the country

Current work

8. In order to ensure the accuracy of the Council's housing stock construction information, detailed surveying alongside the stock condition survey is currently being carried out. This is necessary to meet energy company requirements. Alongside this, detailed documentation is being produced and discussions with the Council's Development Control are on-going in order to pre-empt planning requirements.

9. The Council is currently entering into a Framework Agreement as part of a procurement project under Walsall Housing Group. The benefits of this include the experience of the procurers who previously worked under Carbon Emission Reduction Target and Community Energy Saving Programme funding in order to carry out insulation works. Other benefits are the reduction of officer time spent on procurement and quicker access to existing funding in an uncertain climate.
10. The Agreement is a single provider framework with British Gas who will manage the works and Ofgem compliance, carrying out or subcontracting works. This reduces the risk for the Council in terms of ensuring receipt of funding. A Works Agreement between the Council and British Gas will set out the specific works and conditions, building on the costs in the framework document. In order to ensure a good quality of service for tenants and minimise confusion on site, this contract will also carry out complementary and associated works at the properties beyond those set out as within the scope of the work. It is proposed that delegated authority be granted to the Executive Director, Housing and Regeneration to enter into the contract up to the approved budget provision.
11. Once a full and accurate property list is received by British Gas, full costings including the ECO funding contribution will be available. This means that a full scope of works, contract costs and the Oxford City Council contract can be agreed and final costs and financial figures will be available. The target is to have this in place by early 2014.
12. At this point, a list for planning applications will be provided. Further information will be needed for these dwellings to establish additional and complementary works required, any structural issues and the energy performance. This is to ensure accurate information and therefore the smooth running of the project.
13. A project group has been established to ensure all legal, financial, tenant liaison and practical considerations are considered. Aims are (subject to funding) to start work as early in 2014 as possible.

Assessments

14. A Risk Assessment and an Equalities Impact Assessment are both appended to this report – Appendices 1 and 2.

Name and contact details of author:-

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Appendix 2 Risk Assessment

Risk ID	Risk					Likelihood	Impact	Overall risk	Date Risk Reviewed
Category-000-Service Area Code	Cause	Consequence	Risk Owner	Action Owner	Mitigating Action	1 to 5	1 to 5		
ECO-001	ECO funding not available for works	Works to be carried out severely limited	Oxford City Council	Debbie Haynes	Ongoing discussions with energy companies. Check contract carefully	2	4	8	29/10/2013
ECO-002	Presence of asbestos	Additional project cost	Oxford City Council	Jon Gould/ Martin Shaw	Asbestos surveys to be carried out, check	3	2	6	29/10/2013
ECO -003	Insufficient data from existing info and surveys	Additional project cost	Oxford City Council	Nigel Archer	Surveying of properties as necessary to provide accurate data for energy companies	5	2	10	29/10/2013
ECO -004	Planning submission unsuccessful	Delay to start on site	Oxford City Council	Nigel Archer	Ongoing discussions with Planning officers. Presentation of information to pre-planning meeting	2	4	8	29/10/2013
ECO -005	Lack of availability of project team	Costs and delays to on site start	Oxford City Council	Debbie Haynes	Regular contact, minuting and diarising of meetings	3	4	12	29/10/2013
ECO-006	Lack of access due to poor involvement of residents	Objection to work, lack of access to undertake surveys and works and negative press	Oxford City Council	John McKinney	Project group meetings to determine communications plan and tenant liaison for key milestones	2	3	6	29/10/2013

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Appendix 2 Risk Assessment

Risk ID	Risk					Likelihood	Impact	Overall risk	Date Risk Reviewed
Category-000-Service Area Code	Cause	Consequence	Risk Owner	Action Owner	Mitigating Action	1 to 5	1 to 5		
ECO-006	Lack of available funding from Council	Works to be carried out limited	Oxford City Council	Stephen Clarke	Carefully estimating of required funding and CEB report	2	4	8	29/10/2013
ECO-007	Contractor tender return prices high/poor funding available	Works to be carried out are limited	Oxford City Council	Debbie Haynes	Ongoing conversations with energy companies to indicate potential prices. Check contracts etc	3	3	9	29/10/2013
ECO-008	Poor contractor performance	Cost overruns, delay in completion of works and /or poor quality works	British Gas	Nigel Archer/Debbie Haynes	Clerk of Works on site to monitor quality and timeframes.	3	3	9	29/10/2013
ECO-009	Lack of availability of local supply chain/long lead in times	Delay in completion of works and possible cost overruns	British Gas	Nigel Archer	Early conversations with British Gas and requests for details of local contractors	2	3	6	29/10/2013
ECO-010	Other contractors working on site at same time	Delay in progress and confusion for tenants and workers	Oxford City Council	Nigel Archer/Debbie Haynes	Associated works to be included in contract	2	3	6	29/10/2013

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Risk ID	Risk					Likelihood	Impact	Overall risk	Date Risk Reviewed
Category-000-Service Area Code	Cause	Consequence	Risk Owner	Action Owner	Mitigating Action	1 to 5	1 to 5		
ECO-11	Weather too poor to work	Delays and possible costs	British Gas	Debbie Haynes	Get on site in spring	2	3	6	29/10/2013

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Risk Scoring Matrix

Amber Risk Threshold: 8

Red Risk Threshold: 16

Note: All risks below the Amber threshold are classified as Green. If a risk score is equal to or greater than the threshold entered, a risk will be classified as Amber or Red respectively.

Likelihood Score	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

Highest Impact Score

Note: The Overall Risk Score (in this workbook) is calculated by multiplying the Likelihood Score (out of 5) by the Highest Impact Score (out of 5)

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Appendix 3 Equalities Impact Assessment

Service Area: Housing Assets	Section: n/a	Key person responsible for the assessment: Debbie Haynes	Date of Assessment: November 2013	
529 Is this assessment in the Corporate Equality Impact assessment Timetable for 2013?			No	
	Name of the Service/Project to be assessed: Housing Stock Energy Efficiency Improvements		Is this a new or existing project	New
1. Briefly describe the aims, objectives and purpose of the project	This is a project optimising the available Energy Company Obligation (ECO) funding to improve the energy efficiency of the Council's hard to treat housing stock. It prioritises hard to treat homes that attract available funding, but also targets a number of hard to treat homes (system builds) that are 'less fundable'. Levering in external funding enables the Council's investment to go much further and improve			
2. Are there any associated objectives of the project, please explain	The reduction of fuel poverty and associated positive health outcomes			

3. Who is intended to benefit from the project and in what way	<p>Council tenants – by reducing the heat loss from their homes, the homes should be either/both warmer and their energy bills lower.</p> <p>Homes in the 15% most deprived in the country super output areas are being prioritised for funding and therefore work.</p>		
4. What outcomes are wanted from this project? <ul style="list-style-type: none"> • To insulate at least 120 Council homes to Building Regulations standard • To target the homes that are in the most deprived areas and are the hardest to insulate • To provide warmer homes that require less energy to heat • As per above, a knock on outcome would be to reduce fuel poverty and associated poor health outcomes such as winter deaths, respiratory and circulatory illness and mental health problems. 			
5. What factors/forces could contribute/detract from the outcomes?	<p>The removal of the Energy Company Obligation funding which would limit works available</p> <p>Problems with the Surefire Framework agreement (currently awaiting Centrica Board approval)</p>		
6. Who are the key people in relation to the project?	<p>Council housing tenants</p>	7. Who implements the project and who is responsible for the project?	<p>Stephen Clarke – Sponsor Debbie Haynes – Project Manager Nigel Archer – Senior Building Surveyor</p>
8. Could the project have a differential impact on racial groups?		<p>Yes</p>	<p>Statistics show that BME groups in Oxford are more likely to be unemployed and therefore be at home in the day therefore have higher heating bills. This project will positively help them to reduce their energy bills by improving insulation and reducing energy requirements.</p>
What existing evidence (either presumed or otherwise) do you have for this?	<p>Some access will be required for surveys but this is standard for any construction based work.</p>		

9. Could the project have a differential impact on people due to their gender?		No	
What existing evidence (either presumed or otherwise) do you have for this?	Some access will be required for surveys but this is standard for any construction based work.		
10. Could the project have a differential impact on people due to their disability?		Yes	People with a disability or poor health/ old age will be more likely to be in the home, therefore have higher heating bills. This project will positively help them to reduce their energy bills by improving insulation and reducing energy requirements.
What existing evidence (either presumed or otherwise) do you have for this?	NICE Guidance on heating homes 2013 Cold Weather Plan		
11. Could the project have a differential impact on people due to their sexual orientation?		No	
What existing evidence (either presumed or otherwise) do you have for this?	N/A		
12. Could the project have a differential impact on people due to their age?		Yes	People with a disability or poor health/ old age will be more likely to be in the home, therefore have higher heating bills. This project will positively help them to reduce their energy bills by improving insulation and reducing energy requirements.
What existing evidence (either presumed or otherwise) do you have for this?	NICE Guidance on heating homes Old People's Needs Assessment work 2013 Cold Weather Plan		

13. Could the project have a differential impact on people due to their religious belief?		No			
What existing evidence (either presumed or otherwise) do you have for this?	Some access will be required for surveys but this is standard for any construction based work.				
14. Could the negative impact identified in 8-13 create the potential for the project to discriminate against certain groups?		n/a	Please explain No negative impact beyond any construction project. Impacts are positive which is why the project is being carried out. Particularly positive for any vulnerable group who need to spend a lot of time in the home.		
15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason		n/a	Please explain for each equality heading (question 8-13) on a separate piece of paper No, no adverse impact identified.		
16. Should the project proceed to a partial impact assessment		No	If Yes, is there enough evidence to proceed to a full EIA		NO
			Date on which Partial or Full impact assessment to be completed by	N/A	
17. Are there implications for the Service Plans?		No	18. Date the Service Plan will be updated		19. Date copy sent to Equalities Officer in Project, Performance and Communication November 2013

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20. Date reported to Equalities Board:	N/A		Date to Scrutiny and CEB	November 2013	21. Date published	
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Signed (completing officer): Debbie Haynes Signed (Lead Officer) Stephen Clarke

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

Debbie Haynes, Energy Efficiency Projects Officer, Housing Assets/ Environmental Development
 Nigel Archer, Senior Building Surveyor, Housing Assets
 Stephen Clarke, Head of Housing

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To: City Executive Board
Date: 11th December 2013
Report of: Head of HR & Facilities
Title of Report: OXFORD LIVING WAGE INDEXATION

Summary and Recommendations

Purpose of report: To present a method for reviewing the rate of the Oxford Living Wage, and uplifting it accordingly

Key decision? No

Executive lead member: Councillor Bob Price

Policy Framework: Efficient & Effective Council

Recommendation(s):

That the City Executive Board:

- 1) Agree option 3 (as set out in this report) as the basis for determining any increase for the Oxford Living Wage
- 2) Apply any changes in the Oxford Living Wage in April each year following notification of changes to the London Living Wage in the previous November.

Appendices to report:

- Appendix 1: Calculating the Living Wage
- Appendix 2: Risk Register
- Appendix 3: Equalities Impact Assessment

Introduction

- 1 Currently, there is no agreed mechanism for uplifting the Oxford Living Wage, to take account of increases in the cost of living, etc. This paper sets out a proposal to introduce one.

Background

- 2 The Council introduced the Oxford Living Wage in 2009 following a Motion to Council in response to concerns regarding how expensive it is to live and work in the City. Originally the Oxford Living Wage was set at £7.01 per hour. An initial increase was applied to mirror the change in national pay scales in April 2009 (to £7.19 per hour). Further increases were applied as follows:

January 2012 - £8.01

April 2013 - £8.13 (current rate)

- 3 All employees and agency workers are paid the Oxford Living Wage rate or the equivalent rate for the role if higher. All of the Council's key suppliers and sub-contractors (where the contract relates to a construction project) are also required to pay their employees at least the Oxford Living Wage and this is set out within the contract terms. The Council also encourages other city-based businesses and Council suppliers to adopt a similar arrangement and it remains a committed Living Wage employer, having received national accreditation in 2012.
- 4 In terms of the National Living Wage Campaign, there are 2 prescribed methodologies for Living Wage calculations (i.e. the London Living Wage and the National Living Wage – see appendix 1 for a summary). The calculations are complex and are based on a variety of data sources and inputs.
- 5 For information, as part of the 2013 / 2018 pay agreement, attention was given to Oxford City Council lower paid staff meaning that with effect from 1 October 2013, no City Council employee (apart from some previously agreed apprentices) or agency worker earns less than £8.85 per hour (the lowest spinal column point on the lowest grade, grade 3).

Proposals

- 6 Like the National and London Living Wages, on-going payment of the Oxford Living Wage needs to take account of the passage of time and changes in the economy, such as increases in the cost of living. Options to do this are set out below:

Option 1

- 7 Apply the locally agreed cost of living relevant to Council pay to the Oxford Living Wage. However this only reflects what has been agreed for Council pay, and does not take into account the range of dimensions used in the recognised Living Wage calculations.

Option 2

- 8 The Council undertakes our own local economy-based calculations. This would be based on the methodologies adopted by the National Living Wage and London Living Wage campaigns. Given the complexities this process will be resource-intensive and require in-depth research and analysis of the local economy.

Option 3 (recommended)

- 9 Given the drawbacks with the first two options, it is proposed to introduce and maintain a percentage differential between the Oxford Living Wage and the London Living Wage. As such any change in the London Living Wage will be reflected in the Oxford Living Wage

- 10 Prior to November 2013, the rates are as follows:

Wage	Rate	Percentage of LLW
National Living Wage	£7.45	87%
Oxford Living Wage	£8.13	95%
London Living Wage	£8.55	100%

- 11 In November 2013, the rates increased as follows:

Wage	Rate	Percentage of LLW
National Living Wage	£7.65	87%
London Living Wage	£8.80	100%

- 12 Therefore if the Council continued to maintain an Oxford Living Wage at a rate of 95% of the London Living Wage, the revised Oxford Living Wage would be **£8.36** per hour. This could be effective from April 2014 (to allow time for budgeting and implementation) and subsequent increases applied each April thereafter following the (usual) November notification of new rates for the London Living Wage and National Living Wage.

Finance

- 13 The Council has already factored in paying a minimum of £8.85 (with effect from October 2013) i.e. £0.49 per hour above the Oxford Living Wage to its entire staff as part of the 2013/18 pay agreement therefore no adjustment is needed to the medium term financial plan.
- 14 Increasing the Oxford Living Wage to £8.36 will increase Fusions costs by another £36k(i.e. the difference between the sum already budgeted for (£8.13) and this new rate). However, allowing for RPI provisions within the contract Fusion will be required to pick up the substantial element of this. Using October RPI (1.9%) takes Fusion's liability under the contract to £8.28. The actual figure will be based on April RPI.
- 15 Requiring other contractors to further increase their rates of pay is likely to have an increase in future costs of procurement. Currently The Council requires existing suppliers to increase the pay rate of any employee to meet a higher pay rate within an agreed period.

Risk

- 16 A risk assessment is set out in Appendix 2.

Environmental Impact

- 17 There are no environmental impacts to report

Equalities Impact

- 18 An Equalities Impact Assessment is attached at Appendix 3.

Legal Implications

- 19 There are no legal implications to report

Name and contact details of author:-

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Appendix 1 –Living Wage Calculations

Calculating the London Living Wage

The London Living Wage is calculated by the GLA and based on a ‘poverty threshold wage’ plus 15%. This uses a combination of two approaches:

- *An estimate of the costs of a ‘low cost but acceptable’ budget for a selection of households – and calculates a wage required to meet those costs. The calculation reflects ‘a wage that achieves an adequate level of warmth and shelter, a healthy palatable diet, social integration and avoidance of chronic stress for earners and their dependents*
- *Income distribution – which takes the median income in London across 11 household types and takes 60% of it*

The average of these two wages is the ‘poverty threshold wage’. The calculation takes into account means-tested benefits

Calculating the UK Living Wage

The UK Living Wage is calculated annually by the Centre for Research in Social Policy at Loughborough University, drawing on the Minimum Income Standard for the UK. The calculation begins with assessing minimum living costs in the current year, translated into a wage requirement and then consideration given to applying any cap limiting the increase in any one year.

The Minimum Income Standard identifies minimum costs for each of 9 different household types (e.g. single, couple, lone parent, etc.), excluding rent, council tax and childcare (see below) with items identified by members of the public as priced at national chain stores.

Rent, council tax and childcare costs are then factored in. A single living wage is calculated by determining a weighted average across the different household types

Consideration is given to capping any increase as this is considered necessary to make payments affordable.

Appendix 2 – Risk Register & Action Plan – Living Wage Uplift

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/Threat	Risk Description	Risk Cause	Consequence		Date raised	1	5	I	P	I			
HR001	Community impact	T	Benefit of Oxford Living Wage diminished	Not uplifting the OLW to take account of future increases to cost of living, etc.	OLW is worth less adversely impacting income of recipients	19/11/13	5		2	4	1	1	2	4	SMH	
HR002	Council reputation	T	OLW discredited as value diminished	Not uplifting the OLW to take account of future increases to cost of living, etc.	Council reputation impacted as OLW not maintained at an appropriate rate, loss of LW accreditation	19/11/13	5								SMH	
HR003	Selling services	T	OLW reduces the Council's ability to sell services	Paying the OLW means the Council is less competitive when bidding to provide services commercially	Less income	19/11/13	5		3	3	2	2	3	3	SMH	

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Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
HR001	Community impact	SMH	Reduce	Introduce an indexation method to OLW	Agreement (December CEB)	11/12/13		
HR002	Council reputation	SMH	Reduce	Introduce an indexation method to OLW	Agreement (December CEB)	11/12/13		
HR003	Selling services	SMH	Accept	The Council is successfully bidding for work and has already agreed to pay its own staff above the OLW as part of the 5 year pay deal	Agreement (December CEB)	11/12/13		

Appendix 3 - Equalities Impact Assessment – Living Wage Uplift

Initial screening EqIA template

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the **9**protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex, sexual orientation and marriage & civil partnership***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) to seek to ensure equality of treatment towards service users and employees;*
- (b) to identify the potential impact of the proposal or decision upon them.*

The Council will also ask that officers consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **The decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **The duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. The decision maker must be **aware of the needs of the duty.***
- 4. The **impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?*
 - a. **Collection and consideration of data and information;***
 - b. **ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **proper appreciation of the extent, nature and duration of the proposal or decision.***

7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).
 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider
<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>
1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

Living Wage Uplift:

The aims of the policy commitment to an Oxford Living Wage (OLW) are (1) continue with the commitment to pay the Oxford Living Wage, which was originally implemented in April 2009, to recognise that Oxford is an expensive place to live and work, (2) agree to introduce a sensible mechanism to uplift the living wage with an alignment of the Oxford Living Wage to reflect any changes in the broader national economy and to maintain an Oxford rate at an affordable % against the London Living Wage, (3) to assess the likely impact on contractors and to put mitigating actions in place to ensure that they are able to meet a higher pay rate, and (4) to publish a methodology that we might encourage other local employers to adopt as best practice so that the principle of a living wage is not undervalued

It is anticipated that the only direct potential impacts are (1) those on the future costs of procurement rather than on an individual level, and (2) ensuring that adjustment mechanisms to the OLW are applied each April to allow time for budgeting and implementation.

We believe that by being only one of 18 local authorities committed to paying the national living wage (£7.65), and indeed going well beyond this level (to a proposed rate of £8.36 effective from April 2014), the policy has a strong socio economic impact across all protected characteristics recognised under the Equality Act 2010 and might encourage other local employers to follow suit

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

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

The only significant change proposed by the policy is to set the Oxford Living Wage at £8.36, 95% of the London Living Wage level (currently £8.80), to reflect the fact that Oxford is the most expensive place to live outside London.

The proposal to introduce and maintain a percentage differential between the OLW and London Living Wage will reflect an annual cycle and be effective from April in each financial/ calendar year should an uplift be required.

The Council has identified that the biggest single financial impacts will be that the annual costs of the Fusion contract will increase by another £36k (the difference in the uplift from the £8.13 already budgeted for to the new rate of £8.36), and potentially that future costs of procurement might rise. However, it is not anticipated that significant adjustments in the medium term financial plan will be necessary to meet these additional costs.

Note: The Council has already paid considerable attention to its lowest paid staff as part of its five year pay bargaining deal (see excerpt from paragraph 5 in the report below) and is already paying staff above the OLW:

“as part of the 2013 / 2018 pay agreement, attention was given to Oxford City Council lower paid staff meaning that with effect from 1 October 2013, no City Council employee (apart from some previously agreed apprentices) or agency worker earns less than £8.85 per hour (the lowest spinal column point on the lowest grade, grade 3)”

The most significant impacts of paying an OLW are therefore likely to have positive effects on the Council's recruitment and retention, improved staff morale, motivation, productivity and the broader reputational impacts of being an ethical employer, campaigner and community leader.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

The basis for determining and applying any future increase in the OLW will not require wider consultation as it merely appends a current policy commitment reflecting significant leadership as an employer and in terms of our community and wider social responsibilities.

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

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

A risk assessment (Appendix 2) covers the benefits of introducing the uplift for the living wage. No major adjustments are anticipated.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The proposal to introduce and maintain a percentage differential between the Oxford Living Wage and the London Living Wage will be subject to an annual review by the Head of HR and sign offs from Finance and Legal.

To: City Executive Board

Date: 11 December 2013

Report of: Head of Law and Governance

Title of Report: APPOINTMENT TO OUTSIDE BODIES

Summary and Recommendations

Purpose of report: For the City Executive Board to appoint a new council representative to the Susan Kidd charity and the City of Oxford charity.

Key decision? No

Executive lead member: Cllr Bob Price, Board member for Corporate Governance and Strategic Partnerships

Policy Framework: None

Recommendation: That the City Executive Board appoints the following people as council representatives:

Mrs Elizabeth Wade to the Susan Kidd charity for the period 13 December 2013 to 1 June 2015

Cllr Graham Jones to the City of Oxford charity for the period 13 December 2013 to 1 December 2017

Introduction

1. This report requests the City Executive Board to appoint council representatives to two outside bodies, to fill vacancies created from the resignation of Councillor Alan Armitage from Council.

Background

2. In August 2013, Councillor Alan Armitage resigned from Council. Cllr Armitage had been the council representative on two outside bodies – the Susan Kidd charity and the City of Oxford charity.
3. The appointment of council representatives onto outside bodies is an executive function and the purpose of this report is to invite the Board to fill these vacancies.

4. The City of Oxford charity has 6 council representatives that hold the position for 4 years. Current representatives are Councillors Fooks, Coulter, Curran, Sanders and Catherine Hilliard.
5. The Susan Kidd charity has 2 council representatives that sit on the charity for 4 years. The current representative is Catherine Hilliard.
6. To encourage cross-party representation on these two charities the vacancies were offered to the Liberal Democrat group to fill. They have nominated Mrs Elizabeth Wade for the Susan Kidd charity and Cllr Graham Jones for the City of Oxford charity.

Conclusion

7. That the City Executive Board appoints those individuals for the periods specified in the recommendation.

Name and contact details of author:-

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CITY EXECUTIVE BOARD

Wednesday 13 November 2013

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Brown, Cook, Curran, Kennedy, Lygo, Rowley, Seamons and Tanner.

89. APOLOGIES FOR ABSENCE

There were no apologies.

90. DECLARATIONS OF INTEREST

No declarations of interest were made

91. PUBLIC QUESTIONS

There were no public questions.

92. SCRUTINY COMMITTEE REPORTS

The following reports from Scrutiny were submitted (now appended):-

- Oxpens Masterplan Supplementary Planning Document –Adoption
- Waste and Recycling Strategy
- Riverside Land – Acquisition

The reports were taken with the related reports elsewhere on the agenda (minutes 94, 95 and 96 refer).

93. COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

With the agreement of the Chair, Councillor Fooks addressed the Board on the subject of minute 94 (Oxpens Masterplan Supplementary Planning Document). A summary of Councillor Fooks' address is contained in minute 94.

94. OXPENS MASTERPLAN SUPPLEMENTARY PLANNING DOCUMENT

The Head of City Development submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended) on the subject.

The Chair of the Scrutiny Committee spoke to the Scrutiny report. Councillor Fooks addressed the meeting.

The Chair of the Scrutiny Committee said, in summary, that the Committee had generally welcomed the Plan. He referred to the list of items in the report which represented the concerns of some Scrutiny members.

Councillor Fooks expressed concerns about the Masterplan. In summary she felt that it missed the opportunity to achieve a necessary balance between housing and jobs. More housing was needed in the City and the Plan should recognise this. Councillor Fooks also had concerns about traffic impacts.

The Leader said that it was indeed important to get the balance of land uses right. The Plan was illustrative of development but was not firm in terms of the balance of land uses

Resolved to:-

- (1) Adopt the Oxpens Masterplan Supplementary Planning Document as modified in the light of consultation in the form set out in Appendix 5 to the report subject to the ice rink being referred to in Chapter 6 of the Document;
- (2) Endorse the Strategic Environmental Assessment Combined Screening and Scoping Report that formed Appendix 3 to the report;
- (3) Authorise the Head of City Development in consultation with the Board Member to make any necessary editorial corrections to the Supplementary Planning Document prior to final publication.

95. WASTE AND RECYCLING STRATEGY

The Head of Environmental Development submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended) on the subject.

The Chair of the Scrutiny Committee spoke to the Scrutiny report. He referred to the six recommendations in the report and paid tribute to the work of the recycling panel in pre-scrutinising the Waste Strategy report and formulating constructive recommendations.

The Board member commended each of the recommendations to the Board save for recommendation 2 (costing pre-scrutiny and diversion of recyclables from household waste). He considered that not to be financially viable.

Resolved:-

- (1) That the Waste and Recycling Strategy that formed Appendix 1 to the report be adopted as a strategy within the Sustainable Strategy for Oxford policy framework subject to the Waste and Recycling Strategy's Vision making it clear that waste was a resource and a commodity from which the Council could generate income, and that the Council should continually be looking for further opportunities to benefit financially from the waste that the City produced;
- (2) In pursuance of the Strategy, to agree:-

- (a) to provide to the Scrutiny Committee more detailed information on the costing and feasibility for the options that had been considered to recycle food from flats alongside the details of the current capital bid;
- (b) more actively to use the waste enforcement penalties where residents did not present waste in the manner required;
- (c) to investigate, through the Oxfordshire Waste Partnership, local opportunities to reduce excess packaging and the use of plastic bags;
- (d) to take all opportunities to promote the benefits of food waste separation to commercial customers and investigate opportunities to offer incentives to new business customers.

96. RIVERSIDE LAND - ACQUISITION

The Head of Environmental Development and the Regeneration and Major Projects Manager submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended) on the subject.

Resolved to:-

- (1) Approve the acquisition by adverse possession of the strip of land adjacent to Abbey Road as shown on the plan that formed Appendix 1 to the report to allow the Council to regularize mooring on the land;
- (2) Subject to (1) above, to agree limited visitor mooring to the southern section of the acquired land;
- (3) Note the offer of assistance from local residents in the matter of managing and maintaining the riverside land, the subject of the report.

97. FUTURE ITEMS

The Democratic Services Manager said that the draft agenda for the December Board meeting contained ten substantive items.

98. MINUTES

The minutes of the meeting held on 9th October 2013 were approved as a correct record.

The meeting started at 5.00 pm and ended at 5.38 pm

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