

Agenda

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City Executive Board

Date: **Wednesday 12 February 2014**

Time: **5.00 pm**

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

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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

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

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 is one clear working day 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 - 16

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

- Treasury Management – report attached
- Covered Market
- Budget – report attached.
- Educational attainment

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

Lead Member: Councillor Turner Executive Board Member for Finance and Efficiency

Report of the Head of Finance

The report presents the Council's Budget 2014/15 and Medium Term Financial Strategy 2014/15 to 2017/18

The Board is recommended to:-

- (1.) The City Executive Board is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget and recommend that Council:-
 - a) approves the Council's General Fund Budget Requirement of £24.023 million for 2014/15 and an increase in the Band D Council Tax of 1.49% or £4.00 per annum as set out in Table 8 and Appendices 1-3, representing a Band D Council Tax of £272.19 per annum, subject to any alternative recommendation necessitated by the Secretary of State's determination as explained in paragraphs 6-10 below;
 - b) approves the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit) as referred to in paragraph 44;
 - c) approves the Housing Revenue Account budget for 2014/15 as set out in Appendix 4 and an increase in average dwelling rent of 5.42% representing £5.25 per week and taking the annual average rent to £102.08 as set out in Appendix 5;
 - d) approves the Capital Programme for 2014/15 -2017-18 as set out in Appendix 6;
 - e) approves the Fees & Charges schedule as set out in Appendix 7 and;
 - f) approves the changes to the level of exemptions and discounts on empty homes and unoccupied properties as outlined in paragraph 44
- (2.) The City Executive Board is also asked to adopt a retail relief scheme for business rates on the terms set out in Paragraph 19 and to delegate the authority to administer the Retail Relief Scheme to the Head of Customer Services in conjunction with the Section 151 Officer

7	CORPORATE PLAN 2014-18 - OUTCOME OF CONSULTATION - PLAN ADOPTION	151 - 216
	<p>Lead Member: Councillor Price Executive Board Member for Corporate Governance and Strategic Partnerships</p> <p>Report of the Head of Policy Culture and Communications</p> <p>The report explains the consultation on the Corporate Plan 2014-2018</p> <p>The Board is asked to:-</p> <ol style="list-style-type: none"> (1) Agree copy and targets, amended in the light of consultation for the Corporate Plan 2014-2018; (2) Recommend that Council agrees the Corporate Plan 2014-2018; (3) Delegate authority to the Head of Policy, Culture and Communications to make minor textual amendments where necessary, in preparation for formal publication of the Corporate Plan 2014-2018. 	
8	TREASURY MANAGEMENT STRATEGY 2014/15	217 - 242
	<p>Lead Member: Councillor Turner Executive Board Member for Finance and Efficiency</p> <p>Report of the Executive Director Organisational Development and Corporate Services</p> <p>The report presents the Treasury Management Strategy for 2014/15 with the prudential indicators for 2014/15 – 2017/18.</p> <p>City Executive Board is asked to recommend that Council:</p> <ol style="list-style-type: none"> 1. Approve the Treasury Management Strategy 2014/15, and the treasury prudential indicators at paragraphs 13 – 28; 2. Approve the Investment Strategy for 2014/15 and the detailed investment criteria as set out in paragraphs 29 – 48 and appendix 1, including the changes highlighted in paragraph 9; 3. Adopt and approve the Prudential Indicators and limits for 2014/15 to 2017/18 as set out in paragraphs 50-51 and Appendix 2 below; 4. Approve the Minimum Revenue Provision (MRP) statement at paragraphs 18 – 28 which sets out the Council's policy on repayment of debt. 	

9	COMMUNITY AND VOLUNTARY ORGANISATIONS - GRANT ALLOCATIONS 2014/15	243 - 282
	<p>Lead Member: Councillor Curran Executive Board Member for Youth and communities, Councillor Brown Executive Board Member for Benefits and Customer Services</p> <p>Report of the Head of Leisure, Parks and Community Services, and the Head of Customer Services.</p> <p>The report recommends the allocation of grants to community and voluntary organisations for 2014/15.</p> <p>Subject to Council subsequently agreeing the grants budget for 2014/15 as set out in Table 1, City Executive Board is recommended to:-</p> <ul style="list-style-type: none"> (1) Approve the recommendations for the commissioning programme as listed in Appendix 1. (2) Approve the recommendations as amended and listed in Appendix 2 for the Arts and Culture commissioning theme. (3) Approve the recommendations for the applications received to the grants 2014/15 open bidding programme as set out in Appendix 3. 	
10	COVERED MARKET STRATEGY	283 - 308
	<p>Lead Member: Councillor Cook Executive Board Member for City Development</p> <p>Report of the Regeneration and Major Projects Team Manager</p> <p>The report presents the recommendations made for the Covered Market by the Retail Group, and the proposed development of an action plan.</p> <p>The Board is recommended to:-</p> <ul style="list-style-type: none"> (1) Note the consultants' recommendations and the responses to the public consultation on the consultants' report; (2) Instruct the officers to prepare a detailed costed action plan and programme; (3) Endorse the appointment of an interim market manager, subject to the approval of the Council's draft consultation budget. 	

11 TOWN HALL STRATEGY

309 - 334

Leader Member Councillor Price Executive Board Member for Corporate Governance, Strategic Partnerships and Economic Development

Report of the Head of HR and Facilities.

The report presents a strategy aimed at ensuring that the Town Hall remains at the centre of civic and cultural life in the City, but on a more financially sustainable basis.

City Executive Board is asked to:-

- (1) Note progress on the operational plan and the commissioning of an options appraisal for future utilisation of the Town Hall;
- (2) Agree the proposed opening times at set out in Section 4;
- (3) Agree the charging arrangements set out in Section 5 of the report;
- (4) Agree the changes to the budgeted income as set out in the table in Section 6 of the report

12 LEISURE FACILITIES DEVELOPMENT AND MANAGEMENT CONTROL - REVIEW

335 - 342

Lead Member: Councillor Rowley Executive Board Member for Leisure Services

Report of the Executive Director Community Services

The report asks the Board to consider an extension of the current leisure management contract.

The Board is recommended to:-

- (1) Agree that the contract for the development, management and operation of the City's leisure centres with Fusion Lifestyle be extended for a five year period to April 2024;
- (2) Delegate authority to the Director of Community Services to conclude negotiations and complete the necessary contract arrangements

13	ROSE HILL COMMUNITY CENTRE DEVELOPMENT - NEXT STEPS	343 - 346
	<p>Lead Member: Councillor Turner Executive Board Member for Finance and Efficiency</p> <p>Report of the Head of Leisure, Parks and Communities, and the Service Manager for Regeneration and Major Projects.</p> <p>The report requests delegated authority to award the construction contract for Rose Hill Community Centre.</p> <p>The Board is recommended to:-</p> <ul style="list-style-type: none"> (1) Approve the project to progress the construction of a new community hub in Rose Hill; (2) Grant authority to the Executive Director 	
14	RED BRIDGE WASTE RECYCLING CENTRE	347 - 356
	<p>Lead Member: Councillor Turner Executive Board Member for Finance and Efficiency</p> <p>Report of the Regeneration and Major Projects Team Manager</p> <p>The report seeks approval to enter into an agreement with Oxfordshire County Council, whereby the County Council agreed it will not be able to activate the annual rolling break clause, and will be committed to operating the waste recycling centre for a period of 5 years as part of an agreement concerning outstanding rent reviews.</p> <p>It is recommended to the Board that:-</p> <ul style="list-style-type: none"> (1) The Council enters into an agreement with Oxfordshire County council whereby a rent of £20,000 per annum is agreed in respect of the review due on December 2011, and that they earlier outstanding reviews are not pursued by the City Council. <p>This is on the basis that the County Council agreed it will not activate the annual rolling break, and will be committed to operating the waste recycling centre for a period of five years from the date of the agreement, unless an alternative site approved by the City Council is located and made operational.</p>	

15	EDUCATIONAL ATTAINMENT PROGRAMME - PROGRESS	357 - 364
	<p>Lead Member: Councillor Kennedy Executive Board Member for Crime and Community Safety</p> <p>Report of the Head of Policy Culture and Communications</p> <p>The report presents to the Board an update on the progress of the educational attainment programme.</p> <p>The Board is asked to note the progress outlined in the report.</p>	
16	FUTURE ITEMS	
	<p>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.</p>	
17	MINUTES	365 - 368
	<p>Minutes of the meeting held on 22nd January 2013</p>	
18	MATTERS EXEMPT FROM PUBLICATION	
	<p>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.</p> <p>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.</p>	
	<p style="text-align: center;"><u>PART TWO</u></p> <p style="text-align: center;"><u>MATTERS EXEMPT FROM PUBLICATION</u></p>	
19	LEISURE FACILITIES	369 - 430
	<p>This paper contains two not for publication appendices to the report at agenda item 12</p>	

It contains information concerning the current leisure contract.

The public interest in maintaining the exemption from publication is in order not to compromise commercially sensitive information

20 REDBRIDGE WASTE RECYCLING CENTRE

431 - 434

This paper contains a not for publication appendix to the report at agenda item 14

It contains information concerning rent reviews.

The public interest in maintaining the exemption from publication is in order not to compromise commercially sensitive 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: 12th. February 2014

Report of: The Scrutiny Finance Panel

Title of Report: Treasury Management Strategy 2014/15

Summary and Recommendations

Purpose of report: To report the comments and recommendations of the Scrutiny Finance Panel on the proposed Treasury Management Strategy for 2014/15.

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

To include a commentary on Community Infrastructure Levy income and spending within the Treasury Management Strategy.

Recommendation 2

To adjust the reporting of Prudential Borrowing between internal and external borrowing.

Recommendation 3

To provide for the Scrutiny Committee in March information on the risks and opportunities presented by the upward trend of accumulated balances within the HRA.

Recommendation 4

To keep under review provisions reflecting increasing and reducing property values and report to the Scrutiny Committee the “triggers” for a change in the current approach.

☐

Introduction

1. The Scrutiny Finance Panel considered proposals for the Treasury Management Strategy 2014/15. They were supported in their debate by Nigel Kennedy and Angela Turner; the Panel would like to thank them for their time and advice.
2. The Panel is happy overall with the proposed Strategy but would like to see a few changes in the presentation of data to enhance clarity and understanding. These are detailed below.

Conclusions and Recommendation

3. The Panel discussed the effects of the Community Infrastructure Levy (CIL) within the Capital Programme and the Treasury Management Strategy. The Panel heard that amounts likely to be raised were not clear but are expected to increase slowly from 14/15. There is a list of projects (1,2,3 List) but this is left out of the Capital Programme because money will come directly from CIL and not impact on the budget for other schemes. In the interests of transparency and understanding the Panel wishes to see CIL reflected in the Treasury Management Strategy.

Recommendation 1

To include a commentary on Community Infrastructure Levy income and spending within the Treasury Management Strategy.

4. The Panel wishes to see Cash Reserves used in the most effective way and have received a number of assurances that Prudential Borrowing, whilst approved, is only used in a limited number of circumstances. In the interests of clarity and understanding the Panel wishes to see the reporting on Prudential Borrowing split between internal and external borrowing.

Recommendation 2

To adjust the reporting of Prudential Borrowing between internal and external borrowing.

5. The Panel discussed the accumulating cash balances within the HRA and understood proposals over the life of the proposed Medium Term Financial Strategy to spend these. The Panel noted that despite these plans projections for cash balances is upwards. The Panel wishes to receive advice on the risks and opportunities associated with this.

Recommendation 3

To provide for the Scrutiny Committee in March information on the risks and opportunities presented by the upward trend of accumulated balances within the HRA.

6. The Panel welcome the current investment in property funds and the intent to increase these over the coming year. The approach for the management of risk associate with this is prudent but the Panel note that no provision for the benefit of increased property values has been made in our accounts or conversely the potential reduction in property values. As investments increase the panel wishes to see this approach kept under review.

Recommendation 4

To keep under review provisions reflecting increasing and reducing property values and report to the Scrutiny Committee the “triggers” for a change in the current approach.

Comments from the Board Member

7. Recommendation 1 – it is too early to state the level of CIL that the Authority will receive as this only commenced in October. There will be a further report to CEB and Council during the year on this including a programme of works to be added to the Capital Programme. However, the source of funds is not an issue for the TM Strategy.
8. Recommendation 2 – Internal and External borrowing can be derived from the ‘Net borrowing compared to CFR’ prudential indicator, this can be found at para 72 in the Treasury Management Strategy report. This shows that the Councils total Gross borrowing is £202,257k and the CFR (underlying need to borrow) is £218,108k, the difference of £15,851k is the element of borrowing that is internal. Clearer labelling can be provided in future.
9. Recommendation 3 – the details of the risks and opportunities of increased cash balances will be covered in the year end report that will be submitted to scrutiny,
10. Recommendation 4 – Agreed. The finance team are monitoring the property funds on a monthly basis, and will account for any increase/decrease in the portfolio at year end. These details will be included in the year end report which will be submitted to scrutiny.

Name and contact details of author:-

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Service Area: Law and Governance
Tel: 01865 252191 e-mail: phjones@oxford.gov.uk

List of background papers: None

Version number: 1

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To: City Executive Board

Date: 12th. February 2013

Report of: Scrutiny Finance Panel

Title of Report: Consultation Budget and Medium Term Financial Strategy 2014 – 2018

Summary and Recommendations

Purpose of report: To present the conclusions and recommendations of the Scrutiny Budget Review Group (RG) on the Consultation Budget and Medium Term Financial Strategy 2014-2018

Key decision? No

Scrutiny Lead Member: Councillor Simmons

Executive Lead Member: Councillor Turner

Policy Framework: The Councils Corporate Plan and Budget

Recommendations

That City Executive Board says if it agrees or disagrees with the following recommendations.

Recommendation 1

To welcome the changes in the methodology for calculating contingencies for the non-achievement of savings, efficiencies and income and change the ratings as proposed in the tables shown within this report. Given the high level of contingencies, we recommend leaving the overall total as currently proposed in the budget.

Board Member – Agreed

Recommendation 2

To adjust the budget as follows:

- **Remove the £110k pressure for additional waste disposal costs because the Head of Service is no longer expecting these to be incurred.**

Board Member - County officers put forward this as a proposal to charge for waste disposal from schedule 2 properties (halls of residence) a while ago although this did not appear in the County Council Budget Consultation. Since this time however information has not readily been forthcoming as to whether this proposal is still to go forward. At this point in time it seems prudent to allow for such a charge

- **To add an additional saving line for Housing and Property of £35k for supplies and services which we understand is possible in addition to the higher risk savings already identified.**

Board Member – Agreed

- **To add an amount of at least £25k to the new investment “Low Carbon Oxford” budget line which is currently empty.**

Board Member - There is currently provision within the councils 2013/14 base budget for £25k to the low carbon hub and an additional £25k is proposed to be added. No further budget provision is thought necessary

- **To reinstate at least half of the total of deleted community development grants to provide confidence that there is funding available for new initiatives in 14/15.**

Board Member – Agreed

- **To keep under review the expected self-financing of the Design Review Panel.**

Board Member – Agreed

Recommendation 3

For City Executive Board to ask the Chief Executive to set a clear process, criteria and expectation for invest to save bids and challenge the organisation to be more imaginative in this area.

Board Member – Agreed

Recommendation 4

That investment is made in a market analysis of trading opportunities and the skills needed to take advantage of these. For the Trading Group to use this information to refocus the Council's trading and investment work.

Board Member - Agreed – will need some cash though!

Recommendation 5

That the impact of budget proposals on jobs is set within agreed criteria and then reconsidered within this MTFS.

Board Member - Not agreed. Job losses with the exception of the admin review (which was an oversight) have been included within MTFP – amendment will be made to final budget proposals

Recommendation 6

The reporting and control of post reductions is reconciled more effectively to provide an accurate picture of the effects of budget changes in our establishment now and for the future.

Board Member – Agreed

Recommendation 7

That a strategic “health check” is provided to ensure that the staff skill and experience level across the whole authority is maintained at high levels. For this to be reported at the beginning of each year.

Board Member - Not agreed. Job losses with the exception of the admin review (which was an oversight) have been included within MTFP – amendment will be made to final budget proposals

Recommendation 8

To express concern at the absence of good quality outcome monitoring from the Council’s investment in Youth Activities. To note that some better quality information is expected but, as this programme goes into its third year, to require this before the end of 13/14.

Board Member - Partially agree. This is an area officers have recognised needs to be improved going forward, and will seek to develop for 15/16

Recommendation 9

That the Council to take the Council Tax Freeze Grant should the Council Tax increase referendum trigger be set below 1.49%.

Board Member - Not agreed - As this would erode the base and reduce C Tax on an on-going basis I would not support

Recommendation 10

That the prudent approach to the likely withdrawal of Revenue Support Grant is applied to the Housing Benefit Administration Grant and judgements are made and reflected in the budget of the likely loss of some grant between 15/16 and 17/18.

Board Member – The grant is a specific grant unlike RSG which is un-

ring fenced. The grant will ultimately go down with the reduction in benefit workload over the next 4 years although the profiling of this is uncertain. The assumption in the plan is that we will reduce our spend in the same profile as we lose grant. I am not inclined to change this but note the comments.

Recommendation 11

During the coming year to reappraise the current and likely trends within homelessness and related issues, to provide a clearer view of the capital and revenue effects and the need for and scale of reserves.

Board Member – Agreed

Recommendation 12

To review procurement within the Capital Programme to remove some risk and ensure value for money. In particular to consider the merits of Framework Contracts.

Board Member - Not agreed. The Council already use framework contracts where they are available. However, slippage within the Programme is generally not procurement related, but rather an issue of project and programme management. Officers are currently reviewing procedures around this to improve delivery.

Recommendation 13

As investment with property funds increase to keep under review the need for provisions in the accounts for increases and reductions in property values.

Board Member - Agreed

Introduction and Background

1. The Budget Review Group (RG) this year consisted of Councillors, Simmons, Fooks, Fry and Darke with Councillor Simmons taking the lead. The RG would like to thank officers and members for their help and co-operation and hope that members find their comments and recommendations helpful.
2. The RG did not set any specific lines of inquiry instead decide to gather information around a set of questions based on testing robustness and some of the underlying principles used in framing proposals.
3. Available to the RG were the papers making up the Consultation Budget alongside extra data provided at the request of the RG to aid their scrutiny process. The list of questions and replies is available on request from:

Pat Jones – Principal Scrutiny Officer

Email: phjones@oxford.gov.uk
Tele: 01865 252191

4. The RG would like to congratulate the organisation and members on the continued excellent delivery of the budget. At a time of severe challenge for Local Authorities it was pleasing to see a budget balanced for 4 years with few service reductions and new and continued investment in important services.
5. The RG would like to thank in particular Finance Officers for good quality information and clear explanations.

Conclusions and recommendations

Adjustments to Risk Ratings

6. The RG was pleased to see the adjustments in the methodology used to set contingencies against the non-achievement of savings. The RG wishes to see some adjustments made to the risk ratings to help focus the organisation's efforts on delivering the MTFS. However, despite the agreed methodology, we consider the level of contingencies to be such that no overall change in the amount set aside needs to be made.
7. In particular, we would draw members' attention to the expectations set for increases in Town Hall income which despite a considerable shortfall this year was given no risk rating in the budget papers.

Environmental Development

Budget Line	Comment	Current Risk Rating	Suggested Risk Rating
12 15/16 £45k	This proposes to provide efficiency by charging for proactive work across the private rented sector. The RG heard that this relied on a change in legislation.	M	H

Regeneration and Major Projects Team

Budget Line	Comment	Current Risk Rating	Suggested Risk Rating

2 14/15 £365k	This is an increase in Commercial lease income agreed in the budget last time. The RG heard that this was subject to lease negotiations and therefore felt the low risk status was insufficient	L	M
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Housing and Property

Budget Line	Comment	Current Risk Rating	Suggested Risk Rating
7 15/16 £300k	This review of assets was agreed in the last budget and was confirmed as the purchase of a long lease in St. Aldates Chamber providing savings on rental income. The RG heard that this was still subject to a number of factors and felt the low risk status was insufficient.	L	M

City Development

Budget Line	Comment	Current Risk Rating	Suggested Risk Rating
8 14/15 £14k	Increase in Planning income. The Executive Director advised the RG that he was confident of achieving this increase income. The RG felt that the high risk rating therefore overstated the position.	H	L

Human Resources and Facilities

Budget Line	Comment	Current Risk Rating	Suggested Risk Rating
13 14/15 £25k	The RG were provided with information on the difficulties of achieving the Town Hall income target. This budget line represents a £25k expected shortfall in income this year. The RG felt that given the uncertainty in this area this short fall should be risk rated.	None	M

Recommendation 1

To welcome the changes in the methodology for calculating contingencies for the non-achievement of savings, efficiencies and income and change the ratings as proposed in the tables above. To leave the overall total as currently proposed in the budget.

Adjustments to Savings and Pressures

8. After discussions with Officers the RG wishes to highlight a number of additional savings and adjustments for consideration within the budget.

- **Direct Services - £110k 14/15** for additional waste disposal cost and a potential legal challenge from the City Council in light of this. This represents potential costs that may be levied by the County Council as the Waste Disposal Authority. The Head of Service said that because of a letter from the Government Department clarifying the position he now expected regulation to be changed in our favour and did not expect to have to make a legal challenge. On this basis the RG feel the pressure is not needed.
- **Housing and Property - £36k 14/15** to reduce a post in allocation because of an expected drop off in applications and administration. The Head of Service outlined that the pressure had been marked as high risk but he was confident it could be made. The alternative was that the money could come from supplies and services without any detrimental effect. Given that the efficiency has a 40% contingency against it with a realitivy high confidence level the RG wishes to add to the supplies and service saving offered as an alternative to the efficiencies at £36k for 14/15.
- **Environmental Development –Low Carbon Oxford.** This new investment has no money set against it across the 4 years of the MTFS. The RG assumes this is an error that needs adjustment.
- **Communities and Neighbourhoods – £110k 14/15** service reduction as a consequence of the realignment of community development budgets. During questioning sessions the RG heard that this was the removal of grant streams aimed at Social Inclusion £50k, Older People’s Isolation £50k and Home Share 10k. To replace this officers have been asked, during 14/15, to come forward with new options to support the development of community initiatives for consideration by the City Executive Board. The RG thought this arrangement was sensible but felt it reasonable to assume that new “community initiatives” would require some funding and so to delete the whole budget was not prudent or likely to allow delivery of the intention.
- **City Development – Planning Design and Review Panel.** The Budget allows for a £50k investment to set up this Panel with it

becoming self-financing by the end of 16/17. It was not clear to the RG that the self-financing element of this new investment was deliverable and so would like it kept under review.

Recommendation 2

To adjust the budget as follows:

- **Remove the £110k pressure for additional waste disposal costs because the Head of Service is no longer expecting these to be incurred.**
- **To add an additional saving line for Housing and Property of £35k for supplies and services which is available to replace a saving that is very likely to be achieved.**
- **To add an amount of at least £25k to the new investment “Low Carbon Oxford” budget line.**
- **To reinstate at least half of the total of deleted community development grants to provide confidence of funding for the expected new initiatives in 14/15.**
- **To keep under review the expected self-financing of the Design Review Panel.**

Invest to Save and Trading

9. When considering the budget overall the RG was disappointed to see so few “invest to save bids”. The Council has a large budget delivering a range of complex services and support services and to see only 6 relatively small scale bids in the revenue budget does not reflect the drive articulated by the Council. The RG accepts that some larger scale “invest to save” projects have been delivered e.g. Offices for the Future, and that others require capital investment and long pay back periods which may bring about a reluctance to bring them forward. However as efficiencies are taken the opportunities to reduce budgets have to be considered more creatively and invest to save must be seen as a significant contribution to this. In discussion with the Chief Executive the RG was satisfied that current process do not include any unreasonable conditions so would challenge managers to be more proactive in this area.
10. The RG were impressed with the trading position and ambition in Direct Services. The Executive Director outlined the work of the Trading Group to engage the whole Council and the very varied results of this. As budgets become increasingly dependent on income and to some degree income from trading the RG wishes to be sure that the Councils “whole Council” approach is likely to produce the best results. The RG would like to see investment in a market analysis of trading opportunities and the skills needed to deliver on these to produce a more focused approach.

Recommendation 3

For City Executive Board to require the Chief Executive to set a clear process, criteria and expectation for invest to save bids and challenge the organisation to be more imaginative in this area.

Recommendation 4

Investment is made in a market analysis of trading opportunities and the skills needed to take advantage of these. For the Trading Group to use this information to refocus the Council's trading and investment work.

Post Reductions

11. The budget details the number of posts to be reduced, and in some cases increased, related to the various adjustments to service budgets over the life of the MTFS. In discussions with officers it was clear that the reporting of this was not consistent across the Council and the numbers could not therefore be relied upon. Of particular concern are the post reductions that relate to larger projects that are yet to be articulated in detail. It was obvious that posts would be lost but in one instance the scale of this loss had not been estimated at all giving the impression of no post reductions. This needs to be improved on and the RG would like to see all these estimates reviewed around agreed criteria.
12. The RG went on to consider information on the movement in post numbers from 2010 to date and for the same period posts lost by grade and length of service. There were slight timescale adjustments needed but overall an immediate observation of the information was that during the period when the highest numbers of posts were lost established posts increased the most. The picture from this data and budget information for this period overall suggests that reporting and control of post loss needs to be reconciled more effectively to provide an accurate picture of the effects of budget changes in our establishment now and for the future.
13. The reduction of post numbers is more than a quantitative exercise. The RG want to be sure that the organisation both at operational and strategic level ensure that the loss of posts does not undermine the skill and experience levels needed to deliver services effectively. Given the economic climate, the RG also wanted to ensure that the impact on jobs and skills was a material consideration during the budget-setting process. It was not clear that this "health check" happens at a strategic level and the RG would like to see this change.

Recommendation 5

That the impact of budget proposals on jobs is set within agreed criteria and then reconsidered within this MTFS.

Recommendation 6

The reporting and control of post reductions is reconciled more effectively to provide an accurate picture of the effects of budget changes in our establishment now and for the future.

Recommendation 7

That a strategic “health check” is provided to ensure that the staff skill and experience level across the whole authority is maintained at high levels. For this to be reported at the beginning of each year.

New and On-going Investments

14. The RG considered data on a number of the Council's on-going investments with the aim of reviewing the value being derived from spending, particularly in areas not traditionally the responsibility of District Councils. The RG wishes to highlight the investment in Youth Activities of £240k per year which in 14/15 will be going into its third year. The outcome data provided was set around the number of young people engaged with rather than the outcomes for those young people. Some additional case studies were provided but these did not effectively add to clear outcome monitoring. The RG wishes to express concern at the lack of evaluation of the outcomes for young people, particularly in our deprived areas and would like to see focus and monitoring of outcomes improved.

Recommendation 8

To express concern at the absence of good quality outcome monitoring from the Council's investment in Youth Activities. To note that some better quality information is expected but, as this programme goes into its third year, to require this before the end of 13/14.

Grants

15. The RG noted the changes in the Council Tax Freeze Grant for previous years and the lack of clarity on the Council Tax increase referendum trigger. Given the Government decision to roll the Council Tax Freeze Grant into the base the RG would recommend that Council take the Freeze Grant should the referendum trigger be set below 1.49%.
16. The decision to withdraw RSG within the budget by 20/21 was discussed by the RG. Officers advised that this was a judgement that had been made based on the Government's actions and statements, it is better to plan than react. Opinions on the necessity of this proposal varied but all agreed that if this very cautious approach is to be taken it should be applied consistently. The RG noted that the Housing Benefit Administration Grant (HBAG) of £975k has been allowed for throughout the MTFS despite the likelihood of some of it being lost during this period. The RG believe a consistently prudent approach should be taken to HBAG and the same judgements made

and reflected in the budget of the likely loss of some grant between 15/16 and 17/18.

Recommendation 9

That the Council to take the Council Tax Freeze Grant should the Council Tax increase referendum trigger be set below 1.49%.

Recommendation 10

That the prudent approach to the likely withdrawal of Revenue Support Grant is applied to the Housing Benefit Administration Grant and judgements are made and reflected in the budget of the likely loss of some grant between 15/16 and 17/18.

Homelessness

17. The RG is pleased to see the support for preventing homelessness, previously a ring-fenced grant and now provided within formula grant, kept in the budget at previous levels. The RG discussed with officers the provision of £10m to purchase properties to add to available temporary accommodation. Officers said that the surge in the need for this accommodation was not materialising in quite the way expected so consideration was being given to how best to use this accommodation. One option was to use the properties to replace temporary accommodation currently provided in the private rented sector. The RG could see a number of benefits to this in terms of housing management but it seemed likely that the spending of this capital amount and the delivery of revenue savings from this may need recasting to reflect the most up to date decisions and judgements.
18. This is an area of uncertainty and hence high risk with some expected outcomes not materialising and changing factors and timescales producing added complexity. There is a large earmarked reserve of £1m in the budget and the RG would like to see a reappraisal of the risks and budget lines over the coming year to ensure the most prudent and reasonable allowances are made going forward.

Recommendation 11

During the coming year to reappraise the current and likely trends within homelessness and related issues, to provide a clearer view of the capital and revenue effects and the need for and scale of reserves.

Capital Programme

19. The Council's Capital Programme is large and highlighted as a significant risk. The RG note the on-going slippage within the programme and would like to see a review of procurement in this area in an effort to remove some of the risk, improve project management and maximise value for money. In particular the RG

would like to see an appraisal of the use of Framework Contracts as a method of improving the quality of delivery.

Recommendation 12

To review procurement within the Capital Programme to remove some risk and ensure value for money. In particular to consider the merits of Framework Contracts.

Treasury Management

20. The RG welcome the investment in property funds which delivers significantly better returns for our increasing cash reserves. No provision is currently made in the accounts for the potential loss or increase in property values and the RG agree that at the current level of investment this is reasonable. As investments increase the RG wish to see this kept under review.

Recommendation 13

As investment with property funds increase to keep under review the need for provisions in the accounts for increases and reductions in property values.

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List of background papers:

Version number: 2

To: City Executive Board

Date: 12th February 2014

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 recommendation to Council

Key decision Yes

Executive lead member: Councillor Ed Turner

Policy Framework: The Council's Corporate Plan

Recommendation(s): 1. The City Executive Board is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget and recommend that Council:

- a) approves the Council's General Fund Budget Requirement of £24.023 million for 2014/15 and an increase in the Band D Council Tax of 1.49% or £4.00 per annum as set out in Table 8 and Appendices 1-3, representing a Band D Council Tax of £272.19 per annum, subject to any alternative recommendation necessitated by the Secretary of State's determination as explained in paragraphs 6-10 below
- b) approves the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit) as referred to in paragraph 44
- c) approves the Housing Revenue Account budget for 2014/15 as set out in Appendix 4 and an increase in average dwelling rent of 5.42% representing £5.25 per week and taking the annual average rent to £102.08 as set out in Appendix 5
- d) approves the Capital Programme for 2014/15 -2017-18 as set out in Appendix 6;
- e) approves the Fees & Charges schedule as set out in Appendix 7 and
- f) approves the changes to the level of exemptions and discounts on empty homes and unoccupied properties as outlined in paragraph 44

2. The City Executive Board is also asked to adopt a retail relief scheme for business rates on the terms set out in Paragraph 19 and to delegate the authority to administer the Retail Relief Scheme to the Head of Customer Services in conjunction with the Section 151 Officer.

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 Equalities Impact Assessment

INTRODUCTION

- 1 This report reflects the outcome of the consultation on the draft budget as agreed by City Executive Board at its meeting on 11th December 2013 as well as changes which have arisen since the consultation budget was published.
- 2 The consultation on the draft budget began on 20th December 2013 and ended on 31st January 2014. The consultation document was available on the Council's website and a shortened version of the survey was published in the Oxford Mail on 7th January 2014. Paper copies were also available at the Town Hall.
- 3 For ease of reading; the report is split into three sections :
 - Section A General Fund Revenue Budget
 - Section B Housing Revenue Account (HRA) Budget
 - Section C Capital Programme

Section A – General Fund Revenue Budget

- 4 Since the publication of the Consultation Budget a number of key issues have arisen which affect the budget and these are summarised below:

Provisional Local Government Finance Settlement 2014-15

- 5 The Government published its provisional Finance Settlement for 2014/15 and the illustrative 2015-16 Local Government Finance Settlement on 18th December, subject to a consultation period ending on 15th January 2014.

The key points include:

- A further reduction in Revenue Support Grant of 1.73% to allow for the further reduction in Departmental Expenditure announced in the Chancellor's 2013 Budget Statement.
- Capping the small business rates multiplier at 2% instead of increasing the rateable value by RPI (3.2%) as in previous years. A similar percentage is applied to the tariffs, top ups and baseline funding leading to a reduction in the Settlement Funding Assessment.
- Holding back £95 million of Revenue Support Grant nationally to fund Retained Business Rate safety net payments to make up a shortfall in funding from levy payments made by authorities.
- Removing the amount of £100 million held back from Revenue Support Grant to fund capitalization issues in order to fund the shortfall in Retained Business Rate safety net payments, additional funding for rural authorities and the Efficiency Support Grant

Council Tax Freeze Grant for 2014/15 and 2015/16 and Impact of Referendum Level

- 6 Within the Provisional Finance Settlement reference was made to 'Keeping the council tax down' and changes in freeze grant allocation methodology. From April 2014 onwards freeze grants given to eligible authorities for 2011/12 and 2013/14 as well as 2014/15 and 2015/16 will be included within the spending review baseline and will therefore be on-going. This will prevent the 'cliff edge' effect from the freeze grant disappearing in future years.
- 7 On 15th January 2014 local authorities were advised that those authorities which freeze or reduce their basic amount of council tax in 2014/15 compared to 2013/14 will be eligible to receive a grant equivalent to a 1% council tax increase in 2014/15.
- 8 **"Excessive" Council Tax increases** – Successive governments have reserved the right to limit increases in council tax. In recent years the coalition Government has required any billing or precepting authority which set an 'excessive' Council Tax to hold a referendum. In 2013/14 'excessive' was deemed to be 2% rise. The costs of re-billing within the City are estimated at around £100k. The costs of a city wide referendum are also in the region of £100k.
- 9 The Government has yet to declare what they judge to be an 'excessive' Council Tax increase for 2014/15 and therefore it is impossible to say whether the recommendation to Council to increase Council Tax by 1.99% would trigger a referendum. There is some speculation that the figure will be announced the first week in February and that it could be as low as 1.5% or even 1%.
- 10 Table 1 below illustrates the impact of reducing the Council Tax level from the 1.99% increase included in the Consultation Budget:

Table 1 : Financial Implications of council tax increases			
Percentage increase in council tax	Change in Council tax income to consultation budget	Freeze Grant	Net (Loss)/Gain per annum
%	£000's	£000's	£000's
0	(222)	111	(111)
1	(111)	0	(111)
1.5	(55)	0	(55)
1.99	0	0	0

It is financially prudent to set the council tax below the level of 'excessive council tax', as this avoids the uncertainty and additional costs created by holding a referendum. Should the threshold be set at 1.5% then at this rate it would be prudent to increase council tax by 1.49% and turn down the freeze grant, since the council would enjoy the benefit from additional income of £55k per annum; this would also be in line with consultation feedback suggesting support for a modest increase in council tax in return for safeguarding services. At 1% it would be financially prudent to accept the freeze grant and freeze council tax since the net gain in income to the council is the same. It should be noted that, even though freeze grant may be included in "baseline" funding, overall funding is expected to be eroded in future years, and so this may be less benefit to the Council than additional council tax income.

Notwithstanding the deliberations on the 'excessive Council Tax' the figures presented in this report are based on 1.49% for 2014/15. In the following years the assumptions have been revised down to 1% for the remainder of the plan. A modest increase in council tax, at around the level of inflation, would be preferable, but continued – and possibly tightening – central government restrictions are anticipated and it is therefore prudent to budget for these.

Revenue Support Grant

- 11 Revenue Support Grant figures for 2014/15 and 2015/16 were broadly in line with those announced by the Government in the Local Government Finance Settlement Technical Consultation in July 2013. The changes to the figures subsequently included in the Consultation Budget are included in Table 2 below :

Table 2 Change In Revenue Support Grant since Consultation Budget				
	2014/15	2015/16	2016/17 Est	2017/18 Est
	£000's	£000's	£000's	£000's
Consultation Budget	5,657	3,811	3,049	2,287

Finance Settlement December 2013	5,590	3,713	2,970	2,228
(Decrease)/ Increase	(67)	(98)	(79)	(59)

It should be noted that, between 2010 and 2015/16, we still anticipate that government grant to Oxford City Council will have fallen by around 47%.

Unringfenced Grants

12. The Council receives grants in respect of:

- **Homelessness prevention Funding** – This grant is shown in the provisional settlement for 2014/15 and the illustrative settlement for 2015/16 as £942,722 split between RSG and Business Rates £552,939 and £389,783 respectively. A similar figure is shown for 2015/16. This represents a small reduction from the existing figure of £957,040 received in previous years. However, the MTFS provides for the higher figure, given the significant ongoing challenges in this area.
- **Council Tax Freeze Grant 2011/12 and 2013/14**– As outlined above, there has been a change in methodology and the Freeze Grant for 2011/12 and 2013/14 is now included in baseline funding to mitigate against a the previous ‘cliff edge’ effect. Oxford City Council accepted the Freeze Grant in 2011/12 when the grant on offer was 2% provided for four years ending in 2014/15. The Council did not accept the Freeze Grant last year which was awarded for one year only based on 1%. This change in methodology has resulted in an increase in Council resources of around £300k per annum.
- **Council Tax Support Grant** – This grant (to fund expenditure previously known as ‘council tax benefit’ has been subsumed into the overall formula settlement figures and is no longer separately identifiable.

Table 3 Change In Unringfenced Grants since Consultation Budget				
	2014/15	2015/16	2016/17 Est	2017/18 Est
	£000's	£000's	£000's	£000's
Consultation Budget	1,265	956	956	956
Finance Settlement December 2013	1,265	1,250	1,235	1,235
(Decrease)/ Increase	0	294	279	279

Retained Business Rates

- 13 The Government issued authorities with their Retained Business Rates baseline funding level which for 2014/15 and 2015/2016 is £5,059,432 and £5,199,076 for the City, an increase on the figure for 2013/14 which was £4,335,393. The actual amount of Retained Business Rates depends on a number of factors including the estimated amount of business rates income including appeals and write offs, the tariff payable to the Government (which has increased from £25.450 million in 2013/14 to £26.965 million in 2014/15) the levy paid on additional income above baseline and the safety net. Almost certainly the baseline funding level will not be the amount the authority eventually receives from Retained Business Rates. A summary of the changes is given below but it should be noted that there is substantial uncertainty around these figures :

Table 4 Change In Business Rates since Consultation Budget				
	2014/15	2015/16	2016/17 Est	2017/18 Est
	£000's	£000's	£000's	£000's
Consultation Budget	5,117	4,923	5,030	5,138
Finance Settlement December 2013	5,598	4,769	4,882	4,990
(Decrease)/ Increase	481	(154)	(148)	(148)

- 14 In the Autumn Statement of 5 December 2013, the Government announced a new business rate relief, known as 'Retail Relief', which will provide relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less in each of the financial years 2014-15 and 2015-16.
15. The Government is inviting each authority to use its discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended by the Localism Act 2011) to grant this relief through the adoption of a local scheme. Central Government will fully reimburse authorities for relief granted in accordance with the Government's own criteria, and thereby seeks to incentivise local authorities to grant ' retail relief' in accordance with a local scheme.
16. The Government will reimburse the Council for any discretionary relief granted for properties that are occupied hereditaments with a rateable value of £50,000 or less that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments. The Government guidance is attached at Appendix 1 which explains how to calculate the correct discount and provides examples of businesses potentially eligible (subject to the adoption of a local scheme).
17. The Annual Government Business Rates return (NNDR1) has made assumptions that approximately 1,150 properties could benefit from this discount and in respect of which the Council would be fully reimbursed. The estimated cost of this scheme is £1.1 million for which the Council will be reimbursed by Section 31 grant throughout the year, with any upward or downward adjustment being made at year end.

18. The administration of the Retail Rate Relief would be dealt with in the same way as other Discretionary Rate Reliefs. It is expected that eligible ratepayers will have details of any relief provided on their bills at the start of the 2014-15 financial year. It is proposed to advertise this relief on our website and on literature that accompanies Business Rate bills. The Retail Relief Scheme, if approved, will form part of the Council's Discretionary Rate Relief Scheme.
19. City Executive Board is asked to adopt the following qualifying criteria for entitlement to Retail Rate Relief:
- Oxford City Council will only exercise its discretion to grant 'Retail Relief' under Section 47 of the Local Government Finance Act 1988 where the Council can recover the entire cost of the relief through grant reimbursement from Central Government.
 - 'Retail Relief' will only be awarded up to a maximum of £1,000. The maximum award of 'Retail Relief' will be no more than the value of any net rate liability after all other reliefs are taken into account.
 - 'Retail Relief' will not be provided if the award of or any part of it will exceed the relevant State Aid de minimis Regulations. Oxford City Council will either limit the amount of Retail Relief, or refuse Retail Relief to any ratepayer who will exceed the threshold in force at the relevant time
20. The summary effect of changes in the Finance Settlement in comparison to the amount included in the Consultation Budget is shown below

Table 5 Change In Government Grant since Consultation Budget				
	2014/15	2015/16	2016/17 Est	2017/18 Est
	£000's	£000's	£000's	£000's
Consultation Budget	12,039	9,690	9,035	8,381
Variation in Revenue Support Grant	(67)	(98)	(79)	(59)
Variation in Business Rates	481	(154)	(148)	(148)
Variation in grants	0	294	279	279
Net Variation	414	42	52	72
Revised Total	12,453	9,732	9,087	8,453

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 sought 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.
- 22 Following consultation the government chose to reverse of the original decision to top-slice NHB (except in London) and consequently this increases resources available to the Council compared to the Consultation Budget as shown below:

Table 6 New Homes Bonus				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Consultation Budget	2,000	1,827	2,255	2,515
Provisional Figures	2,020	2,300	2,836	3,160
(Decrease)/ Increase	20	473	581	645

- 23 The grant is for a six year period based on 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 or fund this using prudential borrowing (albeit that this would create a revenue pressure).

Council Tax Base Changes

- 24 The Tax Base is the estimated number of chargeable Band D equivalent property that the authority will have for a given year. In the Consultation Budget this figure was estimated at **41,792.5**. The Council is required to set its Tax Base and issue it to the major precepting authorities by the 31st January preceding the financial year to which it relates. The revised Tax Base as agreed under delegated authority by the Executive Director of Organisational Development and Corporate Services is **41,752.5** and this results in a small decrease in the estimated amount of Council Tax income to that included in the consultation budget of around £11k.

Collection Fund Surplus

- 25 The Council is required to declare the estimated surplus or deficit on its Collection Fund for the current financial year before 31st January to the major precepting organisations. For 2013/14 the Council has declared an overall surplus of £1.219 million of which the City Council's share is £205,464. This

surplus is paid in the following financial year i.e 2014/15. This surplus has largely arisen from :

- Lower figures for Council Tax support leading to an increase in the number of band D properties
- Higher income from changes to discounts and exemptions to empty properties introduced from 2013/14.

Other Issues Arising

Pension Fund Tri-ennial Review

- 26 At the time of setting the consultation budget the outcome of the tri-ennial review of the Pension Fund was not known and provision had been made for an increase in employer's superannuation costs of up to £400k per annum. Fortunately, the actuarial review has shown the Pension Fund to be better funded than anticipated and hence the increase in contribution rate does not need to be as great. A revised contribution rate of 20.6%, an increase of 0.4% has consequently been agreed. This effectively releases £200k per annum of the original provision.

27 Efficiency Savings

At the time of setting the consultation budget efficiencies relating to contractual negotiations were subject to finalisation. Whilst the details of the contracts are commercially sensitive there have nevertheless been some changes which should be reflected in the final budget. The effect is to reduce the level of saving in the early years of the Medium Term Financial Strategy in favour of increased savings in the latter years. The variation in the consultation budget is shown in Table 7 below.

28 Purchase of Homeless Properties

In October 2013 Council agreed a budget for the purchase of £10 million of properties in order to house homeless families. The scheme has been slipped 12 months to enable a number of different options for delivery to be examined. This has resulted in the reduction in the forecast net income that was originally envisaged on the scheme of £400k over the life of the plan.

29 Proposed change: Town Hall Charges

Within the Consultation Budget provision was made for increases in fees and charges for hire of the Town Hall. In order to mitigate the impact on community groups of increases in fees and charge, the administration proposes to amend the charging schedule, generating a pressure of £35k from 2015/16 onwards.

Proposed change: Staff Training

- 30 From 2010 the training budget was significantly scaled back to assist the council in meeting its financial pressure. An amount of £100k for two years has been included in the budget to add to the current budget of £423k per annum. This is specifically to :

- Assist the Councils drive towards Investors In People Gold Award
- Increase the management potential of middle managers
- Increase the commercial awareness of managers

Proposed change: Investment in staff wellbeing

- 31 An amount of £75k for two years has been included in the budget to provide funds for the further development of the Council's well being pilot first carried out in Customer Services. This will help further reduce levels of sickness absence, and increase staff performance, and also reflects the Council's commitment to supporting its workforce. Detail of proposed expenditure will be reviewed by the Leader of the Council.

Proposed change: Transformation Funding

- 32 The Transformation budget is currently £375k a year. The budget for the current year has been fully committed and 2014/15 has already been allocated to support a number of the major savings projects in the MTFS. Increasing the budget by £150k a year for the next two years will provide the Council with the resilience to be able to fund additional savings projects to support future budget planning. Proposed expenditure will be reviewed by the Board member for Finance.

Proposed change: Flood Equipment

- 33 The recent flooding in the city required the Council to hire 2 high volume pumps to assist with the pumping of water. It would be financially and operationally advantageous if the Council purchased two units and the cost is allowed for in the budget.

Proposed change: Local Authority Role in Universal Credit Pilot contingency

- 34 The Council has been part of a government pilot of the local authority role in universal credit, supporting people into work. The pilot has now ended and alternative funding is being sought for this work. A contingency is proposed to continue some of this work until the end of the financial year, should alternative funding not be found.

Proposed change :Partnership with County Council on Youth Delivery

- 35 £50k in 14/15, £25k in 15/16, then removed. This would represent This would represent a contribution to a joint project to investigate service re-design of services for young people provided by the City and County Councils.

Proposed change :Community Grants

- 36 The budget proposes £60k per annum ongoing expenditure. This will provide additional grant funding to support the council's social inclusion aims. Details of the process for applying for the funds will be made available early in the new Council year.

Proposed change: Supplies and services efficiencies

- 37 The Head of Housing and Property has been able to achieve additional efficiencies in supplies and service not previously included in the Consultation Budget

Proposed change: Rental Income

- 38 Within the budget an amount was included with effect from 1/4/2015 in respect of the purchase of property to generate additional rental income. The financial resources in order to fund the purchase may be subject to external challenge which may put the purchase in doubt and therefore the rental at risk. At this point it is considered prudent to delete the increased rental income from the budget.
- 39 A summary of financial implications of other issues outside of the Finance Settlement is shown below and these are reflected in table 8.

Table 7 Summary of other issues				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Pension Fund Triennial review	(200)	(200)	(200)	0
Reprofiled efficiencies	223	28	(71)	(221)
Homeless properties	100	100	200	0
Town Hall charges	0	35	35	35
Training	100	100	0	0
Wellbeing	75	75	0	0
Transformation funding	150	150	0	0
Flood equipment	75			
Job Clubs	42			
Partnership with County on youth delivery	50	25		
Community Grants	60	60	60	60
Efficiencies in supplies and services	(36)	(36)	(36)	(36)
Reduction in increased rental income	0	300	300	300
Total	639	637	288	138

- 40 **Continued Investment** As detailed in the consultation results below, there was support for the Council's new and continued investment proposals. As a consequence, these are endorsed by these final budget proposals.

Proposals which have already commenced and will continue:

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 for next year.

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 of £25k per annum.

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

41 A number of new investment proposals have been made for next year including :

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.

Changes to Revenue Contributions

- 42 Following a number of changes to the Capital Programme highlighted below the amount of revenue contributions to the fund the Programme have been changed and this are included in Table 5 below.

43 Summary of Changes to Medium Term Financial Strategy

The Council's General Fund Medium Term Financial Strategy is shown in Appendices 1-3 with a summary of the financial impact of the changes to the Medium Term Financial Strategy from the Consultation Budget agreed in December 2013, taking account of the changes highlighted above shown below :

Table 8 : Summary General Fund Medium Term Financial Strategy 2014/15 to 2017/18				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Net Expenditure per Consultation Budget	23,471	21,408	21,045	20,692
Additional New Homes Bonus	(20)	(473)	(581)	(645)
Summary of other changes per table 8	639	637	288	138
(Reductions)/ additions to revenue contributions	(67)	(304)	45	154
Net Budget Requirement	24,023	21,268	20,797	20,339
FUNDING				
Council Tax	11,365	11,536	11,710	11,886
Revenue Support Grant	6,339	4,433	3,682	2,940
Retained Business Rates	6,114	5,299	5,405	5,513
Collection Fund surplus	205			
Total	24,023	21,268	20,797	20,339
Surplus/ (Deficit)	0	0	0	0

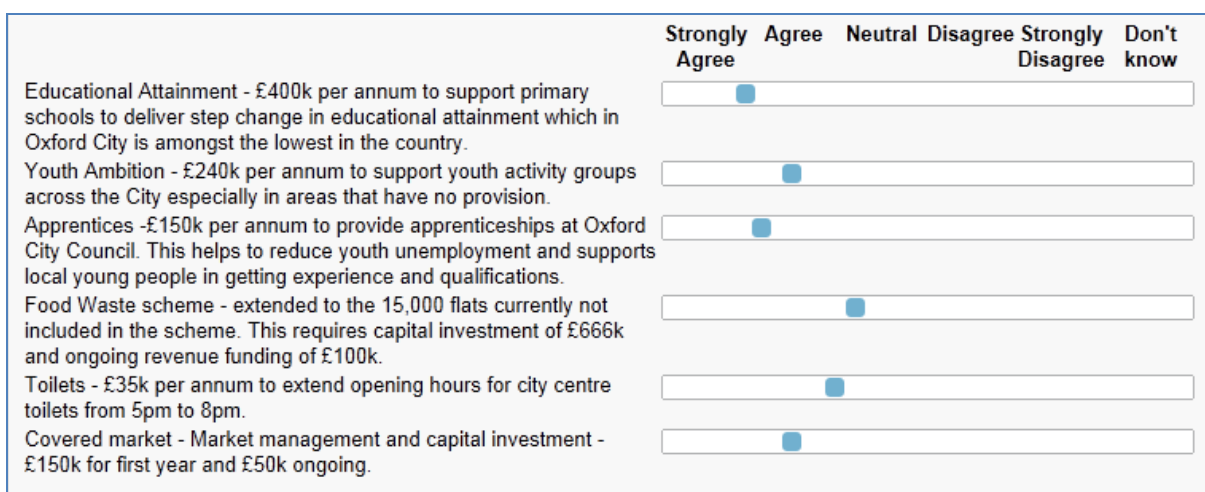
GENERAL FUND WORKING BALANCE				
Opening	3,621	3,621	3,621	3,621
Transferred to/(from)	0	0	0	0
Closing	3,621	3,621	3,621	3,621

44 Budget Consultation Results

The consultation concentrated on a number of key areas which are shown with 59 responses being received. The results for each are detailed below:

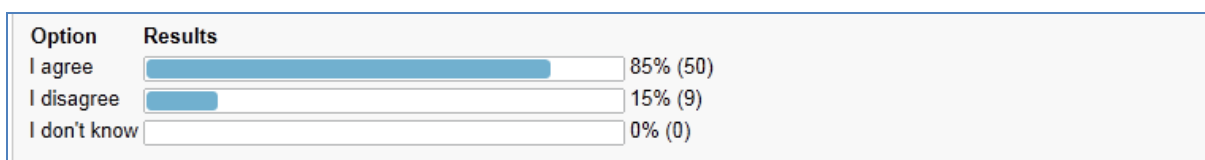
- New and Continued Investment**

The City Council's Corporate Plan and Budget 2014 -18 set out its support for a number of **investment proposals** made in previous years, along with some new ones. For each investment proposal consultees were asked to indicate to what extent do you agree or disagree with this intention.



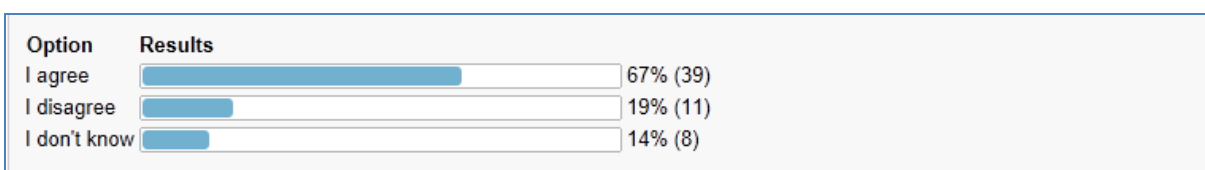
Council Tax Increase

- Consultees were asked whether they agreed with the strategy of a 1.99% Council Tax increase as opposed to cutting services. The results were as follows:



Council Tax Support

- Council Tax Benefit was replaced with a new system of Council Tax Support in April 2013. The previous Council Tax Benefit Grant is now subsumed into the Council's Formula Grant and not separately identifiable. The Consultation budget assumes the Council retains the Council Tax Support scheme on the same basis as that introduced on 1st April 2013.



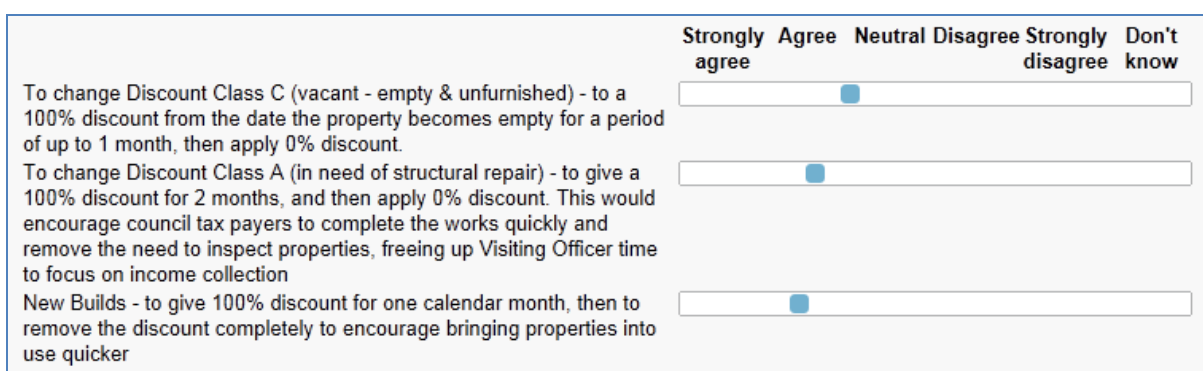
Fees and Charges

- Consultees were asked whether they agreed with the Council's strategy to undertake work for external organisations as a means to raising income to support the Medium Term Financial Strategy. Sixty nine percent of respondents agreed. In addition consultees were invited to comment on the level of fees and charges for various services provided by the Council. There was a mixed response on car parking, park and ride charges and pest control with an equal number of respondents favouring increases as

those favoured decreases. The Council's proposals maintain the charges for park and ride and have applied minimal increases in car parking. On pest control whilst an increase of around 5% is proposed the Council continues to provide reduced or zero charges for those on benefit.

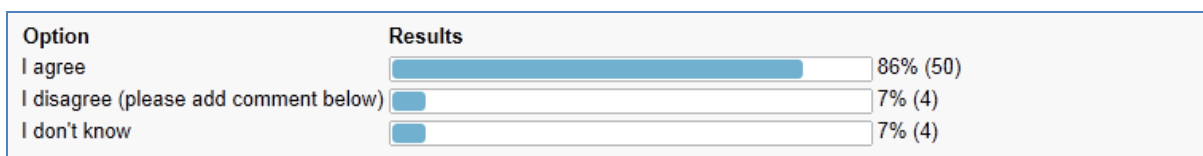
Council Tax Discounts and Exemptions

- The Consultation Budget proposes changes to the Council's policy of charging for various categories of empty properties. The results of the consultation were as follows:



Oxford Living Wage

- Consultees were asked whether they agreed with increasing the Oxford Living Wage to £8.36 per hour with the following results



Risk Implications

- 45 The main risks to the balanced position of the General Fund budget (Appendix 9) are that:

- 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 B Housing Revenue Account Budget

Issues arising since the publication of the consultation budget

- 46 Following agreement of the Council's HRA Consultation Budget on the 11th December 2013 the Government have confirmed that the recommended rent increase for 2014/15 is as per the current rent convergence formula . There are therefore no changes to financial impact on the Council's HRA.

- **Rental assumptions** - as previously stated, the rent restructuring formulae will continue to be adopted. The RPI used is the September prior to the beginning of the new financial year. So for 2013/14 the RPI used, will be September 2013, which was 3.2%. 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 annual 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 of 3.1%.

- **Right To Buy Discounts** - Recent Government announcements have indicated a willingness to increase the percentages associated with the right to buy discounts based on length of eligible tenancy that tenants are entitled to when submitting their application. Implications of this are currently unknown but the momentum is to "increase" the current level of disposals. The HRA Business Plan currently assumes 28 sales for 2014/15. This position will need to be monitored because whilst these sales provide additional capital financing resources they also reduce the net income available to the HRA, which is needed to fund ongoing services.
- **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 in line with that proposed in the consultation budget 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.

Housing Revenue Account Budget 2014/15 to 2017/18

- 47 Appendix 4 details analysis of the HRA Budget for the period 2014/15 to 2017/18 is summarised below:

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Total Income	(42,741)	(44,224)	(46,299)	(47,774)
Total Revenue Expenditure	20,518	20,814	20,977	21,286
Other Costs	<u>13,323</u>	<u>13,617</u>	<u>13,772</u>	<u>13,977</u>
Net Operating Income	(8,900)	(9,793)	(11,550)	(12,511)
Total Appropriations	16,666	9,762	11,546	12,493
 Net (surplus)/deficit	 7,766	 (31)	 (5)	 (17)
 Opening Balance	 (11,271)	 (3,504)	 (3,535)	 (3,540)
 Closing Balance	 (3,504)	 (3,535)	 (3,540)	 (3,557)

- 48 There have been a number of changes since the Consultation Budget which have impacted on the figures and these are detailed below :

- Revised Revenue Contributions towards Capital Expenditure**
 The revisions to the spending profile, together with the slippages experienced in 2013/14 and the increased capital receipts predicted from additional right to buy disposals have resulted in changes to the required capital contributions from revenue within the HRA and these are reflected in the above table.
- HRA contribution towards Transformation Budget**
 This reflects the fact the HRA benefits from many of the transformation projects introduced and this addition reflects a contribution towards the programme of work.
- New Build Net Income**
 With the completion of new build properties the Council's HRA will generate a net contribution to the HRA balances as these properties come on stream. The net increases reflect the rental income offset by some additional management and maintenance costs.
- Uplifts**
 The HRA Business Plan does allow for some uplifts in expenditure, namely salary costs in line with the agreed pay settlement reached locally for staff, together with other uplifts mainly associated with maintenance contracts and other building material costs.

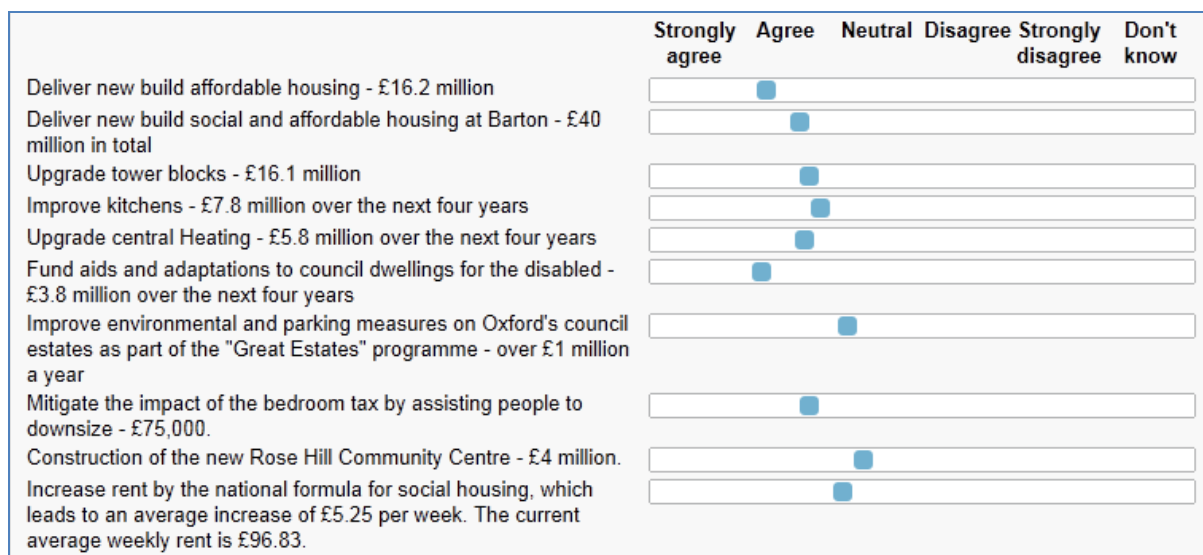
Table 10: Summary of changes to the HRA 2014/15 to 2017/18 since the

consultation budget				
	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's
Net (surplus)/deficit per Consultation Budget	2,619	(27)	(11)	(12)
Revised contribution towards capital programme due to slippage/re-profiling.	5,097	(159)	506	699
HRA Contribution towards Transformation budget	50	50	50	50
New build Properties net contribution towards HRA		167	(540)	(754)
Revised (Surplus)/ Deficit	7,766	31	5	17

HRA WORKING BALANCE				
Opening	(11,271)	(3,504)	(3,535)	(3,540)
Transferred (to)/from	7,766	31	5	17
Closing	(3,504)	(3,535)	(3,540)	(3,557)

Consultation

- 49 Consultation was undertaken with the general population (including both council tenants and non-tenants) on the main investment proposals being undertaken by the Council on its housing stock together with the rent increase. The majority of respondents agreed with the Council's proposals on Housing investment with the general population (including both council tenants and the rest of the population) having a neutral view on the level of rent increase. The results of are shown below:
- :



- 50 Consultation was also undertaken with tenants with a special resident focus group(s) and the tenant newsletter 'Tenants in Touch', the results of which will be verbally reported at the CEB meeting.

Risk Implications

- 51 The main risks to the balanced position of the consultation budget (Appendix 9) are:
- Increased arrears due to benefit changes on-going from welfare reforms and direct payments..
 - 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. This year there has been a continuing reduction in arrears until the start of the extension period of the project.

Section C Capital Programme

- 52 The Council's Capital Programme amounts to around £142 million over the four year period including £15.5 million of new schemes. Officers have undertaken work to examine the robustness of the estimates in terms of the profiling of the schemes and have made adjustments to the figures included in the Consultation Budget which are reflected in Table 8 below.
- 53 Appendix 6 attached details the Council's Capital Programme for 2014/15 to 2017/18. The changes to the Consultation Budget reported in December 2013 are summarised below

- **Slippage in existing schemes**

These changes have arisen from the ongoing monitoring of the Capital Programme since the consultation budget together with a re-profiling of new bids following detailed analysis by officers on the robustness of new bids.

- **Garage Refurbishment**

This includes budget bids in respect of garages recently transferred from the Housing Revenue Account to the General Fund, omitted from the Consultation budget.

- **Refuse collection vehicle**

Following agreement to fund a new vehicle for the collection of food waste an additional refuse collection vehicle for the collection of garden waste is no longer required as this can now be undertaken using existing capacity

- **HCA New Build Programme**

The HCA new build programme has been re-profiled and the estimates updated following the receipt of tenders.

- **Rose Hill Community Centre**

The project has been timetabled to be delivered by the end of 2014/15 and this scheme has therefore been pulled forward

- **Investment in Property**

The Council is currently in negotiation for the purchase of a lease agreement on a property which it currently occupies. This deal has been slipped from 2013/14

- **Energy Initiatives**

In December 2013 CEB agreed the inclusion of a virement of £250k from the 2013/14 budget together with an additional budget bid in the 2014/15 as the Councils contribution together with ECO funding to fund a project to deal with 'hard to heat' council dwellings.

- **Digital Exclusion Project**

Since the consultation budget officers have submitted a bid for a European Grant to assist with the provision of a computer and Internet connection to workless households in Oxford City who are council tenants and who do not currently have home access. This sum represents the Councils contribution towards that project.

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
GENERAL FUND				
Consultation Budget Spend	31,189	14,036	8,163	2,302
Slippage in existing schemes since December 2013	3,592	(956)	800	4,200
Additions/Deletions				
Garages	117	117		
Removal of New Refuse vehicle following agreement of food bid	(175)			
Total General Fund	32,597	13,197	8,963	6,502
HRA				
Consultation Budget Spend	21,387	18,070	19,140	20,113
HCA New Build	2,398	(1,142)	(386)	(405)
Rosehill Community Centre	1,796	(1,796)		
Investment property	1,538			
Energy initiatives	263			
Digital Exclusion Project	164			
Total HRA	27,536	15,142	18,754	19,708
Total Programme	60,133	28,339	27,717	26,210

Financing of the Capital Programme

54 The Capital Programme is financed in accordance with the Consultation Budget against the following principles

- There is no prudential borrowing other than for vehicles and the revenue effects are built into the budget
- General Fund receipts are exhausted over the life of the MTFP
- General fund revenue contributions account for approximate £12 million over the life of the MTFP
- General Fund revenue reserves account for approximately £6.5 million
- Of the £81 million HRA Capital Programme £71.8 million is financed from the revenue account with the balance financed from Right To Buy capital receipts and grants

Risk Implications impacting on the Capital Programme

55 The main risks to the balanced position of the Budget (Appendix 9) are:

- Disposals not secured causing a shortfall in funding of schemes
- Slippage in capital programme and impact on delivery of priorities
- Robustness of estimates

Financial Implications

56 These are covered within the main body of the report

Legal Implications

57 The Council is required to set a balanced budget and agree the Council Tax and rent before the beginning of the financial year.

Risk Implications

58 These are shown in Appendix 9 of the report and highlighted within the body of the report

Equalities Impact Assessment

59 A copy of the EIA is given in Appendix 10 attached to this report

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List of background papers:

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 2017/18
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's
City Regeneration	492	2%	26	0%	(289)	-2%	(498)
City Development	1,842	9%	1,690	9%	1,563	9%	1,554
Cultural Development	14	0%	3	0%	(7)	0%	(16)
Development	89	0%	83	0%	81	0%	81
Support Services	608	3%	608	3%	518	3%	518
Information Services	(28)	0%	(28)	0%	(28)	0%	(28)
Spatial Development	1,159	6%	1,024	6%	999	6%	999
Regeneration & Major Projects Team	(5,227)	-25%	(5,359)	-29%	(5,431)	-32%	(5,431)
Commercial Property	(6,487)	-31%	(6,619)	-36%	(6,691)	-40%	(6,691)
Office Accommodation	488	2%	488	3%	488	3%	488
Property Maintenance	306	1%	306	2%	306	2%	306
Support Services	467	2%	467	3%	467	3%	467
Housing & Property	3,877	19%	3,695	20%	3,579	21%	3,379
Community Housing Strategy	649	3%	644	4%	638	4%	638
Housing Needs	3,756	18%	3,756	21%	3,746	22%	3,746
Property Services	(528)	-3%	(705)	-4%	(805)	-5%	(1,005)
Organisational Development & Corporate Services	6,188	30%	5,390	30%	4,642	28%	4,379
Finance	265	1%	195	1%	195	1%	195
Accountancy	43	0%	3	0%	3	0%	3
Internal Audit	0	0%	0	0%	0	0%	0
Corporate Finance	56	0%	56	0%	56	0%	56
Investigations	177	1%	177	1%	177	1%	177
Revenues	(12)	0%	(42)	0%	(42)	0%	(42)
Business Improvement & Technology	1,259	6%	1,105	6%	783	5%	788
Contracts & Procurement	(17)	0%	(46)	0%	(66)	0%	(66)
Transformation Projects	535	3%	535	3%	385	2%	385
Performance	(91)	0%	(91)	0%	(91)	-1%	(91)
Business Improvement & Performance	61	0%	61	0%	54	0%	54
Technology	770	4%	645	4%	500	3%	505
Customer Services	3,704	18%	3,586	20%	3,428	20%	3,160
Customer First Programme	30	0%	30	0%	30	0%	30
Customer Contact	87	0%	(69)	0%	(189)	-1%	(309)
Revenues	1,175	6%	1,213	7%	1,175	7%	1,137
Housing Benefit	2,412	12%	2,412	13%	2,412	14%	2,302
Replacement Academy Server	(0)	0%	(0)	0%	(0)	0%	(0)
Human Resources & Facilities	527	3%	507	3%	239	1%	239
Human Resources	195	1%	175	1%	100	1%	100
Health & Safety	0	0%	0	0%	0	0%	0
Learning & Development	53	0%	53	0%	(47)	0%	(47)
Payroll	120	1%	120	1%	118	1%	118
Facilities Management	160	1%	160	1%	69	0%	69
Law & Governance	434	2%	(3)	0%	(3)	0%	(3)
Committees	3	0%	0	0%	0	0%	0
Election Services	219	1%	218	1%	218	1%	218
Legal Services	181	1%	98	1%	98	1%	98
Member Services	4	0%	4	0%	4	0%	4
Scrutiny	0	0%	0	0%	0	0%	0
Executive Support	27	0%	(323)	-2%	(323)	-2%	(323)
Community Services	14,139	68%	12,843	70%	12,470	74%	11,930
Environmental Development	2,835	14%	2,752	15%	2,704	16%	2,704
Environmental Health	797	4%	735	4%	690	4%	690
Environmental Sustainability	608	3%	608	3%	608	4%	608
Environmental Protection	1,048	5%	1,027	6%	1,024	6%	1,024
Business Development	219	1%	219	1%	219	1%	219
ED Management	162	1%	162	1%	162	1%	162
Direct Services	2,880	14%	2,458	13%	2,271	13%	1,881
Building Planned Operations	(2,598)	-12%	(2,631)	-14%	(2,664)	-16%	(2,664)
Building - Responsive Operations	(66)	0%	(66)	0%	(66)	0%	(66)
Off Street Parking	(3,635)	-17%	(4,101)	-22%	(4,281)	-25%	(4,691)
Waste & Recycling Domestic	3,403	16%	3,471	19%	3,483	21%	3,467
Waste & Recycling Commercial	(1,130)	-5%	(1,162)	-6%	(1,297)	-8%	(1,297)
Engineering	(38)	0%	(131)	-1%	(149)	-1%	(136)
Street Scenes	3,858	19%	3,834	21%	3,836	23%	3,838
Motor Transport	(83)	0%	(43)	0%	(1)	0%	42
Garages	(53)	0%	(53)	0%	(53)	0%	(53)
Caretaking & Miscellaneous	(219)	-1%	(219)	-1%	(219)	-1%	(219)
Local Overheads	2,334	11%	2,334	13%	2,334	14%	2,184
Direct Building Services Stores	1,107	5%	1,225	7%	1,348	8%	1,476
Leisure, Parks & Communities	7,954	38%	7,363	40%	7,156	43%	7,006
Leisure Management	2,062	10%	1,563	9%	1,453	9%	1,303

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 2017/18
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's
Oxford Sports Partnership	91	0%	91	0%	91	1%	91
Sports Development	212	1%	212	1%	209	1%	209
Allotments	25	0%	25	0%	25	0%	25
Burial Services	70	0%	70	0%	70	0%	70
Countryside	146	1%	146	1%	146	1%	146
Parks	1,815	9%	1,753	10%	1,684	10%	1,684
Parks Management & Administration	444	2%	444	2%	444	3%	444
Communities & Neighbourhoods	2,699	13%	2,674	15%	2,649	16%	2,649
Positive Futures	393	2%	388	2%	388	2%	388
Policy, Culture and Comms	471	2%	271	1%	340	2%	340
Communications	(17)	0%	(29)	0%	(37)	0%	(37)
Culture	442	2%	431	2%	422	3%	422
Policy & Partnerships	46	0%	(131)	-1%	(45)	0%	(45)
Total Portfolio Budget	20,820	100%	18,259	100%	16,823	100%	15,811
Below the line							
Corporate Accounts	194	1%	(1,609)	-9%	(2,194)	-13%	(2,728)
Contingencies	3,009	14%	4,618	25%	6,166	37%	7,255
Net Expenditure Budget	24,023	115%	21,268	116%	20,797	124%	20,339
General Fund Working Balances							
Transfer to / (from) General Fund Working Balances	0	0%	0	0%	0	0%	0
Net Budget Requirement	24,023	115%	21,268	116%	20,797	124%	20,339
Financed by	(24,023)	-115%	(21,268)	-116%	(20,797)	-124%	(20,339)
Revenue Support Grant	(6,339)	-30%	(4,433)	-24%	(3,682)	-22%	(2,940)
Business Rates retention	(6,114)	-29%	(5,299)	-29%	(5,405)	-32%	(5,513)
Council tax	(11,519)	-55%	(11,690)	-64%	(11,863)	-71%	(12,040)
Less Parish Precept	154	1%	154	1%	154	1%	154
Collection Fund Surplus	(205)	-1%	0	0%	0	0%	0
Over / (Under) Allocated budget	(0)	0%	(0)	0%	(0)	0%	0

Control
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-35%
-76%
1%
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	
City Regeneration	388	179	568	119	0	147	(167)	2	(513)	(13)	350	492	27%
City Development	1,639	(9)	1,630	55	0	90	(48)	0	(71)	(13)	200	1,842	12%
Cultural Development	26	0	26	1								14	(46%)
Development	93	(25)	68	22								89	(4%)
Support Services	512	21	533	13		90	(28)					608	19%
Information Services	(31)	0	(31)	3								(28)	(10%)
Spatial Development	1,040	(5)	1,035	16			(20)		(71)		200	1,159	12%
Regeneration & Major Projects Team	(4,716)	(258)	(4,974)	14	0	53	(30)	2	(442)	0	150	(5,227)	11%
Commercial Property	(5,806)	(364)	(6,170)			3	(30)	2	(442)		150	(6,487)	12%
Office Accommodation	480	8	488									488	2%
Property Maintenance	306		306									306	0%
Support Services	304	99	403	14		50						467	53%
Housing & Property	3,465	447	3,912	50	0	4	(89)	0	0	0	0	3,877	12%
Community Housing Strategy	585	62	647	7			(5)					649	11%
Housing Needs	2,873	931	3,804	35			(82)					3,756	31%
Property Services	7	(546)	(539)	8		4	(2)					(528)	(7159%)
Organisational Development & Corporate Services	5,016	424	5,439	231	91	245	(147)	33	(39)	(55)	390	6,189	23%
Finance	262	0	262	32	0	0	(29)	0	0	0	0	265	1%
Accountancy	16	6	22	21								43	162%
Internal Audit	0		0									0	0%
Corporate Finance	64	(4)	60				(4)					56	(12%)
Investigations	174	(2)	172	5								177	2%
Revenues	7		7	6			(25)					(12)	(256%)
Business Improvement & Technology	703	362	1,065	31	91	10	(88)	0	0	0	150	1,259	79%
Contracts & Procurement	44	(29)	15	4			(36)					(17)	(137%)
Transformation Projects	384	1	385								150	535	39%
Performance	(89)	(1)	(91)									(91)	2%
Business Improvement & Performance	54	1	55	6								61	13%
Technology	310	390	700	21	91	10	(52)					770	148%
Customer Services	3,406	93	3,499	80	0	85	(25)	43	(14)	0	35	3,703	9%
Customer First Programme	50		50				(20)					30	(40%)
Customer Contact	37		37	39			(25)				35	87	132%
Revenues	1,114		1,114	12				63	(14)			1,175	5%
Housing Benefit	2,205	93	2,298	29		85						2,412	9%
Replacement Academy Server	(0)		(0)									(0)	0%
Human Resources & Facilities	293	(30)	262	47	0	100	(2)	(10)	(20)	(55)	205	527	80%
Human Resources	219	(77)	142	18		(25)			(20)		80	195	(11%)
Health & Safety	0		0									0	0%
Learning & Development	(55)	5	(51)	4		55				(55)	100	53	(196%)
Payroll	5	109	113	6								120	2514%
Facilities Management	124	(67)	58	19		70	(2)	(10)			25	160	28%
Law & Governance	352	(1)	351	41	0	50	(3)	0	(5)	0	0	434	23%
Committees	2	0	2	4			(3)					3	64%
Election Services	216		216	3								219	1%
Legal Services	119		119	17		50			(5)			181	52%
Member Services	3	(0)	3	2								4	65%
Scrutiny	0	(0)	0									0	(100%)
Executive Support	12	(1)	11	15								27	124%
Community Services	14,493	(338)	14,155	412	158	422	(390)	(42)	(640)	(156)	220	14,139	(2%)
Environmental Development	2,962	(5)	2,957	73	0	10	(84)	(20)	(52)	(16)	(34)	2,835	(4%)
Environmental Health	629	196	826	25		10	(30)	(20)	(15)		2	797	27%
Environmental Sustainability	605	29	634	10							(36)	608	1%
Environmental Protection	1,423	(357)	1,067	34					(37)	(16)		1,048	(26%)
Business Development	89	127	215	4								219	148%
ED Management	216	0	216				(54)					162	(25%)
Direct Services	2,914	(194)	2,721	250	146	412	(240)	(22)	(512)	0	125	2,880	(1%)

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	
Building Planned Operations	(2,515)	(10)	(2,525)	4					(77)			(2,598)	3%
Building - Responsive Operations	(111)	44	(67)	1								(66)	(40%)
Off Street Parking	(3,369)	19	(3,350)	14		(110)			(188)			(3,635)	8%
Waste & Recycling Domestic	3,283	(104)	3,180	47		227			(51)			3,403	4%
Waste & Recycling Commercial	(1,338)	239	(1,099)	7		110	(60)	(22)	(66)			(1,130)	(16%)
Engineering	(107)	(19)	(127)	22	12				(20)		75	(38)	(65%)
Street Scenes	4,186	(397)	3,789	84	1		(25)		(40)		50	3,858	(8%)
Motor Transport	(213)	(44)	(257)	20	39	185			(70)			(83)	(61%)
Garages	(55)	0	(55)	2								(53)	(3%)
Caretaking & Miscellaneous	(190)	(48)	(238)	19								(219)	15%
Local Overheads	2,156	147	2,303	31								2,334	8%
Direct Building Services Stores	1,187	(19)	1,168	0	94		(155)					1,107	(7%)
Leisure, Parks & Communities	8,202	(171)	8,031	67	12	0	(66)	0	(60)	(140)	110	7,954	(3%)
Leisure Management	2,034	51	2,085	6	12		(41)					2,062	1%
Oxford Sports Partnership	86	0	86	4								91	5%
Sports Development	189	21	210	6					(4)			212	12%
Allotments	24	1	25									25	3%
Burial Services	79	(14)	65	5								70	(11%)
Countryside	156	(2)	154	1					(10)			146	(7%)
Parks	2,122	(245)	1,878	23			(10)		(46)	(30)		1,815	(15%)
Parks Management & Administration	384	54	438	5								444	15%
Communities & Neighbourhoods	2,680	16	2,696	13			(10)			(110)	110	2,699	1%
Positive Futures	446	(53)	393	4			(5)					393	(12%)
Policy, Culture and Comms	416	31	447	22	0	0	0	0	(16)	0	19	471	13%
Communications	34	(49)	(14)	7					(9)			(17)	(149%)
Culture	354	80	434	10					(7)		5	442	25%
Policy & Partnerships	27	0	27	5							14	46	68%
Total Portfolio Budget	19,897	265	20,162	762	249	814	(704)	(7)	(1,192)	(224)	960	20,820	5%

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	492	0	0	43	(85)	2	(65)	(86)	(275)	26	(95%)
City Development	1,842	0	0	40	0	0	69	(86)	(175)	1,690	(8%)
Cultural Development	14							(11)		3	(80%)
Development	89						(6)			83	(7%)
Support Services	608									608	0%
Information Services	(28)									(28)	0%
Spatial Development	1,159			40			75	(75)	(175)	1,024	(12%)
Regeneration & Major Projects Team	(5,227)	0	0	0	0	2	(34)	0	(100)	(5,359)	3%
Commercial Property	(6,487)					2	(34)		(100)	(6,619)	2%
Office Accommodation	488									488	0%
Property Maintenance	306									306	0%
Support Services	467									467	0%
Housing & Property	3,877	0	0	3	(85)	0	(100)	0	0	3,695	(5%)
Community Housing Strategy	649				(5)					644	(1%)
Housing Needs	3,756									3,756	0%
Property Services	(528)			3	(80)		(100)			(705)	33%
Organisational Development & Corporate Services	6,189	0	25	(35)	(759)	38	(75)	(28)	35	5,390	(13%)
Finance	265	0	0	0	(70)	0	0	0	0	195	(26%)
Accountancy	43				(40)					3	(93%)
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	177									177	0%
Revenues	(12)				(30)					(42)	258%
Business Improvement & Technology	1,259	0	25	0	(179)	0	0	0	0	1,105	(12%)
Contracts & Procurement	(17)				(29)					(46)	175%
Transformation Projects	535									535	0%
Performance	(91)									(91)	0%
Business Improvement & Performance	61									61	0%
Technology	770		25		(150)					645	(16%)
Customer Services	3,703	0	0	0	(156)	38	0	0	0	3,585	(3%)
Customer First Programme	30									30	0%
Customer Contact	87				(156)					(69)	(180%)
Revenues	1,175					38				1,213	3%
Housing Benefit	2,412									2,412	0%
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	527	0	0	15	0	0	(70)	0	35	507	(4%)
Human Resources	195						(20)			175	(10%)

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	
Health & Safety	0									0	0%

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	
Learning & Development	53									53	0%
Payroll	120									120	0%
Facilities Management	160			15			(50)		35	160	0%
Law & Governance	434	0	0	(50)	(354)	0	(5)	(28)	0	(3)	(101%)
Committees	3				(3)					0	(87%)
Election Services	219				(1)					218	(0%)
Legal Services	181			(50)			(5)	(28)		98	(46%)
Member Services	4									4	0%
Scrutiny	0									0	#DIV/0!
Executive Support	27				(350)					(323)	(1305%)
Community Services	14,139	0	157	(26)	(845)	(7)	(254)	(36)	(285)	12,843	(9%)
Environmental Development	2,835	0	0	0	(65)	0	(2)	(19)	3	2,752	(3%)
Environmental Health	797				(65)				3	735	(8%)
Environmental Sustainability	608									608	0%
Environmental Protection	1,048						(2)	(19)		1,027	(2%)
Business Development	219									219	0%
ED Management	162									162	0%
Direct Services	2,880	0	151	(26)	(270)	(7)	(170)	0	(100)	2,458	(15%)
Building Planned Operations	(2,598)						(33)			(2,631)	1%
Building - Responsive Operations	(66)						(66)			(66)	0%
Off Street Parking	(3,635)			(110)	(290)		(66)			(4,101)	13%
Waste & Recycling Domestic	3,403			84			(16)			3,471	2%
Waste & Recycling Commercial	(1,130)					(7)	(25)			(1,162)	3%
Engineering	(38)		12				(30)		(75)	(131)	245%
Street Scenes	3,858		1						(25)	3,834	(1%)
Motor Transport	(83)		40							(43)	(48%)
Garages	(53)									(53)	0%
Caretaking & Miscellaneous	(219)									(219)	0%
Local Overheads	2,334						0			2,334	0%
Direct Building Services Stores	1,107		98		20					1,225	11%
Leisure, Parks & Communities	7,954	0	6	0	(510)	0	(62)	0	(25)	7,363	(7%)
Leisure Management	2,062		6		(495)		(10)			1,563	(24%)
Oxford Sports Partnership	91									91	0%
Sports Development	212									212	0%
Allotments	25									25	0%
Burial Services	70									70	0%
Countryside	146									146	0%
Parks	1,815				(10)		(52)			1,753	(3%)
Parks Management & Administration	444									444	0%
Communities & Neighbourhoods	2,699								(25)	2,674	(1%)
Positive Futures	393				(5)					388	(1%)

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	
Policy, Culture and Comms	471	0	0	0	0	0	(20)	(17)	(163)	271	(42%)
Communications	(17)						(12)			(29)	72%
Culture	442						(8)		(3)	431	(2%)
Policy & Partnerships	46							(17)	(160)	(131)	(385%)
Total Portfolio Budget	20,820	0	182	(18)	(1,689)	33	(394)	(150)	(525)	18,259	(12%)

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	26	0	0	(80)	(26)	2	(176)	(10)	(25)	(289)	(1210%)
City Development	1,690	0	0	(90)	0	0	(2)	(10)	(25)	1,563	(8%)
Cultural Development	3							(10)		(7)	(353%)
Development	83						(2)			81	(2%)
Support Services	608			(90)						518	(15%)
Information Services	(28)									(28)	0%
Spatial Development	1,024								(25)	999	(2%)
Regeneration & Major Projects Team	(5,359)	0	0	0	0	2	(74)	0	0	(5,431)	1%
Commercial Property	(6,619)					2	(74)			(6,691)	1%
Office Accomadation	488									488	0%
Property Maintainence	306									306	0%
Support Services	467									467	0%
Housing & Property	3,695	0	0	10	(26)	0	(100)	0	0	3,579	(3%)
Community Housing Strategy	644				(6)					638	(1%)
Housing Needs	3,756				(10)					3,746	(0%)
Property Services	(705)			10	(10)		(100)			(805)	14%
Organisational Development & Corporate Services	5,390	0	5	(40)	(258)	(38)	(57)	0	(360)	4,642	(14%)
Finance	195	0	0	0	0	0	0	0	0	195	0%
Accountancy	3									3	0%
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	177									177	0%
Revenues	(42)									(42)	0%
Business Improvement & Technology	1,105	0	5	0	(170)	0	(7)	0	(150)	783	(29%)
Contracts & Procurement	(46)				(20)					(66)	44%
Transformation Projects	535								(150)	385	(28%)
Performance	(91)									(91)	0%
Business Improvement & Performance	61						(7)			54	(11%)
Technology	645		5		(150)					500	(22%)
Customer Services	3,585	0	0	0	(85)	(38)	0	0	(35)	3,427	(4%)
Customer First Programme	30									30	0%
Customer Contact	(69)				(85)				(35)	(189)	173%
Revenues	1,213					(38)				1,175	(3%)
Housing Benefit	2,412									2,412	0%
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	507	0	0	(40)	(3)	0	(50)	0	(175)	239	(53%)
Human Resources	175								(75)	100	(43%)

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	
Health & Safety	0									0	0%
Learning & Development	53								(100)	(47)	(188%)
Payroll	120				(2)					118	(2%)
Facilities Management	160			(40)	(1)		(50)			69	(57%)
Law & Governance	(3)	0	0	0	0	0	0	0	0	(3)	0%
Committees	0									0	0%
Election Services	218									218	0%
Legal Services	98									98	0%
Member Services	4									4	0%
Scrutiny	0									0	#DIV/0!
Executive Support	(323)									(323)	0%
Community Services	12,843	0	161	(82)	(198)	0	(315)	0	61	12,470	(3%)
Environmental Development	2,752	0	0	0	(45)	0	(3)	0	0	2,704	(2%)
Environmental Health	735				(45)					690	(6%)
Environmental Sustainability	608									608	0%
Environmental Protection	1,027						(3)			1,024	(0%)
Business Development	219									219	0%
ED Management	162									162	0%
Direct Services	2,458	0	159	(82)	(10)	0	(254)	0	0	2,271	(8%)
Building Planned Operations	(2,631)						(33)			(2,664)	1%
Building - Responsive Operations	(66)									(66)	0%
Off Street Parking	(4,101)				(30)		(150)			(4,281)	4%
Waste & Recycling Domestic	3,471			28			(16)			3,483	0%
Waste & Recycling Commercial	(1,162)			(110)			(25)			(1,297)	12%
Engineering	(131)		12				(30)			(149)	14%
Street Scenes	3,834		2							3,836	0%
Motor Transport	(43)		42							(1)	(97%)
Garages	(53)									(53)	0%
Caretaking & Miscellaneous	(219)									(219)	0%
Local Overheads	2,334									2,334	0%
Direct Building Services Stores	1,225		103		20					1,348	10%
Leisure, Parks & Communities	7,363	0	2	0	(143)	0	(41)	0	(25)	7,156	(3%)
Leisure Management	1,563		2		(112)					1,453	(7%)
Oxford Sports Partnership	91									91	0%
Sports Development	212						(3)			209	(1%)
Allotments	25									25	0%
Burial Services	70									70	0%
Countryside	146									146	0%
Parks	1,753				(31)		(38)			1,684	(4%)
Parks Management & Administration	444									444	0%
Communities & Neighbourhoods	2,674								(25)	2,649	(1%)
Positive Futures	388									388	0%

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

Appendix 2

	Proposed Budget 2015/16 £000's	MTFP assumptions £000's	Contractual Inflation £000's	Pressures £000's	Efficiency Savings £000's	Invest to Save £000's	Fees & Charges £000's	Service Reductions £000's	New Investment £000's	Proposed Budget 2016/17 £000's	% Change
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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	
Policy, Culture and Comms	271	0	0	0	0	0	(17)	0	86	340	25%
Communications	(29)						(8)			(37)	28%
Culture	431						(9)			422	(2%)
Policy & Partnerships	(131)								86	(45)	(66%)
Total Portfolio Budget	18,259	0	166	(202)	(482)	(36)	(548)	(10)	(324)	16,823	(8%)

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	(289)	0	0	0	0	0	(200)	(9)	0	(498)	72%
City Development	1,563	0	0	0	0	0	0	(9)	0	1,554	(1%)
Cultural Development	(7)							(9)		(16)	126%
Development	81									81	0%
Support Services	518									518	0%
Information Services	(28)									(28)	0%
Spatial Development	999									999	0%
Regeneration & Major Projects Team	(5,431)	0	0	0	0	0	0	0	0	(5,431)	0%
Commercial Property	(6,691)									(6,691)	0%
Office Accomadation	488									488	0%
Property Maintainence	306									306	0%
Support Services	467									467	0%
Housing & Property	3,579	0	0	0	0	0	(200)	0	0	3,379	(6%)
Community Housing Strategy	638									638	0%
Housing Needs	3,746									3,746	0%
Property Services	(805)						(200)			(1,005)	25%
Organisational Development & Corporate Services	4,642	0	5	(110)	(120)	(38)	0	0	0	4,379	(6%)
Finance	195	0	0	0	0	0	0	0	0	195	0%
Accountancy	3									3	0%
Internal Audit	0									0	0%
Corporate Finance	56									56	0%
Investigations	177									177	0%
Revenues	(42)									(42)	0%
Business Improvement & Technology	783	0	5	0	0	0	0	0	0	788	1%
Contracts & Procurement	(66)									(66)	0%
Transformation Projects	385									385	0%
Performance	(91)									(91)	0%
Business Improvement & Performance	54									54	0%
Technology	500		5							505	1%
Customer Services	3,427	0	0	(110)	(120)	(38)	0	0	0	3,159	(8%)
Customer First Programme	30									30	0%
Customer Contact	(189)				(120)					(309)	63%
Revenues	1,175					(38)				1,137	(3%)
Housing Benefit	2,412			(110)						2,302	(5%)
Replacement Academy Server	(0)									(0)	0%
Human Resources & Facilities	239	0	0	0	0	0	0	0	0	239	0%
Human Resources	100									100	0%

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

	Proposed Budget 2016/17 £000's	MTFP assumptions £000's	Contractual Inflation £000's	Pressures £000's	Efficiency Savings £000's	Invest to Save £000's	Fees & Charges £000's	Service Reductions £000's	New Investment £000's	Proposed Budget 2017/18 £000's	% Change
Health & Safety	0									0	0%

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	
Learning & Development	(47)									(47)	0%
Payroll	118									118	0%
Facilities Management	69									69	0%
Law & Governance	(3)	0	0	0	0	0	0	0	0	(3)	0%
Committees	0									0	0%
Election Services	218									218	0%
Legal Services	98									98	0%
Member Services	4									4	0%
Scrutiny	0									0	#DIV/0!
Executive Support	(323)									(323)	0%
Community Services	12,470	0	166	0	(690)	0	(16)	0	0	11,930	(4%)
Environmental Development	2,704	0	0	0	0	0	0	0	0	2,704	0%
Environmental Health	690									690	0%
Environmental Sustainability	608									608	0%
Environmental Protection	1,024									1,024	0%
Business Development	219									219	0%
ED Management	162									162	0%
Direct Services	2,271	0	166	0	(540)	0	(16)	0	0	1,881	(17%)
Building Planned Operations	(2,664)									(2,664)	0%
Building - Responsive Operations	(66)									(66)	0%
Off Street Parking	(4,281)				(410)					(4,691)	10%
Waste & Recycling Domestic	3,483						(16)			3,467	(0%)
Waste & Recycling Commercial	(1,297)									(1,297)	0%
Engineering	(149)		13							(136)	(9%)
Street Scenes	3,836		2							3,838	0%
Motor Transport	(1)		43							42	(3881%)
Garages	(53)									(53)	0%
Caretaking & Miscellaneous	(219)									(219)	0%
Local Overheads	2,334				(150)					2,184	(6%)
Direct Building Services Stores	1,348		108		20					1,476	9%
Leisure, Parks & Communities	7,156	0	0	0	(150)	0	0	0	0	7,006	(2%)
Leisure Management	1,453				(150)					1,303	(10%)
Oxford Sports Partnership	91									91	0%
Sports Development	209									209	0%
Allotments	25									25	0%
Burial Services	70									70	0%
Countryside	146									146	0%
Parks	1,684									1,684	0%
Parks Management & Administration	444									444	0%
Communities & Neighbourhoods	2,649									2,649	0%
Positive Futures	388									388	0%

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

	Proposed Budget 2016/17 £000's	MTFP assumptions £000's	Contractual Inflation £000's	Pressures £000's	Efficiency Savings £000's	Invest to Save £000's	Fees & Charges £000's	Service Reductions £000's	New Investment £000's	Proposed Budget 2017/18 £000's	% Change
Policy, Culture and Comms	340	0	0	0	0	0	0	0	0	340	0%
Communications	(37)									(37)	0%
Culture	422									422	0%
Policy & Partnerships	(45)									(45)	0%
Total Portfolio Budget	16,823	0	171	(110)	(810)	(38)	(216)	(9)	0	15,811	(6%)

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

**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		(89)	3.00			0						(85)
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	205		218
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)								150		163
Direct Services	146	412	(6.00)	(240)	1.00	(22)	(2)	(512)	(5.00)			125	(4.00)	(91)
Leisure, Parks & Communities	12			(66)	0.00			(60)		(140)		110		(144)
Environmental Development		10		(84)	1.30	(20)		(52)		(16)	0.00	(34)		(196)
Policy, Culture & Communications								(16)				19		3
Total	249	814	(8.00)	(704)	8.30	(7)	(3)	(1,192)	(5.00)	(224)	1.00	960	(5.00)	(105)

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		(85)				(100)						(182)
City Development		40	(1.00)					69		(86)	1.00	(175)		(152)
HR & Facilities Management		15						(70)				35		(20)
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)			(100)	2.00	(422)
Leisure, Parks & Communities	6			(510)				(62)				(25)		(591)
Environmental Development				(65)				(2)		(19)		3		(83)
Policy, Culture & Communications								(20)		(17)	0.00	(163)		(200)
Total	182	(18)	(4.00)	(1,689)	5.00	33	(1)	(394)	(3.00)	(150)	2.00	(525)	2.00	(2,561)

**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)				(100)						(116)
City Development		(90)	(1.00)					(2)		(10)		(25)		(127)
HR & Facilities Management		(40)		(3)				(50)				(175)		(268)
Law & Governance				0										0
Customer Service				(85)	2.00	(38)	1					(35)	1	(158)
Finance														0
Business Imp & Technology	5	0		(170)				(7)				(150)		(322)
Direct Services	159	(82)		(10)	0.00	0		(254)						(187)
Leisure, Parks & Communities	2			(143)				(41)				(25)		(207)
Environmental Development				(45)				(3)						(48)
Policy, Culture & Communications								(17)		0	0.50	86		69
Total	166	(202)	(1.00)	(482)	2.00	(36)	1	(548)	0.00	(10)	0.50	(324)	1	(1,436)

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				(200)						(200)
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				(150)										(150)
Environmental Development														0
Policy, Culture & Communications														0
Total	171	(110)	2.00	(810)	4.50	(38)	1	(216)	0.00	(9)	0.00	0	0.00	(1,012)

**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	(200)	3.00	0	0	(400)	0.00	0	0.00	0	0.00	(583)
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	65	0.00	(70)
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	(2.00)	(1,090)
Leisure, Parks & Communities	20	0	0.00	(869)	0.00	0	0	(163)	0.00	(140)	0.00	60	0.00	(1,092)
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)	(3,685)	19.80	(48)	(2)	(2,350)	(8.00)	(393)	3.50	111	(2.00)	(5,113)

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		(89)	3.00		0						(85)
City Development		90	1.00	(48)	1.00		(71)	0.00	(13)	0.00	200		158
Total	0	147	1.00	(167)	4.00	2	(513)	0.00	(13)	0.00	350	0.00	(194)

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		(85)			(100)						(182)
City Development		40	(1.00)				69		(86)	1.00	(175)		(152)
Total	0	43	(1.00)	(85)	0.00	2	(65)	0.00	(86)	1.00	(275)	0.00	(466)

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)			(100)						(116)
City Development		(90)	(1.00)				(2)		(10)		(25)		(127)
Total	0	(80)	(1.00)	(26)	0.00	2	(176)	0.00	(10)	0.00	(25)	0	(315)

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			(200)						(200)
City Development									(9)				(9)
Total	0	0	0.00	0	0.00	0	(200)	0.00	(9)	0.00	0	0.00	(209)

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	(200)	3.00	0	(400)	0.00	0	0.00	0	0.00	(583)
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)	(278)	4.00	6	(954)	0.00	(118)	1.00	50	0.00	(1,184)

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	Planning 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											

Housing & Property

Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				Total
							2014-15	2015-16	2016-17	2017-18	
Efficiencies											
1	Comm Housing & Strategy	Reduction of Printing budget	M	(5)	(5)	(6)					
2	Housing Needs	Deletion of one officer post. If efficiencies do not materialise, may need to redefine as service cuts. NB - potential for increased levels of applications and homelessness presentations may change anticipated needs in coming years.	H	(36)			1.00				1.00
3	Housing Needs	Reduction of Supplies & Services budgets	M	(10)		(10)					
4	Property Services	Efficiencies as a result of Business Process Improvement work	M		(50)		1.00				1.00
5	Property Services	Savings from planned maintenance	L	(2)							
6	Property Services	Savings from reduction in reactive maintenance following capital investment	L		(30)	(10)					
7	Housing Needs	Saving on Supplies & Services Budget	L	(36)			1.00				1.00
Total Efficiencies				(89)	(85)	(26)	3.00				3.00
Pressures											
8	Property Services	Ramsay House - increased contractual planned maintenance costs.		4	3	10					
Total Pressures				4	3	10					
Fees and Charges											
9	Property	Revenue savings from purchase of properties for homeless	H		(100)	(100)	(200)				
Total Fees and Charges					(100)	(100)	(200)				
Total Housing & Property				(85)	(182)	(116)	(200)	3.00			3.00
Total Housing & Property Budget Proposals Target				(51)	(5)	(16)	0				
Variance				34	177	100	200				
New/Amended Savings											

City Development

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
L		(3)							
L		(3)							
L			(2)						
M	(5)								
L		25							
L		25							
L		25							
H	(66)								
	(71)	69	(2)						
L	(13)	(11)	(10)	(9)					0.00
H		(75)				1.00			1.00
	(13)	(86)	(10)	(9)	1.00				1.00

City Development

Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				Total
							2014-15	2015-16	2016-17	2017-18	
11	Spatial Development										
Reduction in budget for Planning Inspector and external legal advice' related to Examinations into Development Plan documents flowing from production of fewer Development Plan Documents from year 2012/13		L	(5)								
12	Spatial Development										
Reduction in consultant's fees' from year 2013/14		L	(15)								
13	Support Services										
Efficiency saving through IT improvements (Permitted Development checks)		H	(14)				0.50				0.50
14	Support Services										
Efficiency saving through IT improvements (Scanning)		H	(14)				0.50				0.50
Total Efficiencies			(48)				1.00				1.00
Pressures											
15	Spatial Development										
City Centre Management Post from 2015-16				40				(1.00)			(1.00)
16	Support Services										
Partnership and Regeneration Manager			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										
Planning design and review panel			50	(25)	(25)						0.00
18	Spatial Development										
Technical support for Oxford Growth Strategy			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											

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	205		218
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)								150		163
Total	91	245	(3.00)	(147)	2.00	33	(1)	(39)	0.00	(55)	1.00	390	(1.00)	518

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)				35		(20)
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	35	0.00	(799)

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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)				(175)		(268)
Law & Governance				0										0
Customer Service				(85)	2.00	(38)	1					(35)	1	(158)
Finance														0
Business Imp & Technology	5	0		(170)				(7)				(150)		(322)
Total	5	(40)	0.00	(258)	2.00	(38)	1	(57)	0.00	0	0.00	(360)	1	(748)

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
Law & Governance				0										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	65	0.00	(70)
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	65	0.00	(1,292)

Human Resources & Facilities

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)
10	Facs Management	Post Room & Copier Unit income budget reduction to bring costs and income to a zero balance. This reflects the significant downturn in printing & copying (e.g. no meeting agendas) and is consistent with similar recharge arrangements across the Council.		70	(25)						0.00

Human Resources & Facilities

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
Total Pressures			100	15	(40)		(1.00)				(1.00)
Invest to Save											
11	Facs Management	Relaunch of Town Hall - reliant on all decoration and maintenance completed - represents investment on Marketing material, networking/ programmed events. (reversal of previous investment)	(10)								
Total Invest to Save			(10)								
New Investment											
12	Human Resources	Living Wage	5								
13	Facs Management	Town Hall Income pressure	25	35							0.00
14	Learning & Development	Training Budget increase	100		(100)						
15	Human Resources	Staff wellbeing	75		(75)						0.00
Total New Investment			205	35	(175)						
Total Human Resources & Facilities Savings			218	(20)	(268)						
Total Human Resources & Facilities Budget Proposals Target			(57)	(30)	(93)	0					
Variance			275	10	(175)	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	Income from Legal Hub - Collaborative working between all Oxfordshire authorities.	H	(5)	(5)						
				(5.0)	(5.0)						
Total Fees and Charges											
Service Reductions											
2	Legal Services	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.	L		(28)			1.00			1.00
					(28.0)			1.00			1.00
Total Service Reductions											
Pressures											
3	Legal Services	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).		50	(50)						0.00
				50	(50.0)						
Total Pressures											
Efficiencies											
4	Committees	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)	L	(3)	(3)						
5	Election Services	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.	M		(1)						
6	Corporate	Review of Admin Support	M		(350)						
				(3.0)	(354.0)						
Total Efficiencies											
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

Customer Services

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										
1	Revenues	Plan to increase in Court Fees over the back end of the period, values represent c4% of 2011/12 base budget for Court Fees. Court Fees are maintained in line with the other districts								
L		(14)								
	Total Fees and Charges	(14)								
Efficiencies										
2	Customer Contact	Efficiencies from combined contact centre (Multi-skilling of contact centre staff, process improvements and new telephony system)								
M		(25)	(116)	(50)		1.00	3.00	2.00		6.00
3	Customer Contact	Efficiency from impact of Welfare Reform								
H					(45)				1.50	1.50
4	Customer Contact	Resilience Contract Costs for two years as a result of 10% increase in call volume. To maintain customer satisfaction levels and simplify call options								
M			(40)	(35)	(75)					
	Total Efficiencies	(25)	(156)	(85)	(120)	1.00	3.00	2.00	1.50	7.50
Invest to Save										
5	Customer First	Project Manager for Comments and Complaints Portal-1 yr Contract(reversal of 13-14 investment)								
L		(20)								
6	Revenues	This is the cost of a contract for the collection of arrears on a no win no fee basis. This is an invest to save due to additional income being received via the Collection Fund.								
		25								
7	Revenues	Two Revenues Posts (Court Taking Officer and Appeals & Complaints Officer) who will improve recovery activities, review customer insight and associated work procedures, increasing collection of Council Tax & Business Rates income. The associated saving will come via the Collection Fund. It is anticipated that the additional income, in the example of Council Tax, will be over £200k in order for the authority to receive its share to cover the costs of the posts.								
		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	Double running of systems when Universal Credit is implemented								
L					(25)					
9	Housing Benefit	To maintain the work of the Universal Credit Pilot, until the anticipated introduction of Universal Credit. Involves financing 2 posts plus on-costs. Through workforce planning the funding for these posts will come from existing base budgets from 17/18 onwards.								
		85			(85)	(2.00)			2.00	0.00
	Total Pressures	85			(110)	(2.00)			2.00	
New Investment										
10	Customer Contact	Customer Excellence Manager								
		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									

Finance

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
Efficiencies												
1	Corporate Finance	Reduced banking and stationery costs as a consequence of going cashless, and moving to payment by BACS. Reduction in bank charges and cash collection contract	L	(4)								
2	Accountancy	Reduction in posts resulting from self service	H		(40)				1.00			1.00
3	Revenues	Implement Purchase to Pay and generic working in Payments and Income	M	(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												

Business Improvement & Technology

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	H			(150)					0.00
2	Technology	Reduce the number of users as the charge is based on number of PC's	H		(50)						
3	Technology	Reduction in telephone bill as home/flexible working increases and more calls are transacted across the web	L	(2)							
4	Technology	Application portfolio & Telephony review. Review and implementation will need to be complete by March 2016 to ensure savings can be achieved.	M	(50)	(100)						
5	Procurement	Procurement work plan for each year	L	(30)	(29)	(20)					
6	Procurement	Introduce a nominal charge for supplier training	L	(1)							
7	Procurement	Improved contract management	M	(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	M			(7)					

Business Improvement & Technology

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
Total Fees & Charges			0	0	(7)	0					
Pressures											
11	Technology	Public Sector Network Future Requirements	10								0.00
Total Pressures			10								
New Investment											
12	Transformation	Transformation Funding	150		(150)						0.00
Total New Investment			150		(150)						
Total Business Improvement & Technology savings			163	(154)	(322)	5					
Total Business Improvement & Technology Budget Proposals Target			3	(304)	(2)	0					
Variance			160	150	(320)	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)			125	(4.00)	(91)
Leisure, Parks & Communities	12			(66)	0.00			(60)		(140)		110		(144)
Environmental Development		10		(84)	1.30	(20)		(52)		(16)	0.00	(34)		(196)
Policy, Culture & Communications								(16)				19		3
Total	158	422	(6.00)	(390)	2.30	(42)	(2)	(640)	(5.00)	(156)	0.00	220	(4.00)	(429)

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)			(100)	2.00	(422)
Leisure, Parks & Communities	6			(510)				(62)				(25)		(591)
Environmental Development				(65)				(2)		(19)		3		(83)
Policy, Culture & Communications								(20)		(17)	0.00	(163)		(200)
Total	157	(26)	(3.00)	(845)	0.00	(7)	0	(254)	(3.00)	(36)	0.00	(285)	2.00	(1,296)

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			(143)				(41)				(25)		(207)
Environmental Development				(45)				(3)						(48)
Policy, Culture & Communications								(17)		0	0.50	86		69
Total	161	(82)	0.00	(198)	0.00	0	0	(315)	0.00	0	0.50	61	0	(373)

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				(150)										(150)
Environmental Development														0
Policy, Culture & Communications														0
Total	166	0	0.00	(690)	3.00	0	0	(16)	0.00	0	0.00	0	0.00	(540)

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	(2.00)	(1,090)
Leisure, Parks & Communities	20	0	0.00	(869)	0.00	0	0	(163)	0.00	(140)	0.00	60	0.00	(1,092)
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)	(2,123)	5.30	(49)	(2)	(1,225)	(8.00)	(192)	0.50	(4)	(2.00)	(2,637)

Direct Services

Proposal		H/M/L	2014-15 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	FTE Impact				Total
			2014-15	2015-16	2016-17	2017-18	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	M (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	L (50)	50							0.00
7	Waste and Recycling Domestic	Garden Waste 5% increase in charges	L (16)	(16)	(16)	(16)					0.00
8	Waste and Recycling Domestic	Improved Settlement on Recycling Gate Fee Income	L (35)								0.00
9	Waste and Recycling Commercial	Commercial waste : Growth in Business	M (66)								0.00
10	Waste and Recycling Commercial	Commercial Waste Growth in Business 13/14 / Price Increase from 15-16	M	(25)	(25)						
11	Planned Building Operations	Increased net contribution from further work being obtained from Corporate Assets and supplemented in later years from external contracts	M (77)	(33)	(33)		(3.00)	(3.00)			(6.00)
12	Engineering	Additional Private Works/Cycle Scheme net contribution	L (20)	(30)	(30)						
13	Motor Transport	Additional Private Works net contribution	H (60)				(2.00)				(2.00)
14	Local Overheads	Service Charge Income	L	22							
15	Local Overheads	Service Charge Income	M	(22)							
16	Street Scene	Increased contribution in relation to improved efficiency, by reducing the use of subcontractors	L (40)								
17	Motor Transport	Increased Auction Contribution	L (10)								
18	Off Street Parking	Alignment of Park & Ride charges with County Council policy	L (25)								0.00
Total Fees and Charges			(512)	(170)	(254)	(16)	(5.00)	(3.00)			(8.00)
Efficiencies											

Direct Services

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								
20	Waste and Recycling Commercial	Garden Waste - payment by Direct debit or surcharge of £3 per annum if payment by any other means								
21	Street Scene	Better management of sickness absence				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	20	20	20					
24	Corporate	Review of Off Street Parking		(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								
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)		(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)
33	Engineering	Flood Equipment Purchase	75	(75)		(2.00)	1.00			(1.00)
Total New Investment		125	(100)			(4.00)	2.00			(2.00)
Total Direct Services Savings		(91)	(422)	(187)	(390)	(16.00)	(4.00)		3.00	(17.00)
Total Direct Services Budget Proposals Target		(399)	(145)	(217)	0					

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
Fees and Charges											
1	Parks	Deliver tennis coaching / tennis contracts for coaches to hire our courts	M	(5)	(5)						
2	Sports Dev	Commission Sports Development to deliver activities to schools and other districts etc	L	(4)	(3)						
3	Parks	Income generated from a commercially funded football facility	H		(30)						
4	Countryside	Improved Partnership working with Green spaces organisations	L	(10)							
5	Parks	Commissioned tree team to do other work to help to subsidise their costs.	M	(15)	(17)	(18)					
6	Parks	Grounds Maintenance team to undertake works for other organisations to help to subsidise their operating costs.	L	(10)		(5)					
7	Parks	Commission Landscaping team to undertake works for other organisations to help to subsidise their operating costs.	M	(10)		(10)					
8	Parks	Income for Parks through large Park events	M	(6)							
9	Leisure Management	Review Membership Scheme	M		(10)						
Total Fees and Charges				(60)	(62)	(41)					
Service Reductions											
10	Parks	Increased community management of facilities e.g. bowls greens and pavilions.	M	(30)							
11	Communities and Neighbourhoods	Realignment of community development budgets	L	(110)							0.00
Total Service Reductions				(140)							
Efficiencies											
12	Leisure Management	Reduction in fee paid to Fusion in line with contract. Increase in 2014-15 fees due to lifecycle costs associated with equipment replacement.	L	36		(13)					
13	Parks	Grounds maintenance service review.	M			(13)					
14	Parks	Reduction in nursery costs (type / volume of flowers)	L			(8)					
15	Parks	Review the management of Horspath Sports Park	L		(10)	(10)					
16	Leisure Management	Management saving Temple cowley Pool - Re competition swimming pool	L		(300)						0.00
17	Communities and Neighbourhoods	£10k per year from supplies and services for Communities & Neighbourhoods Team. Re-provision of Northway sports facility will reduce costs & Restructuring following redevelopment of Northway Community Centre	L	(10)							
18	Communities and Neighbourhoods	£10k per year from premises running costs, which are the council's contribution to the running costs of Community Centres and two sports facilities Re-provision of Northway sports facility will reduce costs	M	(10)							
19	Positive Futures	Efficiency gains from youth ambition programmes	L	(5)	(5)						
20	Corporate	Leisure Management Saving	L	(77)	(195)	(99)	(150)				
Total Efficiencies				(66)	(510)	(143)	(150)				
Contractual Inflation											
21	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption). 2013-14 decrease based on reductions to overall contract.		12	6	2					
Total Contractual Inflation				12	6	2					
New Investment											
22	Communities and Neighbourhoods	Youth Delivery		50	(25)	(25)					0.00

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
23	Communities and Neighbourhoods	60							0.0
Total New Investment		110	(25)	(25)					
Total Leisure, Parks & Communities Savings		(144)	(591)	(207)	(150)				
Total City Leisure Budget Proposals Target		(380)	(71)	(73)	0				
Variance		236	(520)	(134)	(150)				
New/Amended Savings									

Environmental Development

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	New local licensing fees Increase	M	(25)							
2	Environmental Protection	New income from taxi fixed penalty notices	H	(10)							
3	Environmental Protection	Community Response Team Fixed Penalty notices. Scheduled operations with Thames Valley Police.	L	(2)	(2)	(3)					
4	Environmental Health	New income from Primary Authority and Business advice charges	H	(15)							0.00
Total Fees and Charges				(52)	(2)	(3)					
Service Reductions											
5	Environmental Protection	Reduction of City Councils contributions to PCSO's as previously agreed	L	(16)	(19)						
Total Service Reductions				(16)	(19)						
New Investment											
6	Environmental Sustainability	Green deal pilot scheme		(36)							
7	Environmental Sustainability	Low Carbon Oxford									0.00
8	Environmental Health	Stronger enforcement in the private rented sector		2	3						
Total New Investment				(34)	3						
Invest to Save											
9	Environmental Health	Houses Multiple Occupation "pump priming" and recovery		(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	Enviromental Management	Low priority service requests - Introduction of more efficient working practices	L	(54)				1.30				1.30
11	Enviromental Health	Pest Control Efficiencies	M	(30)	(20)							
12	Environmental Health	Extension of fee charging proactive work across private rented sector	M		(45)	(45)						
Total Efficiencies				(84)	(65)	(45)		1.30				1.30
Pressures												
13	Environmental Health	Pest Control Income - for appointments missed by clients		10								0.00
Total Pressures				10								
Total Environmental Development Savings				(196)	(83)	(48)		1.30				1.30
Total Environmental Development Budget Proposals Target				(201)	(63)	(48)	0					
Variance				5	(20)	0	0					
New/Amended Savings												

Policy, Culture and Communications

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										
1	Communication	Selling advertising space on the Oxford City Council website. Note: use of aggressive cookies by web advertisers limits income possibilities.								
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.								
3	Culture	Extra revenue generated by increased marketing activity - Culture								
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.								
5	Culture	Increase events income								
6	Culture	Carfax Tower income, annual fee increase								
Total Fees and Charges		(16)	(20)	(17)						
Service Reductions										
7	Policy and Partnerships	Review of Policy delivery								
Total Service Reductions		(17)					0.50			0.50
New Investment										
8	Policy and Partnerships	Educational Attainment-reprofiling								
9	Policy and Partnerships	Safeguarding Children and Vulnerable Adults								
#	Culture	Events Web-portal								
Total New Investment		19	(163)	86						
Total Policy, Culture and Communications Savings		3	(200)	69			0.50			0.50
Total Policy, Culture & Communications Budget Proposals Target		(34)	(197)	(17)	0					
Variance		37	(3)	86	0					
New/Amended Savings										

HOUSING REVENUE ACCOUNT PROJECTIONS
Oxford City Council

Year	2014.15	2015.16	2016.17	2017.18
£'000				
INCOME:				
Rental Income	41,250	42,530	44,433	45,866
Void Losses	-660	-595	-534	-551
Service Charges (Tenants & Leaseholders)	1,084	1,195	1,278	1,310
Other Income - (Furnished Tenancies/Misc)	738	757	776	795
Major Project Team Recharges to Capital	329	337	346	354
Total Income	42,741	44,224	46,299	47,774
EXPENDITURE:				
General Management	-5,126	-5,133	-5,061	-5,114
Special Management	-2,483	-2,385	-2,387	-2,389
Other Management	-2,834	-2,857	-2,881	-2,905
Bad Debt Provision	-351	-345	-342	-352
Responsive & Planned Maintenance	-9,724	-10,094	-10,306	-10,526
Total Revenue Expenditure	-20,518	-20,814	-20,977	-21,286
Interest Paid	-7,792	-7,792	-7,792	-7,792
Interest Received	64	31	69	69
Depreciation/Impairment	-5,595	-5,856	-6,049	-6,254
Net Operating Income	8,900	9,793	11,550	12,511
APPROPRIATIONS:				
Other HRA Reserve Adjustments	230	88	-76	-76
Revenue Contribution to Capital	-16,896	-9,850	-11,470	-12,417
Total Appropriations	-16,666	-9,762	-11,546	-12,493
ANNUAL CASHFLOW	-7,766	31	5	17
Opening Balance	11,271	3,504	3,535	3,540
Closing Balance	3,504	3,535	3,540	3,557

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Appendix 5

**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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APPENDIX 6

Capital Programme 2014/15 - 2017/18

REVISED POSITION FOLLOWING SLIPPAGES

Capital Scheme	+Slippage/- Budget b/f	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
		£	£	£	£
B0075 Stage 2 Museum of Oxford Development			477,000		
G6013 Superconnected Cities		4,675,000			
Policy Culture & Communications	0	4,675,000	477,000	0	0
F1323 Bridge Over Fiddlers Stream		70,000	158,016		
F6013 Bullingdon Community Centre -Enhancement of Community Facilities					
F7008 Landscaping Work at Lamarsh Road					
F0015 Cycle Oxford	118,503	122,000	50,000		
F7006 Work of Art - Littlemore					
F7007 Woodfarm / Headington Community Centre - Improvements	19,887				
F7009 CCTV Gipsy Lane Campus	60,000				
F7010 Work of Art Said Business School	0		50,000		
F7011 Headington Environmental Improvements	60,000				
F7012 Rose Hill Recreation Ground Improvements		3,300			
F7019 Work of Art Rose Hill					
F7020 Work of Art Shotover View	14,635				
NEW Sunnymede Park - Enhancement of Play Area Facilities		1,830			
M5014 West End Partnership	217,225				
City Development	490,250	197,130	258,016	0	0
E3511 Renovation Grants		50,000	50,000	50,000	
E3521 Disabled Facilities Grants		640,000	640,000	640,000	640,000
N5019 Homelessness Property Acquisitions			2,000,000	4,000,000	4,000,000
G6014 CCTV Project					
G6015 CCTV Rosehill Parade					
Environmental Development	0	690,000	2,690,000	4,690,000	4,640,000
Leisure Centres					
A4808 Blackbird Leys LC Improvements		128,278			
A4814 Leisure Centre substantive repairs		66,000			
Offices for the Future					
Q2000 Offices for the Future					
Community Centres					
B0033 Community Centres	-	313,420	288,200	413,320	200,000
B0034 Rose Hill Community Centre (GF)	326,300				
NEW East Oxford Project			200,000		
NEW Jericho Community Centre			200,000		
Covered Market					
B0010 Covered Market signage improvements					
B0027 Covered Market - Improvements & Upgrade to Roof					
B0028 Covered Market - New Roof Structures to High St Entrances	100,000				
B0036 Investment ~ Covered Market		150,000	75,000		
B0063 Covered Market Replacement Sprinkler System					
Investment Properties					
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	27,000				
B0040 Investment ~ Broad Street	127,280		33,800	17,400	
B0041 Investment - Misc City Centre Properties		10,000	24,000		
B0044 Investment - Outer City		38,600	80,700	257,100	
B0045 Investment ~ St. Michael's Street					
B0046 Investment - Ship Street	65,720				
B0043 Investment George Street	50,500		77,800		
B0072 23-25 Broad Street	300,000				

REVISED POSITION FOLLOWING SLIPPAGES

Capital Scheme	+Slippage/- Budget b/f	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
M5015 Old Fire Station					
Miscellaneous Council Properties					
B0037 Car Parks		80,000	60,000	50,000	
B0052 Miscellaneous Properties				14,360	
B0060 Feasibility Studies Depot Relocation					
B0073 Clearing Channels under Frideswide Bridge					
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	- 25,000	140,000			
NEW 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			
B0071 Parks Properties (H&S works)					
NEW Parks & Leisure Toilets		9,200			
Town Hall					
B0054 Town Hall		280,000	55,000	50,000	
B0068 Town Hall - Conference System Refurbishment	266,611				
B0076 Town Hall Improvements (OFTF2)		50,000			
B0074 R & D Feasibility Fund		125,000			
B0060 Depot Relocation Feasibility Studies		0			
Housing Projects					
B0082 Garages		117,000	117,000		
Corporate Assets (Now Housing & Property)	1,238,411	1,711,198	1,602,000	850,000	200,000
C3042 Customer First Programme					
Customer Services	0	0	0	0	0
G1013 Dawson Street Gardens					
G3013 Diamond Place car park footpath extension					
G3014 East Oxford Community Association Improvements					
G4006 Florence Park Community Centre Kitchen					
G3015 NE Marston Croft Road Recreation Ground					
NEW South Oxford Community Centre Café		50,000			
NEW St Ebbes Deaf and Hard of Hearing Centre		50,000			
A1300 Playground Refurbishment					
A1301 Play Barton					
A4810 New Build Completion Pool	2,293,900	3,250,000	500,000		
A4815 Leisure Centre Improvement Work	447,250				
A4830 Develop new burial space		300,000	400,000	200,000	
A4818 Lye Valley & Chiswell Valley Walkways					
A4816 Sports Pavilions		1,201,000	75,000		
A4820 Upgrade Existing Tennis Courts		54,000	60,000		
A4821 Upgrade Existing Multi-Use Games Area		48,000	48,000		
A4824 Meadow lane Skate Park					
A3129 Donnington Recreation Ground Improvements					
A4826 Parks Works		100,000	50,000	50,000	
A4827 Cowley Outdoor Gym					
A4828 Valentia Road Playground					
A4829 Oxford Spires Academy	200,000				

REVISED POSITION FOLLOWING SLIPPAGES

Capital Scheme	+Slippage/- Budget b/f	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
NEW Pavilions Grey Water Harvesting			28,000		
NEW Horspath Athletics Ground			50,000	450,000	
A4831 Three Artificial Turf Cricket Wickets	- 36,000	12,000	12,000	12,000	
Leisure, Parks & Communities	2,905,150	5,065,000	1,223,000	712,000	0
F0011 Pay & Display Parking in the Car Parks					
F0012 P & R Purchase of Capital Items - Peartree, Redbridge					
F0014 Purchase of ANPR for use in car park enforcement					
R0005 MT Vehicles/Plant Replacement Programme.		2,556,750	2,055,150	823,330	852,000
T2269 Toilet improvements		80,000			
T2270 Bin stores for council flats to assist recycling					
T2273 Car Parks Resurfacing		350,000	350,000	350,000	
T2274 Gloucester Green Car Park Waterproofing					
T2275 MOT Service Bay Extension					
B0081 Car Parking Oxpens	- 300,000	3,300,000			
Direct Services	(300,000)	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
C3045 Mobile Working					
C3046 System Integration Capability					
C3047 Oracle 11g Upgrade					
C3048 Server 2008 Upgrade for Idox					
C3049 Source Code Management					
C3050 Tree Management Software					
Business Improvement & Technology	0	277,000	327,000	327,000	150,000
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 Frideswide 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)		400,000	1,000,000	600,000	
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 e.g biomass town hall, solar thermal energy in swimming pools, solar panels on properties, telematics system		200,000	200,000	200,000	
Cutteslowe Park Splash Feature			100,000		
Biomass store at Cutteslowe Park to supply new pool		90,000			
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 Spires 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		300,000	1,400,000		
Quarry Pavilion			600,000		
Leys Parking		87,000			
New Bids		9,361,000	4,215,775	1,211,000	660,000
GF Total	4,333,811	28,263,078	13,197,941	8,963,330	6,502,000
External Contracts					
N6384 Tower Blocks		279,000	5,130,000	5,135,000	5,135,000

REVISED POSITION FOLLOWING SLIPPAGES

Capital Scheme	+Slippage/- Budget b/f	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
N6387 Controlled Entry		215,000	221,000	226,000	232,000
N6393 External Doors		205,000	210,000	215,000	221,000
N7033 Energy Efficiency Initiatives		513,000	263,000	269,000	276,000
N6394 Windows		256,000	263,000	269,000	276,000
N6389 Damp-proof works (K&B)		92,000	95,000	97,000	99,000
N6392 Roofing		154,000	158,000	162,000	166,000
N6386 Structural		128,000	131,000	135,000	138,000
Digital Inclusion		164,000			
N7026 Communal Areas		154,000	158,000	162,000	166,000
N7027 Environmental Improvements		103,000	105,000	108,000	110,000
N7020 Extensions & Major Adaptions		308,000	315,000	323,000	331,000
New Build					
N7029 HCA New Build		12,657,000	655,000	146,000	26,000
N7031 Homes at Barton		104,000	614,000	4,815,000	5,909,000
N7032 Great Estates: Estate Enhancements and Regeneration		1,025,000	1,051,000	1,077,000	1,104,000
Rose Hill Community Centre (HRA)		3,668,000			
NEW Rose Hill Drainage		40,000			
NEW Food Waste Collection		113,000	42,000		
N7030 Horspath Road Depot		1,538,000			
Internal Contracts					
N6385 Adaptations for disabled		615,000	646,000	662,000	679,000
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	718,000	670,000	619,000
Housing Revenue Account	0	27,536,000	15,142,000	18,754,000	19,708,000
Grand Total	4,333,811	55,799,078	28,339,941	27,717,330	26,210,000
Financing - General Fund					
Capital Receipts	4,262,064	5,687,198	2,937,775	2,693,000	4,000,000
Direct Revenue Funding		4,000,000	3,500,000	4,000,000	753,000
General Fund Revenue Contributions additional					
Revenue Reserves	- 300,000	3,500,000	3,000,000		
Property reserve		7,000,000			
Developer Contributions -s106	371,747	197,130	258,016		
Community Infrastructure Levy			1,000,000	1,000,000	450,000
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			
Prudential Borrowing for Vehicles		2,731,750	2,055,150	823,330	852,000
Total General Fund Financing	4,333,811	28,263,078	13,197,941	8,963,330	6,502,000
Financing - HRA					
MRR		22,491,000	15,142,000	17,519,000	18,671,000
RTB Receipts		3,835,000		1,235,000	1,037,000
External Contributions		1,210,000			
Total HRA Financing	0	27,536,000	15,142,000	18,754,000	19,708,000
Total Financing	4,333,811	55,799,078	28,339,941	27,717,330	26,210,000

Fees & Charges 2014/15

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					

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

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 Map	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
Land Charges				
Exempt from VAT				
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 Charges - Commercial Rates <i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	175.00	225.00	50.00	28.57
Assembly Room	110.00	150.00	40.00	36.36
Old Library	110.00	150.00	40.00	36.36
Long Room	75.00	90.00	15.00	20.00
Meeting Rooms	41.00	50.00	9.00	21.95
Room Charges - Community/Charity Rates <i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	87.50	112.50	25.00	28.57
Assembly Room	55.00	75.00	20.00	36.36
Old Library	55.00	75.00	20.00	36.36
Long Room	27.50	45.00	17.50	63.64
Meeting Rooms	20.50	25.00	4.50	21.95
<u>Social Events Packages</u>				
Ceremony only packages (2 hrs hire)				
Main Hall	385	595	210.00	54.55
Assembly Room/Old Library	275	495	220.00	80.00
St Aldate's Room	215	250	35.00	16.28
Social Events (18:00-23:59 hrs with 1 hr clearance to 01:00 hrs)				
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	15%	Withdrawn		
Discounts				
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 (maximum)	10%	15%	0.05	50.00
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%	13%	0.03	25.00
Technical Facilities				
Data Projector	25	50	25.00	100.00
Flipchart, pad & pens (inc. in DDR)	14	15	1.00	7.14
Laptop computer (internal use only)	50	55	5.00	10.00
Lectern – table	FOC	FOC		
Lectern – free standing	FOC	FOC		
Long Room - AV Equipment	50	55	5.00	10.00
PA system (Main Hall)	60	66	6.00	10.00
Large Screen	50	55	5.00	10.00
Small pop up screen	25	27.5	2.50	10.00
Stage extension - Small	45	55	10.00	22.22
Stage extension - Large	85	105	20.00	23.53
Round table with linen cloth	12.5	14	1.50	12.00

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Musical Equipment				
Organ – Events	100	110	10.00	10.00
Organ – rehearsal/practice (<i>per hour</i>)	12	13.5	1.50	12.50
Piano – events	70	75	5.00	7.14
Piano – rehearsal/practice (<i>per hour</i>)	12	13.5	1.50	12.50
License Holders & Door Supervisors				
TH Personal Licence holder	65	Withdrawn		
Door Supervisors (<i>per hr per Supervisor</i>)	15.5	At cost		
Internal Charges				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	FOC		
Cancellation less than 72 hrs before	50%	50%		
Catering Charges				
Kitchen Hire per head (minimum 100)	3	3.5	0.50	16.67
Servery Hire Only (per day)	60	65	5.00	8.33

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	"		

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

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

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		Subject to change for 2014/15 inline with government instructions these have not been received as yet.		
Cars (up to 8 passenger seats)				
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)
	£	£	£	%
<u>Standard rated & inclusive of VAT</u>				
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
<u>Car Parks Charges -</u>				
<u>Standard rated & inclusive of VAT</u>				
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				
<u>Standard rated & inclusive of VAT</u>				
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
<u>Car Parks Charges</u>				
<u>Standard rated & inclusive of VAT</u>				
Park & Ride				
Redbridge, Seacourt & Peartree				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
Chargeable Parking in Selected Park Areas				
Cutteslowe 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
Cutteslowe 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
<u>Parking Penalty Charges</u>				
<u>Outside Scope for VAT</u>				
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

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 3.2% 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	4.40	0.10	2.33
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	4.50	0.10	2.27
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
Sauna/ Steam & Swim (TCP)	7.00	7.20	0.20	2.86
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	1.20	0.00	0.00
Hinksey Swimming	1.20	1.20	0.00	0.00
Hinksey (early/late)	1.20	1.20	0.00	0.00
Sauna/ Steam (TCP)	1.20	1.20	0.00	0.00
Water Workout	1.20	1.20	0.00	0.00
Badminton (per person)	1.20	1.20	0.00	0.00
Squash (per person)	1.20	1.20	0.00	0.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Aspires Fitness Gyms	7.50	7.70	0.20	2.67
Express Induction – Proficient user	20.00	20.60	0.60	3.00
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	20.00	20.60	0.60	3.00
Fitness programme	12.30	12.70	0.40	3.25
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	3.20	0.10	3.23
Racket Hire	1.20	1.20	0.00	0.00
U17/Over 60s/ Student				
Aspires Fitness Gyms	3.90	4.10	0.20	5.13
Aspires Academy	2.90	3.00	0.10	3.45
Express Induction – Proficient user	10.00	10.30	0.30	3.00
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	10.00	10.30	0.30	3.00
Fitness programme	6.30	6.50	0.20	3.17
Programme & Health Review	5.60	5.80	0.20	3.57
Aspires Academy Induction	10.00	10.30	0.30	3.00
Fitness Classes	3.90	4.00	0.10	2.56
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	1.20	0.00	0.00
Aspires Academy	1.20	1.20	0.00	0.00
Express Induction – Proficient user	3.60	3.60	0.00	0.00

	Charge £	Charge £	(Decrease) £	(Decrease) %
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	3.60	3.60	0.00	0.00
Fitness programme	3.60	3.60	0.00	0.00
Programme & Health Review	3.60	3.60	0.00	0.00
Aspires Academy Induction	3.60	3.60	0.00	0.00
Fitness Classes	1.20	1.20	0.00	0.00
Table Tennis	1.20	1.20	0.00	0.00
Racket Hire	0.50	0.50	0.00	0.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	7.40	7.60	0.20	2.70
Lunchtime Skate	3.30	3.40	0.10	3.03
After school/ Family/ Twilight skate	4.80	5.00	0.20	4.17
Skate Disco Session	7.40	7.60	0.20	2.70
Family Skate Ticket (for 5)	26.60	27.50	0.90	3.38
Family Skate Ticket (for 4)	21.80	22.50	0.70	3.21
After school/ Family/ Twilight skate (for 5)	21.30	22.00	0.70	3.29
Tea Time Family Skate (for 4)	16.90	17.40	0.50	2.96
Skate Training 1	6.30	6.50	0.20	3.17
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	10.10	0.30	3.06
Adult Group Lesson (6 lessons)	48.10	49.60	1.50	3.12
U17/Over 60s/ Student Slice				
Skate general session	5.60	5.80	0.20	3.57
Lunchtime Skate	3.30	3.40	0.10	3.03
After school/ Family/ Twilight skate	4.80	5.00	0.20	4.17
Skate Disco Session	7.40	7.60	0.20	2.70
Skate Training 1	4.40	4.50	0.10	2.27
Skate Training 2	2.20	2.30	0.10	4.55
Golden Blades (over 50)	4.00	4.10	0.10	2.50
Guardian Fee (spectators who are supervising children)	1.20	1.20	0.00	0.00
Teacher Rates (15mins)	9.80	10.10	0.30	3.06
Junior Group Lesson (6 lessons)	36.10	37.30	1.20	3.32
Bonus Slice				
Skate general session	1.90	1.90	0.00	0.00
Tea Time Skate	1.90	1.90	0.00	0.00
Skate Disco Session	1.90	1.90	0.00	0.00
Skate Training	1.90	1.90	0.00	0.00
Golden Blades (over 50)	1.90	1.90	0.00	0.00
Guardian Fee (spectators who are supervising children)	1.00	1.00	0.00	0.00
OTHER CHARGES (per session)				
Adult				
Aqua Natal	7.70	8.00	0.30	3.90
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				
Aqua Natal	7.20	7.50	0.30	4.17
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
U17/Over 60s/ Student Slice				
Aqua Natal	7.20	7.50	0.30	4.17
Aspires Physical Assessment	11.00	11.70	0.70	6.36
Body Fat Analysis	6.00	6.70	0.70	11.67
Aerobic Capacity Analysis	6.00	6.70	0.70	11.67
Fi-tech cholesterol test	6.00	6.70	0.70	11.67
Bonus Slice				

Standard rated & inclusive of VAT

**ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO
ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD
HOLDERS**

Aqua Natal

Charge £	Charge £	(Decrease) £	(Decrease) %
4.00	4.00	0.00	0.00

	Charge £	Charge £	(Decrease) £	(Decrease) %
<u>Standard rated & inclusive of VAT</u>				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
Aspires Physical Assessment	6.20	6.20	0.00	0.00
Body Fat Analysis	3.30	3.30	0.00	0.00
Aerobic Capacity Analysis	3.30	3.30	0.00	0.00
Fi-tech cholesterol test	3.30	3.30	0.00	0.00
SWIMMING LESSONS (half an hour)				
Adult				
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	3.20	0.00	0.00
Adult Swim Lessons (Per hour)	6.80	6.80	0.00	0.00
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
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
Active card				
Adult	44.00	46.50	2.50	5.68
Over 60	23.00	24.50	1.50	6.52
Student	23.00	24.50	1.50	6.52
Under 17	19.00	20.50	1.50	7.89
Family	89.00	92.50	3.50	3.93
Aqua card				
Adult	31.00	32.00	1.00	3.23
Over 60	17.00	18.00	1.00	5.88
Student	17.00	18.00	1.00	5.88
Under 17	12.00	13.00	1.00	8.33
Family	63.00	65.00	2.00	3.17
The Annual Slice Card				
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
Active card				
Adult 12 months for 11	444.00	511.50	67.50	15.20
Over 60	227.00	269.50	42.50	18.72
Under 17	186.00	225.50	39.50	21.24
Family	742.00	1017.50	275.50	37.13
Aqua card				
Adult 12 months for 11	310.00	352.00	42.00	13.55
Over 60	165.00	198.00	33.00	20.00
Under 17	124.00	143.00	19.00	15.32
Family	639.00	715.00	76.00	11.89
Adult (Hinksey)	132.00	136.00	4.00	3.03
Over 60 (Hinksey)	67.00	69.00	2.00	2.99
Family (Hinksey)	256.00	264.00	8.00	3.13

Standard rated & inclusive of VAT

ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO
ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD
HOLDERS

Charge	Charge	(Decrease)	(Decrease)
£	£	£	%

	Charge £	Charge £	(Decrease) £	(Decrease) %
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
Other Cards				
Bonus				
Adult	2.70	2.70	0.00	0.00
Dependent	1.00	1.00	0.00	0.00
Student				
October - September	10.00	11.00	1.00	10.00
Staff				
Family	36.00	37.00	1.00	2.78
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

	Charge £	Charge £	(Decrease) £	(Decrease) %
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
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
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

	Charge £	Charge £	(Decrease) £	(Decrease) %
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND AQUA AND CHOICE MEMBERSHIP CARD HOLDERS				
Fee to purchase additional 25 years Exclusive Right of Burial in an 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
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

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		
		value of time spent based on hourly rate decided by Head of Environmental Development + costs incurred		
Works in default		Hourly rate of officer + 20% establishment charges + costs incurred		
		Hourly rate of officer		
Provision of factual statements etc		Hourly rate of officer		
		N/A		
NEW - Charging for business advice		£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		
<u>Standard rated & inclusive of VAT</u>				
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	£44 (inc. VAT)	£45 (inc. VAT)		
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)		

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				
Commercial Events only				
Application fee (non-refundable)	0.00	25.00	25.00	
Site Visits (per hour)	0.00	50.00	50.00	
Events attendance - Half Day	0.00	150.00	150.00	
Events attendance - Full Day	0.00	250.00	250.00	
Sports Tournaments & associated events	Price upon application	Price upon application		

	2013/14 Charge	2014/15 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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				
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

Appendix 8

BUDGET REPORT RISK IMPLICATIONS 2014/15 TO 2017/18

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
							I	P	I	P	I	P	
129	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	MTFP 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

Oxford City Council Budget 2014-2015: “A Fair Future for Oxford” (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the various on-going budget proposals. It provides an initial commentary on the risks and mitigating actions already in place to support the investment proposals before the wider public consultation period from 12th December 2013 to January 2014. Amendments raised by the CEB discussions and consultation will be reflected in the document.

Budget Proposal	Increase Council Tax by 1.99%, and maintain the existing Council Tax Support Scheme
Is this proposal new or subject to an annual review?	This is an annual consideration. The Autumn 2012 budget statement lowered the local authority tax referendum threshold to 2%. The new national Council Tax Support Scheme was approved by parliament and was implemented in April 2013. The figure for 2014/ 15 will be an increase of 1.99% or £5.34 per annum (representing a Band D Council Tax of £273.53 per annum)
What are the likely risks?	Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these may be mitigated by the council tax support scheme, which is not being reduced).
What public consultation has been planned/ taken place?	Initial joint consultation with other Oxford Districts on the design of the local council tax support scheme was undertaken from August to September 2012, with 152 respondents within the City (10% from BME communities) and there will be further opportunities for comment as part of the public consultation in January 2014.
What mitigating actions will the Council implement to offset any negative impacts?	The Council has agreed to suffer the loss of 10% of grant and to keep the Council Tax Reduction Scheme in place. This will minimise the impact on the low paid. The anticipated Council Tax collection was reduced from 98% to 97% in 2012/2013 due to proposed welfare benefits changes anticipated to lead to greater arrears. This target was met with an end of year collection rate above 97%. Current collection targets for 2013/ 2014 continue to be above 97%. Currently the total net caseload is 12,422 receiving Council Tax Benefit & Housing Benefit, with 75% of those 10,159 receiving CT benefit on full benefit and therefore the 1.99% increase will have no effect. Of the remaining 25% in receipt of some benefits those hardest hit are likely to be part time or low paid work and will be variably impacted on a case by case basis. This means that the

	<p>remaining 48,000 CT payers will be directly affected by the 1.99% increase. The 1.99% increase will see the Council gain an additional £110k of income and the £5.34 can be seen in the positive context of a capital investment programme of £60 million and a £1.4 million extra spend from the previous budget. The Council's element within CT is 17% of the overall CT rate.</p>
Overall assessment of the equality risks	The equality risk is low/ medium and will be about proportionate rather than negative impacts. These risks were presented as part of the budget proposals to CEB in December 2012 and remain at a similar level.
Budget Proposal	Consider the level of Council Tax exemptions and discounts
Is this proposal new or subject to an annual review?	October 2011 government proposals gave billing authorities greater discretion over setting "reliefs". The Council is recommended to maintain its Council Tax Support scheme on the same basis as that introduced on 1 st April 2013. It is estimated that this will cost the Council an additional £60k per annum. However, the administration believes that reducing Council Tax Support to people on low incomes would lead to higher levels of poverty in Oxford, and would add to the collection costs, as trying to get relatively small amounts of money from those on very low incomes is costly.
What are the likely risks?	Some income gains are expected
What public consultation has been planned/ taken place?	The proposals around recommended changes to exemptions will be consulted on as part of the public consultation between December 2013 and January 2014. Maintaining the Council Tax Support Scheme has already undergone full consultation in the previous budget.
What mitigating actions will the Council implement to offset any negative impacts?	<p>Changes agreed in February 2013 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:</p> <ul style="list-style-type: none"> • 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

	<p>taxpayer to appeal any Council Tax Band on the property to the Valuation Office Agency.</p> <ul style="list-style-type: none"> • New Builds - to give 100% discount for one calendar month, then to remove the discount completely to encourage properties into use quicker.
Overall assessment of the equality risks	Low/ minimal
Budget Proposal	Increase in council house rents by 5.42% (in alignment with a national convergence formula that local authorities should follow. Note that the Government are exploring the option of removing the convergence element and have indicated their support to reduce the uplift from RPI to CPI. New proposals will be implemented from April 2015)
Is this proposal new or subject to an annual review?	There is a regular review of housing rents. 5.42% is equivalent to £5.25 per week (average rent will be £102.08/ week) and is expected to produce an additional £1.58 million per annum. Rent increases follow government formulas and form part of the management of the HRA, the direct ability of the Council to meet its HRA repayments and to continue to invest in Decent Homes through insulation and other improvement programmes.
What are the likely risks?	<p>There is a possible risk of a rise in rent arrears (also factoring in the change to direct payments). But tenants in receipt of full or partial HB will be covered against rises. Tenants on low incomes but not in receipt of housing benefit are at a greater risk.</p> <p>The Housing service conducts a detailed analysis of the groups at greatest risk to enable proactive work to prevent social housing tenants being placed at risk of being served notices seeking possession.</p>
What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders
What mitigating actions will the Council implement to offset any negative impacts?	<p>The Council will work in accordance with the steer from central government and the current rent calculation formula (RPI + 0.5% + £2). Going forward from 01/04/2015 rent increases are assumed to be limited to rise in line with CPI + 1%, e.g. an average overall of 3.1%</p> <p>A provision for bad debt of around £500k (3%) has been put in place as a contingency</p> <p>Note:The real risk for the social housing sector is around the government policy of welfare reform,</p>

	<p>particularly the “bedroom tax” and benefit caps:</p> <ul style="list-style-type: none"> • To mitigate against the risk of rising homelessness the Council 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. It has also made a further allocation of £10million provision in the capital programme to purchase dwellings to house families requiring temporary accommodation if required. • An initial assessment has identified around 635 tenants directly affected by this, e.g. negatively impacted financially through either 14% or 25% benefit cuts for under occupation by one or two rooms. The net result of this, coupled with a £500 p/w benefit cap, is an overall gap of £500k per year for those tenants. • 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 to give the claimant time to find a permanent solution. The Council receives a Government Grant for Discretionary Housing Payment which for 2013/14 is £525k. • 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. • To proactively manage this risk the Housing Service is playing an important partnership role (in addition to linking in with financial inclusion strategies) within the DWP Welfare Reform pilot managed and led by Customer Services. An Outreach Worker liaises immediately and directly with those tenants at greatest risk, the Housing service is seconding skilled Options/ Sustainment and Homelessness officers to further assist with this project, and an online support tool covering benefits advice, education/ training providers and the network of local work clubs has also been developed. • Welfare Reform/ Direct Payments pilot reports have been regularly presented to Scrutiny
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	Committee and strong governance is in place which includes councillors as well as monthly highlight reports.
Overall assessment of the equality risks	<ul style="list-style-type: none"> The initial impact of a rise in council house rents could be high but the longer term risk is low/ medium. There could be a residual risk that some groups might be disproportionately affected. The Council is confident that arrears will be held at current levels. <i>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</i>
Budget Proposal	Increase in council house service charges by 3.7% in 2014/ 15 and CPI + 1% thereafter & removal of the service charge limiter subject to a cap of £1 per week per annum on the increase as agreed in the 2013/ 2014 budget
Is this proposal new or subject to an annual review?	<p>There is a regular review of leaseholder charges (caretaking, cleaning, CCTV, communal areas) and these will be linked to increases in the RPI.</p> <p>The proposal to approve a reduction of £1 per week is spread over a four year period to reduce the impact and to end the unfairness of tenants paying different rates for the same services.</p> <p>Council's rent accounts have "service charge limiters" that effectively reduce the level of charges payable. The removal of the limiter will see an increase in service charge income from £168k in 2103/ 14 to £50k in 2016/ 17.</p>
What are the likely risks?	<p>It is estimated that 2,800 tenants were potentially impacted in the last financial year. This figure reduces significantly each year as the limiters are removed.</p> <p>The Council will need to determine the greatest areas of disadvantage and whether any specific protected groups are placed more at risk</p>
What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders
What mitigating actions will the Council implement to offset any negative impacts?	<p>The proposal will remove inequity/ anomalies that tenants living side by side and in receipt of the same benefits associated with service charges are being charged different amounts. Tenants in receipt of HB will see the service charge increases covered.</p> <p>Housemark sector benchmarking indicates that the average landlord spends £157 per property on estate services each year and that spend is increasing, therefore this is a prudent financial measure</p>

	to help to maintain the quality of housing stock and services.
Overall assessment of the equality risks	Low/ medium
Budget Proposal	Increases in Fees and Charges across Council services
Is this proposal new or subject to an annual review?	<p>The MTFS allows for fees and charges to increase over the medium term in line with “what the market can bear”</p> <p>Increases are proposed in the following services:</p> <ul style="list-style-type: none"> • Leisure charges average 3.4% for the majority of activities & CHOICE memberships by 10% (City Leisure) • License fees approximately 2% for a small number of miscellaneous licensing changes, but with pest control increases around 5%(Environmental Development) • Garden waste bins 3.5% to 5.1% (Direct Services) representing a maximum increase of £2 • Car Parking 4.76% (5p) in Parks & 2%-9% (10p) in Car Parks and Off Street (following a two year freeze to 2012/ 2013) (Direct Services) • Cemeteries from 0% to 12.5% for exclusive burial rights (a £100 increase for purchasing 50 year adult grave rights) • The Town Hall charging strategy aimed at ensuring the Town Hall remains the centre of civic and cultural life in the city; but on a more financially sustainable basis, will mean that there will be additional pressures on the availability of rooms for community groups. A full proposal is being developed for a future CEB meeting. Note that the charges for Town Hall roomshave been static for the last three years.
What are the likely risks?	<ul style="list-style-type: none"> • There are some potential risks around the loss of income/ service users, the loss of some HMOs, as well as some community groups being disproportionately affected by specific fee increases and the possible loss of free access to or discounts for Town Hall room bookings. Some fees have been determined by central government but it is important to note that, for example, a 10% rise in planning pre application charges (set by Council as part of its budget last year)followed no increase for three years and that 2012/ 2013 saw anincrease in the number of pre-application requests. Similar outcomes are anticipated around the small increase in service charges • The Council has recognised that affordability of services is a significant problem for those in receipt of benefits. It has built in protections accordingly: with c. 2400 residents (accounting for 23.5% of all service users) receiving free garden waste services. Given the current economic

	<p>climate for the public sector the ability to sustain this free service will be reviewed but any proposal to change would seek to minimise the impact on vulnerable communities. It remains an aim to maintain a universal and free service wherever possible and to minimise the impact of any charging to minimal or zero levels for those in receipt of benefits. Previous charges for garden waste collection services have been set below market rates. Note also that over 1000 residents receive assisted collections and that cases are reviewed annually.</p> <ul style="list-style-type: none"> • Environmental Development has continued to maintain subsidised services and have regard to the ability to pay where it is not a business transaction. There is no evidence to suggest that service users are dissuaded from making initial applications or renewing licences. Although pest control charges for people in receipt of benefits will increase they are still lower than for other customers and the ED service has put plans in place to develop a different and more cost effective way of delivering pest control services, e.g. to develop an online resource that will give advice and guidance and allow for more cost neutral/ low cost treatments to be purchased from the Council, with a pest controller delivering the products (in a sense a DIY treatment option) and an advice sheet to service users.
What public consultation has been planned/ taken place?	Budget consultation annually (December 2013/ January 2014).
What mitigating actions will the Council implement to offset any negative impacts?	<ul style="list-style-type: none"> • Each Council service area proposing fee increases will undertake an analysis of service users (where identifiable) to assess any issues of potential adverse impact. For example, City Development has put a process in place since 2011 where the Council's Equalities Business Partner receives the Weekly Planning List in order to flag up any potential issues around access at an early stage. • Crucially, the Council is committed to continuing with protections and exemptions in place. Discounts and subsidies have been put in place, with the concessions continuing for Fusion/ Council Slice Card leisure membership and initiatives such as free swimming for U17s preserved for the duration of the MTFS. Price increases for single activities have been proportionate and generally between 10 to 90 pence per session. The larger total increases in the fees for annual memberships have in part been buffered by the fees for 2012/ 2013 giving discounts of 12 months for the price of ten. • All fees and charges have been applied across the board. In many cases, the small increases being proposed follow a period of two years where no increases were applied. Where

	statutory provisions allow, discretionary reductions will be applied to be both responsive to and influence best practice around compliance (rewarding high standards).
Overall assessment of the equality risks	Generally low/ medium, but there may be groups adversely affected by specific service fees. Consultation and monitoring will take place with these groups once identified.
Budget Proposal	New Homes Growth Bonus Payments
Is this proposal new or subject to an annual review?	A system introduced by central government in 2011/ 2012 to pay grant based on the net growth in housing
What are the likely risks?	The net growth in housing and affordable homes will have a positive impact on regeneration projects and impact strongly on groups in receipt of benefits and in work but on lower incomes; supporting strategic housing and other local economic growth priorities through Local Enterprise Partnerships
What public consultation has been planned/ taken place?	The Council will monitor potential growth estimates until 2016/ 17
What mitigating actions will the Council implement to offset any negative impacts?	Conservative estimates indicate a positive return above £1 million for each of the years. The New Homes Bonus will continue to at least 2020.
Overall assessment of the equality risks	
Budget Proposal	Safeguarding
Is this proposal new or subject to an annual review?	Safeguarding Children & Vulnerable Adults (£24k per annum over the 2014/ 15 and 2015/ 16 budget years) The Council's policy is available on the following website page: http://www.oxford.gov.uk/PageRender/decCD/Policies_and_Plans_occw.htm
What are the likely risks?	The Council have committed these resources as a result of a recent Safeguarding audit and to ensure that, in discharging its functions, it has regard to the need to safeguard and promote the welfare of children, young people and vulnerable adults.
What public consultation	N/A

has been planned/ taken place?	
What mitigating actions will the Council implement to offset any negative impacts?	<ul style="list-style-type: none"> • The Council continues to play a representative role in the Oxfordshire Safeguarding Children Board (OSCB) see hyperlink http://www.oscb.org.uk/wps/wcm/connect/occ/OSCB/Home/ • The Council has recently undertaken a significant programme of staff training to mitigate against safeguarding risks • Safeguarding considerations are built into every Equalities Impact Assessment where relevant
Overall assessment of the equality risks	Low risk with a high positive impact
Budget Proposal	Low Carbon Oxford
Is this proposal new or subject to an annual review?	Maintain contribution to Low Carbon Hub at £50k for 2014-15. The funding will facilitate low carbon innovation and on-going partnership with LCO “pathfinders” (the larger local businesses) to assist them to find solutions to meeting the Council’s 40% carbon reduction target by 2020.
What are the likely risks?	This funding will assist 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 for a further two years. £25k per annum. This is an effective way of securing and leveraging significant EU intelligent energy match funding and will enable the LCO to continue work relevant to the LEP strategy objectives for low carbon innovation through ESIF funding (county wide but relevant for getting the most from the two Universities’ research and development spin offs).
What public consultation has been planned/ taken place?	N/A
What mitigating actions will the Council implement to offset any negative impacts?	Budget was reduced in 2013-14 budget process as part of Member investment list. The £50k commitment will act as a stimulus to secure match funding on EU grant and enable LCO to plan for when European structural funding might not be available.
Overall assessment of the equality risks	Low
Budget Proposal	Apprenticeships
Is this proposal new or	There is an existing approved/ signed off £200k budget for a current cohort of 11 apprentices over

subject to an annual review?	two years. This cohort of trades and administrative apprentices was recruited in September 2012. There is a further commitment to invest £150k in 2015/16 and 2016/17 and to develop the principle of an apprentice cohort being recruited every two years, with the aspiration to recruit between 5-10 apprentices each cohort.
What are the likely risks?	It is not anticipated that there are any negative risks. The proposal represents a further opportunity for positive action in recruitment and community leadership, targeting the 16-19 age group and increasing employment from areas of deprivation across the City.
What public consultation has been planned/ taken place?	Undertaken through the budget consultation processes
What mitigating actions will the Council implement to offset any negative impacts?	<p>Targeting Oxford City postcodes to develop local talent and potentially underrepresented groups within the Councils' current workforce profile (returns from the 2011 census indicate that the 15-29 group in Oxford has experienced the largest growth).</p> <p>The Council continues to take positive action in recruitment and promotion provisions within the Equality Act 2010 (s.159) to suggest that candidates aged 16-24 meeting the essential criteria will be guaranteed an interview/short listing (similar to a reasonable adjustment for disability under the Two Ticks scheme). Section 158 & 159 might also enable the Council to encourage more women and BME groups to apply for roles in the trade areas.</p> <p>The current successful scheme will be extended over the life of the plan with a commitment to plan a new cohort of apprentices every two years. It also potentially gives the Council a broader opportunity to engage with NEETs through Traineeships and other work experience initiatives that could act as bridges into Apprenticeships</p>
Overall assessment of the equality risks	Low risk with a high positive impact
Budget Proposal	Educational Attainment
Is this proposal new or subject to an annual review?	There is an existing £400k per annum budget allocation ring fenced for the duration of the MTFS. This initiative provides additional funding (to that provided by the County Council) to assist with enabling children from underachieving primary and secondary schools and communities to access extra support to deliver a step change in educational attainment, which in Oxford City is amongst the lowest in the country.
What are the likely risks?	There is likely to be a significant positive equalities impact as the instructional programme aims to

	narrow the gap for children from areas of disadvantage and who have English as an additional language. All school leaders, teachers and teaching assistants in 12 schools serving communities of poverty and with the greatest need will be provided with support. In the schools that receive the support, all children in the 12 schools doing the leadership programme will benefit, and in the schools delivering the instructional programme all children benefit as this programme is delivered through whole class teaching in an inclusive way.
What public consultation has been planned/ taken place?	Through the budget consultation processes
What mitigating actions will the Council implement to offset any negative impacts?	<p>The exam results showing the difference in the programme take place in Summer 2014. In the meantime we have tracked the programme in some schools doing informal assessments. The current highlights are</p> <p>41 school leaders from 12 schools participated in a year-long programme to develop world class leadership skills run by Oxford University and Oxford Brookes University. This involved 3 day workshops, 6 half day action learning sets and 6 seminars with leading edge speakers. Feedback from those attending the programme is that this has helped learn best practice from other schools, improve staff skills through coaching, engage parents more and help teachers improve the quality of teaching and learning. A further 40 leaders will start the next course in January.</p> <p>7 schools are undertaking instructional programmes in schools in reading, writing and maths. Early results show children have made significant progress, for example in two schools children have made a year's progress in 6 months and in 2 schools children have made accelerated progress in mathematics. The programmes have been running between 6 months to a year so far and the full impact of the programmes is not expected to be seen until they have been running for 18 months.</p> <p>The City is also supporting schools through an assisted housing scheme and two schools have initially taken up the offer to advertise posts with an offer of assistance.</p>
Overall assessment of the equality risks	Low risk with a high positive impact
Budget Proposal	Youth Activities

Is this proposal new or subject to an annual review?	Existing £240k per annum ring fenced for the duration of the MTFS
What are the likely risks?	The greatest risks are that the provision is not targeted to areas of greatest need and the Council is unable to expand extra activities to improve life-chances, or that any budget underspend might be then used for other projects.
What public consultation has been planned/ taken place?	Through the budget consultation processes&Youth Ambition Strategy consultation between April-June 2013 and an earlier extensive review 2012/ 2013. The Youth Ambition Strategy 2013-2017 document and action plan can be found via the link below and contains evidence of local needs analysis, NEET (Not in Employment, Training or Education) figures and the key performance targets http://www.oxford.gov.uk/PageRender/decCD/Policies_and_Plans_occw.htm
What mitigating actions will the Council implement to offset any negative impacts?	<p>This initiative will in part help address the County Council's reductions in youth provision (where appropriate and to the extent affordable)and will target key areas of deprivation across the city. The initiative also offers the possibility of potential partnership funding levered from other organisations such as Sport England. It also offers opportunities under the Youth Ambition grant programme.</p> <p>The effectiveness of the investment can in part be evidenced through parts of theannual grant commissioning reports to City Executive Board that outline assessments of the impact/ value for money of commissioned projects across the city.</p> <p>Case studies are also being developed by the Positive Futures Programme Manager covering effective interventions and expanding the reach of the programme through more widespread commissioning of positive futures services by community groups and through the Youth Ambition Programme pilot, aninnovative part of Oxford's ambition to provide a better service for young people through 50k of grants available for youth activities up to the end of March 2014. The current corporate target is for positive activities to reach 4000 through holiday activity programmes and to increase participation by 5% year on year and with 12 NEETs moving into work or education/ training in year 1 of the strategy.</p> <p>A full needs assessment was undertaken before the writing of the strategy, which also opens up new inclusion and participation routessuch as a campaign to increase the numbers of young people registering to vote.</p>

Overall assessment of the equality risks	There is a risk of deprived communities not receiving critical youth services or of the Positive Futures programme employing fewer sessional staff, but the Council's decision to invest in this area can only have positive impacts at a time when County Council funding is under threat of cuts.
Budget Proposal	Prior investments deleted from the budget
Is this proposal new or subject to an annual review?	Homeshare (£10k) and Elderly person support (£50k)
What are the likely risks?	None estimated
What public consultation has been planned/ taken place?	N/A
What mitigating actions will the Council implement to offset any negative impacts?	A review of the Homeshare programme indicated that it had not achieved the aim of being effective at promoting more inter-generational home sharing through letting, with only one successful home share. Age UK are an Oxfordshire County Council supported partner and will continue to work with the City Council to provide advice, guidance and support to grant commissioned initiatives aimed at reducing social isolation in older groups where it is thought they can add value and aid sustainable programmes. Future partnership work will be subject to full monitoring.
Overall assessment of the equality risks	Low
Budget Proposal	Living Wage
Is this proposal new or subject to an annual review?	This will fund an increase in the "Living Wage" for all Oxford City Council employees and contractors to £8.36 per hour. We will seek to promote this living wage to all employers in Oxford City. £9k per annum. Oxford City Council has an underlying commitment to pay rates that will always exceed the national rate. The proposal to uplift the living wage should not be confused with normal pay bargaining mechanisms nor will it act as a unilateral agreement on pay. It recommends a way to prudently manage consequential contractual inflation in alignment with medium term financial planning for 2014/ 15 onwards. The Council has already paid considerable attention to its lowest paid staff as part of its five year pay

	<p>bargaining deal and is already paying staff above the living wage.</p> <p>Note that rates for unskilled/ new Apprentices will be different depending on existing industry rates. It is the aspiration of the Council's apprenticeship programmes that qualified apprentices are succession planned into full time positions where posts are available at the end of their initial fixed term apprentice contracts.</p>
What are the likely risks?	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.
What public consultation has been planned/ taken place?	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.
What mitigating actions will the Council implement to offset any negative impacts?	<p>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.</p> <p>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.</p>
Overall assessment of the equality risks	<p>The Council believes 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), that 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.</p> <p>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.</p>
Budget Proposal	Oxford Cycle City

Is this proposal new or subject to an annual review?	This will allow the targeted creation of more cycle lanes and better signage. £10k per annum as part of a four year programme. The Oxford Cycle City Plan sets out a vision and 'living' programme for the improvement of cycling infrastructure and promotion in Oxford. The strategic vision is to encourage cycling at all levels in Oxford, and in particular encourage new cyclists
What are the likely risks?	None estimated
What public consultation has been planned/ taken place?	No formal consultation but extensive analysis of indices of deprivation reports
What mitigating actions will the Council implement to offset any negative impacts?	There is a clear spatial relationship between the popularity of cycling and the relative degree of deprivation (with low levels of cycling evident in more deprived wards). This suggests more potential to improve levels of cycling in more deprived wards, which in turn would improve the deprivation indices through improved physical activity, and benefits to income by dint of cycling being a very low-cost form of transport.
Overall assessment of the equality risks	It is considered that enabling Oxford residents, workers and visitors to cycle safely and comfortably will have a positive impact on social inclusion and equality. Travelling by bicycle is very low-cost, even taking into account bicycle purchase and maintenance; therefore there are potentially significant benefits for those on low incomes. Oxford Cycle City also links strongly with the City and County Councils' joint role in promoting healthy active communities, for example through the work of Get Oxfordshire Active and the Oxfordshire Sports Partnership. There may also be some perception of inequality particularly where improvements to on-road cycle paths are not able to fully accommodate cycles with child trailers, or where shared use footways limit the width of pavements for pedestrians which have an impact on those with children, including use of pushchairs. The perceived problems are balanced against the benefits to pedestrians, and particularly wheelchair users and buggy users, of upgrading routes to provide quality level surfacing. By way of example, Sustrans have identified a huge increase in use by walkers and wheelchair users of upgraded routes on the National Cycle Network
Budget Proposal	Conversion of council flat sites to recycling food waste
Is this proposal new or	This will convert remaining council flat sites to recycling; with improved bin stores. £27k per

subject to an annual review	annum. This will be part of a three year programme to roll out food waste recycling to all HRA flat sites across over 500 locations. It will be a city wide programme and bring services in line with standard services to all households (including assisted collections where identified).
What are the likely risks?	The lead in time for the procurement of a bespoke vehicle to undertake the recycling is estimated to be 4-6 months. The programme therefore has a realistic starting date of October 2014 (subject to the previous caveat). The service will necessitate a full review of the collection round and establishing a new schedule.
What public consultation has been planned/ taken place?	A pilot scheme has been running involving 1200 tenants which is currently seeing 0.8 tonnes of food waste being recycled and positive feedback has been received from elected members on this.
What mitigating actions will the Council implement to offset any negative impacts?	Monitoring reports (including Scrutiny committee) and annual reassessments will enable Council officers to forecast trends and pressures and to put in place any remedial actions as might be necessary to ensure communal flat sites are treated fairly. Leaflets and publications on waste and recycling are clear and simple for residents including pictorial leaflets anyone who first language may not be English. The Council will ensure all leaflets and publications on waste and recycling are written in plain English and are clear and simple for residents across all communities to understand. This will include producing pictorial leaflets to further assist anyone whose first language may not be English. At this stage it is not considered an effective or proportionate use of resources to produce leaflets translated into a number of specific community languages, although this may be reconsidered if future recycling initiatives need to target key post codes or community groups.
Overall assessment of the equality risks	Low
Budget Proposal	The following positive equalities initiatives and investment proposals established in the budget in2012/13 are assumed to continue within the Council's base budget and will provide on-going support for the Councils Corporate Plan objectives for aVibrant

	<p>Sustainable Economy, Meeting Housing Needs, Strong Active Communities and a Cleaner Greener Oxford:</p> <p>Cricket festival, cricket nets and tennis cage: This provides an annual cricket festival, enjoyed by players from all backgrounds, in Cowley Marsh park. In addition, a new cricket cage and tennis nets in Cowley Marsh park have been provided. -£2k per annum</p> <p>Promotion of free swimming: This will deliver 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</p> <p>Leisure / school partnership activities: This budget is intended to mitigate the impact from cuts to youth sport by the Government and County Council- £33k per annum</p> <p>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.</p> <p>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.</p> <p>Legal aid – welfare advice: Following Government cuts to Legal Aid for many needing advice and support on welfare issues, this will create a two-year support post to mitigate the impact on those in need. -£29k per annum</p> <p>Groundworks Environmental Improvement Programme: This will deliver a social enterprise programme to clear watercourses, ditches and streams to improve flood protection. £6k per annum.</p>
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	<p>Stronger private rented sector enforcement: This fund will allow greater proactive enforcement of standards in the private rented sector -£68k per annum</p> <p>Events – providing events in the city - £50k per annum</p> <p>Carbon reduction: This fund is intended to enable a reduction in Oxford City Council's carbon footprint to 5% per annum.</p> <p>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</p> <p>Proactive riverbank enforcement: This budget provides a targeted programme of enforcement to deal with the growing problem of illegal moorings.- £22k per annum</p> <p>Proactive night time noisy party patrol: This budget provides proactive work to reduce noise problems in areas and at times where there has been a history of noise complaints. £12k per annum</p> <p>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</p>
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To: City Executive Board
Date: 12th February 2014

Item No:

Report of: Head of Policy, Culture and Communications

Title of Report: CORPORATE PLAN 2014-18

Summary and Recommendations

Purpose of report: To report on the consultation on the 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 and targets, amended in the light of consultation, for the Corporate Plan 2014-2018.

Recommend that Full Council agree the Corporate Plan 2014-2018.

Delegate authority to the Head of Policy, Culture and Communications to make minor textual amendments where necessary in preparation for formal publication of the Corporate Plan 2014-18.

Background

1. The Corporate Plan is the City Council's over-arching strategic document. The Corporate Plan 2014-18 sets out:
 - the links between the demographic needs of the city and the Council's priorities
 - progress on delivering our priorities
 - high-level details of the budget through which these priorities will be funded
2. The City Council's Corporate Plans over the last few 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.
3. This plan updates and takes forward the corporate priorities agreed by Council in recent years. The draft of the Corporate Plan that follows this report sets out new copy, amended in the light of consultation, for those sections of the plan that require updating.

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.
5. 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)
 - Working with our partners to enhance the local knowledge economy and attract inward investment by delivering the recently signed Oxford and Oxfordshire City Deal and other partnership initiatives
 - Continuing to expand 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
 - Continuing to improve the quality of our estates through the Great Estates programme
 - Continuing to improve houses in multiple occupation in the private rented sector
 - Embedding further the principles of sustainability and carbon reduction at the heart of everything that the Council does. We will be working through the OxFutures project to mobilise large-scale investment to develop energy efficiency projects across the city and county.

6. This Corporate Plan retains the 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.
7. Performance measures and targets have been reviewed in the light of performance for the year to date and changes to the circumstances in which we work. The draft Corporate Plan 2014-18 includes measures for two of the Council's most important new initiatives – educational attainment and promoting youth ambition. Calculated targets for all Corporate Plan measures, along with the rationale for any changes, can be seen in Appendices 1 and 2 to this report.
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 opened on 20th December 2013 and closed on Friday 31st January 2014. The consultation could be accessed through the Council's website and a version of the survey also appeared in the Oxford Mail. Paper copies were available on request.
13. Over 2,000 individuals, community organisations, and key stakeholders were invited to take part in the consultation.
14. A total of 59 responses were received. Despite some strong views from individuals about the areas in which Council money should be spent in




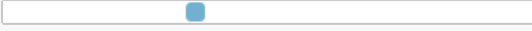


times of austerity, the overall consultation showed strong support for key areas of investment set out in the Corporate Plan.

15. Respondents were asked to rank the Council's corporate priorities, and as the table below shows, there is just six percentage points between the highest priority "A vibrant and sustainable economy" and the joint lowest priorities "Strong and active communities" and "Cleaner green Oxford".

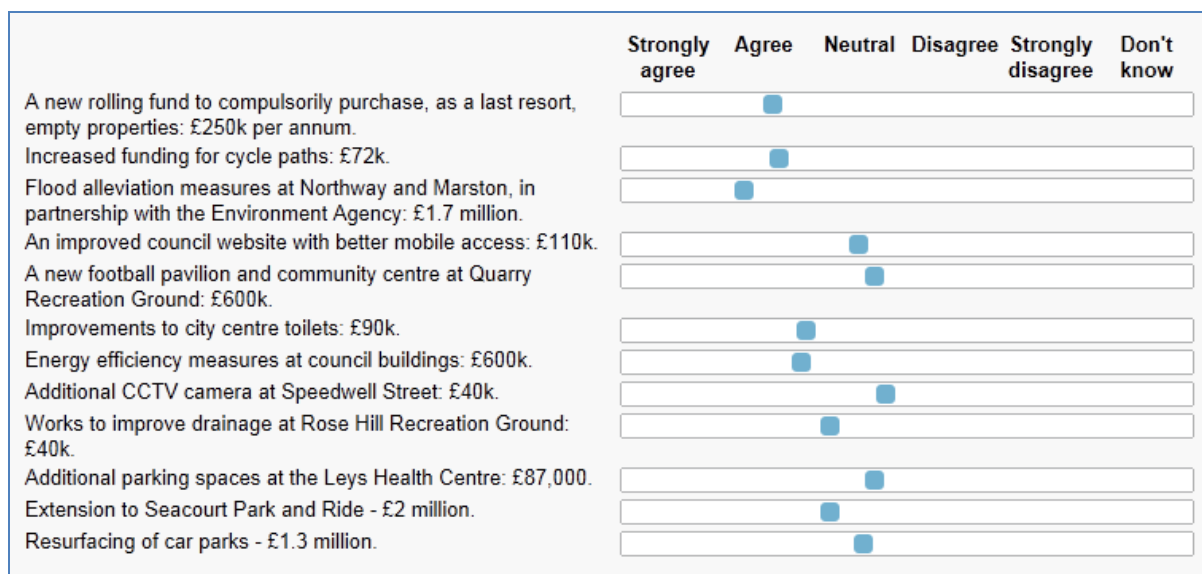
Option	Results
A vibrant and sustainable economy	 23% (169)
Meeting housing needs	 21% (156)
Strong and active communities	 17% (123)
Cleaner greener Oxford	 17% (124)
Efficient, effective council	 22% (160)

"These priorities are so interlinked that it feels invidious and virtually impossible to rank them! Oxford CAB welcomes the investment approach in each of these areas. In particular we welcome the policy commitment to safeguard the vulnerable from cuts in services they require." (Oxford Citizens' Advice)

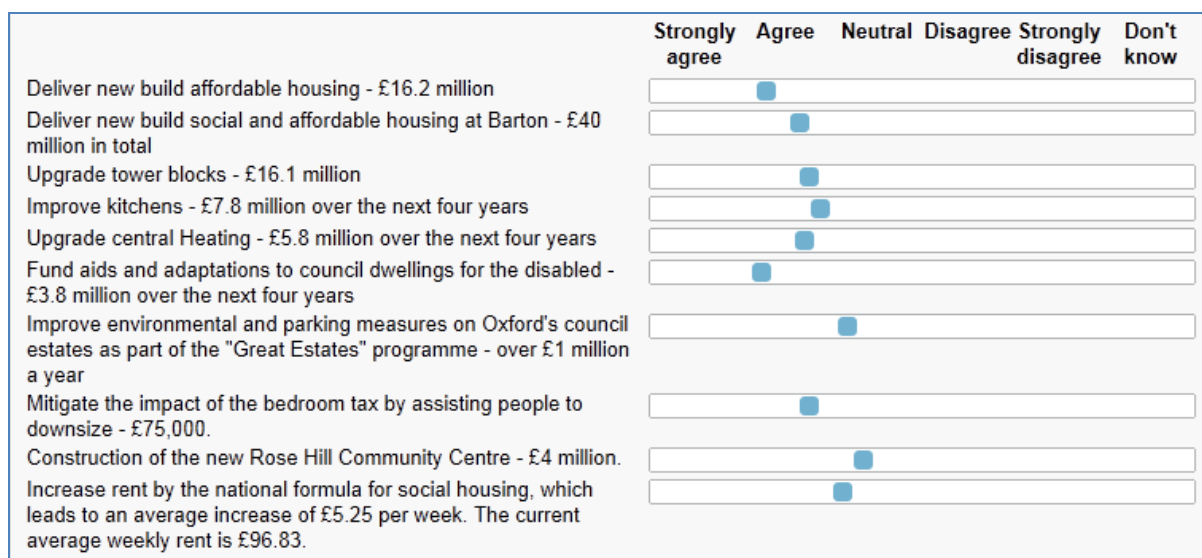
16. Respondents showed very strong support for new and continued investments, see table below:
- a) 90% of respondents strongly agreed or agreed with the continued investment in educational attainment;
 - b) 88% of respondents strongly agreed or agreed with the continued investment in apprentices.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't know
Educational Attainment - £400k per annum to support primary schools to deliver step change in educational attainment which in Oxford City is amongst the lowest in the country.						
Youth Ambition - £240k per annum to support youth activity groups across the City especially in areas that have no provision.						
Apprentices - £150k per annum to provide apprenticeships at Oxford City Council. This helps to reduce youth unemployment and supports local young people in getting experience and qualifications.						
Food Waste scheme - extended to the 15,000 flats currently not included in the scheme. This requires capital investment of £666k and ongoing revenue funding of £100k.						
Toilets - £35k per annum to extend opening hours for city centre toilets from 5pm to 8pm.						
Covered market - Market management and capital investment - £150k for first year and £50k ongoing.						

17. Respondents showed general support for capital investment proposals with 78% strongly agreeing or agreeing with the proposed flood alleviation measures at Northway and Marston. There is a lower level of support for Quarry Rec football ground (15%), website improvements (20%), Speedwell Street CCTV (21%), and additional parking at Leys Health Centre (25%). See table below.



18. Respondents were asked to score their level of agreement with a list of the main proposals in Oxford City Council's Housing Revenue Account budget. The results are shown below.



19. Respondents were asked whether they agreed or disagreed with the Council's strategy of increasingly providing services such as building works, engineering and motor vehicle maintenance to external organisations as a way of safeguarding jobs and funding services. The responses are shown in the table below.

Option	Results
I agree	<div><div></div></div> 69% (41)
I disagree	<div><div></div></div> 10% (6)
I don't know	<div><div></div></div> 20% (12)

20. A number of respondents made helpful comments about the Corporate Plan. The plan has been amended to take account of these where appropriate.

- a) Oxford's Citizens' Advice Bureau particularly welcomed the increase in funding for advice agencies, plans to tackle poor landlord practice and initiatives to tackle isolation among older people.
- b) Respondents were clear that efficiency should be a key ongoing priority for the City Council because it underpins all the other priorities.
- c) The Council's high level of ambition was commented on and the need for strong partnership working to deliver its priorities, e.g. in relation to the economic growth agenda and transport issues.
- d) Good progress was being made on the cleaner, greener agenda.

Publication and Distribution

21. The published Corporate Plan will be designed in the same accessible style as in previous years.

It 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*.

Recommendation:

City Executive Board is recommended to:

Agree copy and targets, amended in the light of consultation, for the Corporate Plan 2014-2018.

Recommend that Full Council agree the Corporate Plan 2014-2018.

Delegate authority to the Head of Policy, Culture and Communications to make minor textual amendments where necessary in preparation for formal publication of the Corporate Plan 2014-18.

Name and contact details of author:

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Head of Policy, Culture & Communications,
01865 252780, pmcquitty@oxford.gov.uk
Version number: 1

Appendices

Appendix 1: Proposed changes to Corporate Plan Targets

Appendix 2: Rationale for changes to Corporate Plan Targets

Appendix 3: Draft Corporate Plan 2014 - 2018

Appendix 4: Equalities Impact Assessment

Appendix 1: Proposed changes to Corporate Plan Targets

(**bold text** = latest amendment, ~~strikethrough~~ = amended target)

Original 2013-2017 Corporate Plan Target	Proposed Targets			
	2014/15	2015/16	2016/17	2017/18
Vibrant and Sustainable Economy				
The percentage of council spend with local business	46% 45%	48% 45%	48% 45%	45%
The number of jobs supported by City Council investment projects and other spend	856 400	856 550	900+ 700	900
The number of Council apprenticeships created through Council investment for those who live in Oxford	22	24	26	26
The percentage of pupils in schools supported by the Council's educational attainment programme achieving level 4 in English and Math at Key Stage 2	74%	80% 84%	84% 86%	86%
Meeting Housing Needs				
The number of individual HMOs subject to agreed licence provisions	3,540 3,500	3,890 3,750	4,100 4,000	4,250
The number of new rough sleepers spending more than one consecutive night on the streets each year	0 10	0 10	0 10	10
The number of households in Oxford in temporary accommodation	120	120	120	120
Number of affordable homes for rent delivered	200 180	400 150	150	150
Capital investment in Council housing Target deleted	£19.12m	£12.88m	£20.12m	
Tenant satisfaction with their estates	77% 83%	79% 84%	81% 85%	86%
Strong and Active Communities				
The number of young people accessing youth engagement projects and activities outside school hours	5,500 5,250	5,775 5,400	6,000 5,500	5,700
The percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey)	27%+ 27.5%+	27%+ 28%+	27.5%+ 29%+	30%+
Satisfaction with our neighbourhoods Target deleted	90%	91%	92%	
Cleaner Greener Council				
Satisfaction with our street cleansing	75%	76%	76%	77%
The reduction in the Council's carbon footprint	5% reduction	5% reduction	5% reduction	5% reduction

Appendix 1: Proposed changes to Corporate Plan Targets
(bold text = latest amendment, strikethrough = amended target)

The number of enforcements carried out as a result of environmental offences (e.g. noisy parties, dog fouling, littering)	1,100 900	1,200 800	1,300 700	600
The amount of waste sent to landfill per household	430kg	430kg 428kg	430kg 426kg	424kg
The percentage of household waste sent for reuse, recycling, composting or anaerobic digestion	44% 45%	45% 46%	45% 47%	48%
Efficient Effective Council				
The percentage of customers satisfied at their first point of contact	80% 77%	85% 79%	85% 80%	80%
The delivery of the Council's savings and income targets	£1.887m (TBC)	£1.183m (TBC)	£0.906m (TBC)	(TBC)
The level of self-service transactions that are carried out using the Council's website	23% 5% increase	28% 5% increase	37% 5% increase	5% increase
Achievement and retention of IIP Gold	Gold	Gold	Gold	Champion

Appendix 2: Rationale for changes to Corporate Plan Targets

Measure	2013/14 target	2013/14 performance (Dec 2013)	Current 2014/15 target	Revised targets	Rationale for target change
Vibrant and Sustainable Economy					
The percentage of council spend with local business	44%	45.28%	46%	Remaining at 45% (2014/15 onwards)	Although good performance is being achieved further growth is uncertain. A level target is proposed to maintain our commitment to local spend
The number of jobs supported by City Council investment projects and other spend	586	YTD = 275	856	400 (2014/15) Rising to 900 (2017/18)	Legal challenges to the competition pool and a late start to other major regeneration projects across the city have resulted in sluggish performance against this target. A re-profiling is therefore suggested to reflect the new timescales, but with original corporate plan target of 900 jobs by 2017/18 remaining
The number of Council apprenticeships created through Council investment for those who live in Oxford	20	YTD = 23	24	26 (2017/18)	These targets coincide with the corporate apprenticeship scheme, which is appointed to every 2 years and increases based on a realistic expectations that additional opportunities will arise through improved workforce planning
The percentage of pupils in schools supported by the Council's educational attainment programme achieving level 4 in English and Math at Key Stage 2	68%	62% (2013 results)	80%	84% (2014/15) Rising to 86% (2017/18)	The tests in 2013 were too early to assess the impact of the programme as it had only just started but as this is a drop in performance from the previous year's performance of 72% it indicates the challenge of raising attainment is greater than anticipated. Nevertheless, it is felt that an ambitious target should be set
Meeting Housing Need					
The number of individual HMOs subject to agreed licence provisions	2,950	YTD = 3,221	3,540	3,500 (2014/15) Rising to 4,250 (2017/18)	A minor re-profiling of this target is required
The number of new rough sleepers spending more than one consecutive night on the streets each year	0	9	0	10 (2014/15 onwards)	Although the No Second Night Out strategy continues to have a significant impact, factors outside the Council's control significantly affect performance in this area. Performance this year has gone down and it is now unrealistic to continue with a target of 0.
The number of households in Oxford in temporary accommodation	120	109	120	120 (2017/18)	The target for 2017/18 stays the same despite likely increase in homelessness during this period, as prevention measures will help balance out increase in demand

Appendix 2: Rationale for changes to Corporate Plan Targets

Measure	2013/14 target	2013/14 performance (Dec 2013)	Current 2014/15 target	Revised targets	Rationale for target change
The number of affordable homes for rent delivered	4	4	200	180 (2014/15) Remaining at 150 (2016/17 onwards)	Revised targets for 2014/15 onwards are based on detailed understanding of SHLAA sites and smaller sites known within the asset management team lists. Only the Public Sector and mixed ownership sites i.e. Barton have been taken into consideration when looking at delivery.
Capital investment in Council Housing	£19.054m	£6.6m	£21.247m	TARGET DELETED	This target is not a satisfactory measure of the Council's commitment to housing as it is only an input measure and tracks delivery of the capital programme rather than its outcomes.
Tenant satisfaction with their estates →	75%	83%	77%	83% (2014/15) 1% rise per annum thereafter	The very positive outcome of the latest STAR survey have led to this target being re-evaluated, with an ambition to increase this yet further in future years based on the impact of the Great Estates programme and continued investment in housing
Strong and Active Communities					
The number of young people accessing youth engagement projects and activities outside school hours	4,500	YTD = 4,416	5,500	5,250 (2013/14) Rising to 5,700 (2017/18)	The changes proposed represent a minor re-profiling of the target and reflect first year performance
The percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey)	26%	29% (Dec annual survey)	27+%	27.5%+ (2014/15) Rising to 30%+ (2017/18)	<p>The increase from 20.7% in 2006 to 29% in the last survey is the fourth best increase in the country. We are now the second highest district in the county, just behind West. Research shows (most recently by UK Active – cited in the Telegraph / LGiU) the strong correlation between more deprived areas and activity levels so to be now ahead of leafy districts reflects the council's commitment and hard work. This report also suggests that further reductions in national activity levels are highly likely.</p> <p>Maintaining activity levels above 30% in four years seems a good place to be – we know that there is still a worrying drop off nationally in schools and when people leave school, but we hope that locally we will combat this through initiatives such as the Youth Ambition Programme that is now performing well, and having a well-coordinated high quality leisure offering.</p>

Appendix 2: Rationale for changes to Corporate Plan Targets

Measure	2013/14 target	2013/14 performance (Dec 2013)	Current 2014/15 target	Revised targets	Rationale for target change
Satisfaction with our neighbourhoods	89%	83.8% (based on 2012/13 survey)	90%	TARGET DELETED	This measure was first used as part of the now discontinued national Place Survey. The Place Survey was specifically intended to measure the impact of the work of a range of authorities on public satisfaction. However, analysis of the 2012/13 results have shown a strong correlation between residents' satisfaction levels and factors such as their financial and employment situations and other issues which are largely outside the control of the Council. In 2013/14 the Council is participating in an LGA-led residents' survey that will use a different methodology to approach this issue. It is proposed that this target be removed from the corporate basket until the LGA survey has been carried out and the results compared with other participating authorities.
Cleaner, Greener Oxford					
Satisfaction with our street cleansing	73%	72.4% (based on 2012/13 Survey)	75%	77% (2017/18)	Next satisfaction survey results are due in March 2014. The targets show a steady and achievable year-on-year improvement to 77% in 2017/18. These targets reflect good comparable performance (the APSE 2011/12 average is 73.71%).
The reduction in the Council's carbon footprint	503 tonnes	YTD= 392 tonnes	5% reduction	5% reduction per annum (2017/18)	The commitment is to reduce the City Council's carbon consumption by 5% each year based on the previous year's performance. This will equate to a different tonnage as the reduction takes effect. The 5% reduction has been extended into 2017/18 as per the previous commitment
The number of enforcements carried out as a result of environmental offences (e.g. noisy parties, dog fouling, littering)	1,000	YTD = 1,043	1,100	900 (2014/15) Reducing to 600 (2016/17)	The target was been introduced to recognise the important role of environmental enforcement in improving the lives of residents. It is now proposed that these focus on the outcome of successful enforcement, with a year-on-year reduction in enforcements of 100 each year
The amount of waste sent to landfill per household	445kg	YTD = 319kg	430kg	428kg (2015/16) Reducing to 424kg (2017/18)	The amount of waste sent to landfill target now shows an improvement year on year to reflect the improvement in the recycling rate. These targets represent excellent performance, and Oxford is one of the highest performers in this area. Oxford is also hindered by the large and transient student population from the two universities in the city, who have to be educated each year on recycling. Alongside this, Oxford has a high level of HMOs, which also affects the amount of waste recycled / sent to landfill. The reduction in landfill is bucking the national trend where landfill has been increasing.

Appendix 2: Rationale for changes to Corporate Plan Targets

Measure	2013/14 target	2013/14 performance (Dec 2013)	Current 2014/15 target	Revised targets	Rationale for target change
The percentage of household waste sent for reuse, recycling, composting or anaerobic digestion	44%	YTD = 45.1%	44%	45% (2014/15) 1% per annum increase thereafter	An amendment to this target was agreed by CEB on 11 Sept 2013 as a result of changes to the relevant legislation determining legitimate recyclates, and it is now proposed that these targets be revised upwards. This target is challenging for an urban area. District councils with high recycling rates are rural areas with large gardens and therefore send a higher rate of (heavy) garden waste for recycling. Increasing the recycling rate in Oxford is also hindered by the large and transient student population from the two universities in the city along with the high number of HMOs. Oxford's recycling rate compares well to urban authorities and is improving year on year. More importantly alongside the recycling rate increasing, the amount of waste sent to landfill per household has reduced year on year resulting in cost savings to dispose of waste and demonstrating that the waste hierarchy of reduce, reuse and recycle is being implemented across the city.
Efficient and Effective Council					
The percentage of customers satisfied at their first point of contact	75%	76%	80%	77% (2014/15) Rising to 80% (2016/17 onwards)	For the previous Corporate Plan, very ambitious targets were set for future years. Although the 2013/14 target of 75% is likely to be met, a rise of a further 5% in 2014/15 is felt to be unrealistic. A proposed revision to the target profile seeks to achieve this 80% target, but in 2016/17.
The delivery of the Council's savings and income targets	£3.195m	YTD= £2.691m	£1.887m	TBD	Changes to the savings targets required by the Council will be agreed as part of the budget setting process elsewhere on the agenda. These targets will then be included in the Corporate Plan
The level of self-service transactions that are carried out using the Council's website	18%	YTD = 13.84%	23%	5% per annum increase	The current target is expressed as a percentage increase from a baseline year of 2012/13, which is confusing. Instead, it is proposed that a 5% year-on-year increase is used as a target, with the baseline for each new year being the outturn performance of the previous year.
Achievement and retention of IIP Gold	Standard	Standard	Gold	Increase to Champion (2017/18)	Achieving a move from IIP GOLD to Corporate Champion status in 2017/18 will shape and demonstrate our commitment to continuous improvement

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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. The Corporate Plan sets out:

- the links between the demographic needs of the city and the Council's priorities
- progress on delivering our priorities
- high-level details of the budget through which these priorities will be funded.

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 places Oxford in the top half of the most deprived local authority areas in England. Twelve areas, in the south and east of the city, are among the 20% most deprived areas in England. These areas, experience multiple levels of deprivation - low skills, low incomes and relatively high levels of crime. People from these areas can expect to live 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.

Background

Local government across the country has been subject to substantial on-going government spending cuts as well as the impact of the recession. This has led to increased pressure on services (particularly those dealing with people on low incomes and working families who rely on benefits). Between 2010 and the end of the 2015/16 financial year, we will have lost around 47% of our government grant and further cuts are anticipated in the future. Consequently, we have faced challenges identifying new efficiencies and income streams in order to protect and improve services.

Despite these challenges, the Council is still aiming to improve services for the people of Oxford. The Council's policy commitment is to safeguard the vulnerable from cuts in the services that they require, to narrow the gap between rich and poor in our city, and to avoid compulsory redundancies in the Council's workforce.

We have been able to make progress in turning this ambition into reality because the Council is increasingly an efficient and effective organisation. Over the past four years the Council has generated approximately £8 million in efficiency savings with a further £3.7million planned over the next four years.

What this budget means for the city

The City Council's high level of efficiency means that we are:

- able to fund over £134 million of capital investment over the next four years. This investment will improve the city's infrastructure and create over 1000 new jobs by:
 - building a new community of nearly 900 homes at Barton West, including a new primary school, community recreation facilities and parks and 113 new homes on other sites in the city
 - improving our leisure facilities, including completing the new competition-standard pool at Blackbird Leys
 - implementing urban broadband to ensure that ultrafast broadband is available to most businesses and residents
 - upgrading our tower blocks
 - improving environmental and parking measures on Oxford's estates as part of the Great Estates Programme
- able to provide a further £6 million of new investment over the next four years to invest in services that impact on the daily lives of our citizens. These include:
 - more proactive enforcement of standards in the private rented sector in order to improve the quality of houses in multiple occupation and family homes
 - improving the life-chances of our young people, and the city's skills base, by delivering a step change in educational attainment in a group of Oxford's primary schools
 - improving activities for young people in areas of the city where need is greatest
 - rolling out the successful food waste collection service to 15,000 flats in the city not currently covered by the scheme
 - expanding the successful door-to-door campaign to improve recycling and street cleanliness throughout the city
 - continuing to provide free swimming for under 17s, particularly for those in areas of greatest need
 - supporting local young people to get experience and qualifications by providing apprenticeships at Oxford City Council
 - implementing flood alleviation measures at Northway and Marston, in partnership with the Environment Agency.

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.

The City Council provides 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). An Oxford Economic Growth Strategy for the Oxford City Region has been adopted by the Oxford Strategic Partnership and is being implemented.

A significant outcome of this partnership working has been the signing of a City Deal for Oxford and Oxfordshire. Oxford City Council has been working with the County Council, the other four Oxfordshire district councils, the Local Enterprise Partnership, the universities and the science facilities at Harwell and Culham, to deliver a successful City Deal for Oxford and Oxfordshire. The City Deal is a bespoke agreement between the government, Oxford and Oxfordshire to deliver new investment and infrastructure to ensure continued growth and prosperity in our area. It should also mean that more decisions will be made locally.

The Oxford and Oxfordshire City Deal builds on the academic and research excellence led by the University of Oxford and Oxford Brookes University and focuses on the potential of the area to deliver world-leading technology and business innovation.

The City Deal aims to:

- develop four innovation hubs in Harwell, Culham, Headington and Begbroke
- bring a very high number of new jobs in high-tech industries and related construction projects and around 500 new apprenticeships
- accelerate the delivery of 7,500 homes by 2018 through the combined Oxfordshire Housing Programme
- provide improvements to both local roads and public transport in order to better connect Oxford's universities with its major industrial and research areas.

We are also 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.

Planning for the future

There are significant challenges ahead. The Government's programme of reductions in public expenditure is now planned to continue into the next Parliament, with the intention to deliver a "leaner, more efficient state" on a permanent basis. The timescale for the government's Universal Credit roll-out has still to be confirmed and there appears to be slippage on new claims to 2016 with full implementation of all claims in 2017. Additionally, the County Council's service cuts are certain to have knock-on effects for the City Council.

Where possible these issues have been factored into the assumptions that underpin the budget through which the Corporate Plan 2014-18 will be funded.

The budget has been structured so that it is in balance for the next four years. We are investing in our communities so that we can help bring economic growth, jobs,

and more decent homes to our city. Oxford City Council does all that it can to make Oxford a fairer, more equal place and the priorities set out in this Corporate Plan will play a very important part in this.

The Council's drive for greater efficiency will continue and the Corporate Plan sets out areas on which we will be focusing our attention. These include:

- consulting with staff about ways of rationalising administrative support across the organisation, and encouraging generic working and further automation of systems and procedures
- reviewing our assets to make sure that we are getting best value from them
- increasing off-street car parking capacity across the city.

Oxford City Council's approach to delivering its ambitions has been characterised by:

- strong financial management
- partnership between councillors, council managers and staff, and trade unions
- long term planning, which helps to keep us from being knocked off course by external events.

These strengths will continue to serve us well in the coming years.

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.

Some facts

Oxford is a global centre 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 4,000 businesses provide 120,000 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. Oxford is the sixth most visited city in the UK by international visitors. Approximately 9.5 million visitors per year generate £770 million of income for local Oxford businesses and support around 13,000 jobs.

During the banking crisis and subsequent recession, the buoyant economy of the Oxford city region suffered less than other parts of the UK. The most commonly quoted figure for measuring economic growth is Gross Value Added (GVA) - a measure of the value of goods and services produced in an area. Latest estimates show that while Oxfordshire's GVA stagnated (but did not fall) between 2007 and 2009 as a result of the recession, between 2010 and 2012 it grew by £2 billion to £16.5 billion – a rate of growth which compares favourably with other areas of the country. The city economy is estimated to be worth £5.3bn of this. The Centre for Cities has calculated that in 2012 Oxford had the eleventh-highest UK GVA per worker of any UK city.

A frequently-used 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 during 2013 it declined sharply to 1,750 - nearing the pre-recession average of 1,600 claimants. While this - along with national data - suggests a 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 remains 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

Half of Oxford's jobs are in the public sector, the largest proportion of any UK city, with 50% 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 are likely to be vulnerable.

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)
- implementing the City Deal
- 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 arrived in Oxford, and BMW have committed substantial new investment into the MINI plant in Cowley)
- co-ordinating the activities of the various skills providers in Oxfordshire.

Implementing the City Deal

Oxford City Council has been working with the County Council, the other four Oxfordshire district councils, the Local Enterprise Partnership, the universities and the science facilities at Harwell and Culham, to deliver a successful City Deal for Oxford and Oxfordshire. The City Deal is a bespoke agreement between the

government, Oxford and Oxfordshire to deliver new investment and infrastructure to ensure continued growth and prosperity in our area. It should also mean that more decisions will be made locally. Around £95million of public money will be invested in Oxford and the surrounding areas to boost local growth.

The Oxford and Oxfordshire City Deal builds on the academic and research excellence led by the University of Oxford and Oxford Brookes University and focuses on the potential of the area to deliver world-leading technology and business innovation.

The City Deal aims to:

- develop four innovation hubs in Harwell, Culham, Headington and Begbroke
- create more than 18,000 long-term jobs in high-tech areas, in addition to the likely 30,000 construction jobs needed for the area's development
- create around 500 new apprenticeships, many of them in hi-tech sectors such as advanced engineering
- accelerate the delivery of 7,500 homes by 2018 through the combined Oxfordshire Housing Programme
- provide improvements to both local roads and public transport in order to better connect Oxford's universities with its major industrial and research areas. This includes improvements to the A34 and the A40 Northern Gateway.

Improving Oxford's infrastructure

Oxford City Council is:

- investing over £134 million over the next four years into the local economy. This investment will improve the city's infrastructure and create over 900 new jobs
- in an innovative joint venture with Grosvenor Estates to build a new community of nearly 900 homes at Barton West, including a new primary school, community recreation facilities and parks and 113 new homes on other sites in the city
- contracting with GreenSquare to build 100 new homes and two new community centres in Northway and Cowley
- working with partners to progress the redevelopment of the Westgate Centre. It is estimated that the development will create over 2000 jobs and be open in time for the 2017 Christmas season
- continuing 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 a Master Plan is being prepared to replace the existing Oxford station with a new integrated station and office/retail development

- 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 crucial to the growth of Oxford's knowledge economy and it is the only major site left within the city
- using its recently adopted Community Infrastructure Levy to secure funding to support new growth
- 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
- supporting business start-ups and enabling businesses to realise more benefit by improving access to ultrafast broadband. As a result of the award of up to £5 million from the Urban Broadband Fund we will be able to build on already delivered commercial upgrades in Oxford to 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. This 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
- continuing to improve our leisure facilities, including completing the new pool at Blackbird Leys
- upgrading the Council's tower blocks
- improving environmental and parking measures on Oxford's council estates as part of the Great Estates Programme
- investing £2million to extend the Seacourt Park and Ride and £87,000 to provide additional parking spaces at the Leys Health Centre
- investing £1.3 million to resurface car parks.

Boosting tourism

Oxford City Council is:

- working through Experience Oxfordshire – a joint venture partnership with private-sector partners – to improve the quality of our 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 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 tourism 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 recognises the city centre's low crime rates, good cleanliness standards, and the quality and range of public spaces and visitor attractions
- investing £90,000 of capital funding to improve the quality of city centre toilets and a further £35,000 annually to extend opening hours from 5pm to 8pm
- making business locations, tourist attractions and other places of interest more obvious to visitors and increasing footfall on less well-used routes through a web-based pedestrian way-finding system. This system has won an award from the Oxford Preservation Trust.

Supporting local businesses

Oxford City Council is:

- supporting small business by appointing a specialist manager who will work with the Covered Market traders to deliver improvements and investment. This will cost £150,000 in the first year and £50,000 ongoing
- 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:

- leading the OxFutures project which is mobilising large-scale investment to develop renewable energy and energy efficiency projects across the city and county. Kick-started by a grant from Intelligent Energy Europe, OxFutures aims to leverage investment of £15 million into local energy projects over the next three years. The aim is to achieve a 40% reduction in local carbon emissions by 2020 and to mainstream low carbon economic development. The project builds on the success of the City and County councils in carbon reduction and energy efficiency
- developing the Low Carbon Oxford Project on behalf of the Oxford Strategic Partnership. Around thirty-five organisations from private, public and non-profit organisations are now collaborating to create a sustainable, low-carbon economy in Oxford

- allocating an additional £25,000 per year to ensure that Low Carbon Oxford is able to continue its pioneering work and attract further funding
- 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
- implementing the Green Deal Plus, where 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.
- 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 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. We are increasing the Oxford Living Wage from £8.13 per hour to £8.36 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

While 43% of Oxford residents have degree-level qualifications or above 14% have no education or skills qualifications at all, and attainment levels of pupils in state schools remain lower than the regional and national averages.

In 2012-13, Key Stage 2 results showed 71% of Oxford pupils achieving level 4 and above in English and Maths compared to 78% in Oxfordshire. This is a decrease of 9 percentage points upon the previous year's results. .

In 2012-13 only 55.9% of Oxford pupils gained five or more A* to C grade GCSEs, including English and Maths, compared to a 60.4% 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.

The 2011 Oxfordshire Skills Needs Analysis suggested that a lack of education, qualifications and 'employability' skills prevented a significant number of 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.

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. As of December 2012, 7.3% of young people in Oxford were NEET compared with 4.9% across Oxfordshire.

Oxford City Council is:

- investing £400,000 annually on coordinated initiatives to drive improvements in educational attainment and leadership, particularly in the more deprived neighbourhoods. While the impact of the City Council's attainment programme is not expected to be seen until late 2014 progress so far is encouraging. In 2013, 41 middle and senior leaders in twelve Oxford primary schools took part in a leadership programme delivered by Oxford University Education Department and Oxford Brookes University. A new cohort of leaders from thirteen schools will start the second round in January 2014. An intensive training programme that assists in the teaching of reading, writing, spelling and mathematics is showing promising results. Some of the fastest gains are being seen in children with special educational needs or who have free school meals. The scheme also involves:
 - 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
 - an assisted housing scheme to improve recruitment
- 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 gain apprenticeships and employment. We require Council contractors to create apprenticeship opportunities as part of any large construction project. Our joint venture with Grosvenor on the Barton West 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 £150,000 annually to provide apprenticeships at Oxford City Council which will support local young people in getting experience and qualifications
- 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 improve opportunities for low-income households to increase their hours of work in the light of changes to the welfare system.

3. Increasing availability of land for commercial development

Land in Oxford is scarce, as a result of constrained boundaries, flood plains, and the need to protect green spaces. 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

Measures	2014/15	2015/16	2016/17	2017/18
The percentage of council spend with local business	45%	45%	45%	45%
The number of jobs supported by City Council investment projects and other spend	400	550	700	900
The number of Council apprenticeships created through Council investment for those who live in Oxford	22	24	26	26
The percentage of pupils in schools supported by the Council's educational attainment programme achieving level 4 in English and Math at Key Stage 2	74%	84%	86%	86%

Chapter 2 – Meeting Housing Needs

Our ambition: more affordable, high-quality housing in Oxford.

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 164,000 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 and other issues. This results in very high house prices.

According to *Cities Outlook 2014*, Oxford had the 5th highest house price growth in 2012-2013 of any UK city and has overtaken London as the UK's least affordable city in terms of housing. In 2013 the average house price in Oxford was £388,000 while the average salary was £30,000. 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.

This low level of affordability puts severe strain on social housing provision. Oxford City Council is a landlord responsible for 8,000 homes. 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.

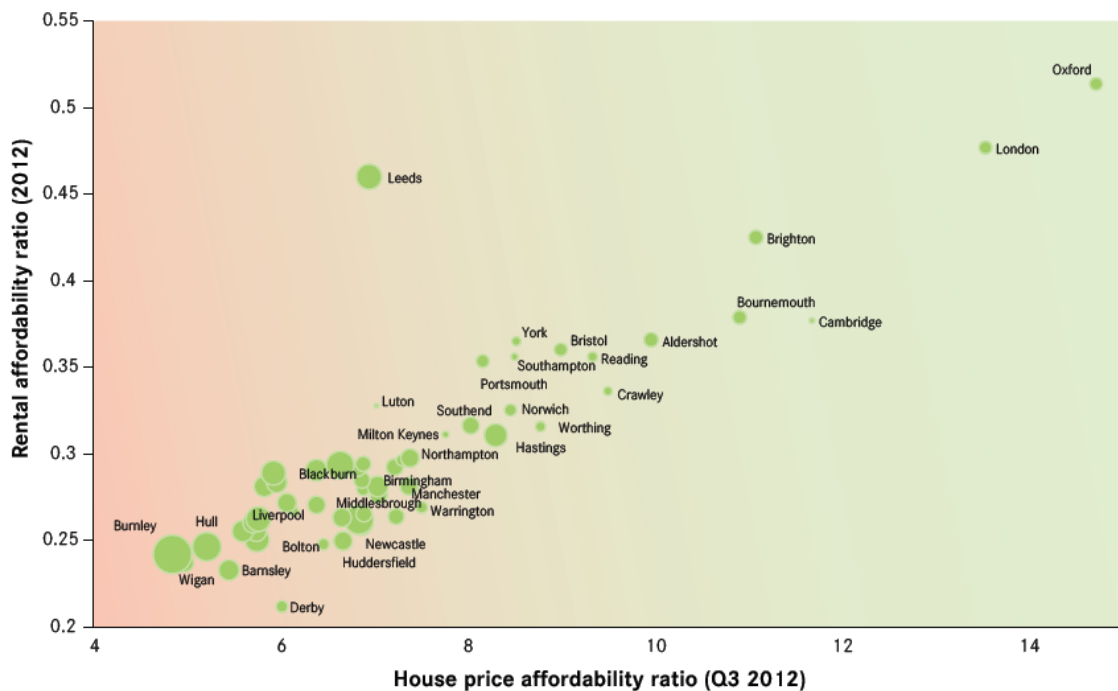
Around 4,000 households are on the Housing Register for social housing. In spite of our work to prevent homelessness and reduce the use of temporary accommodation for homeless households, demands on our service are high.

Oxford residents spend a large proportion of their income on housing costs.

Local employers find it difficult to attract people to the city. More affordable housing is essential not just for the health and well-being of residents but also for the vibrancy of the local economy.

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.

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. 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 advice, 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 changes to the welfare system, are putting downward pressure on real incomes and contributing to a growth in the number of homeless families across the country. This is exacerbated by housing shortages. Research by the Joseph Rowntree Foundation and Crisis indicates that homelessness has increased for three consecutive years with an estimated 185,000 people a year now affected in England.

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 great estates
3. Improving standards in the private rented sector
4. Reducing homelessness
5. Piloting Direct Payments and Universal Credit

1. Building new homes

The Strategic 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. A new Strategic Housing Market Assessment for Oxfordshire is expected to be completed in early 2014 and this is likely to indicate that housing need remains very high.

Oxford City Council - in the light of the constraints imposed by the city's boundaries and other factors such as flood plains and areas important for bio-diversity has, through its Core Strategy, committed to building 8,000 new homes over the 20 years from 2006. Most of the 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 to use our planning policies to encourage developers to provide affordable housing. We are also proactive about 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 Barton West development.

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 and planning permission was granted for a further 614 affordable homes in Autumn 2013
- committed to using its own resources to provide new affordable housing wherever possible
- working through an innovative joint-venture company, formed with Grosvenor Estates, to build nearly 900 new homes, a new school and community facilities, and commercial development on land at Barton Park. Outline planning permission has been granted for this project. The first homes should be ready for occupation by 2015. This will account for most of the homes built over the next five years
- building 112 new homes on Council-owned sites throughout the city, supported by around £2.5 million from the Homes and Communities Agency (HCA). The Council will fund the balance of the cost of £16 million
- 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 furniture while giving training and accommodation to formerly homeless people
- seek to work with neighbouring authorities under the Duty to Co-operate to bring forward sustainable locations for the homes that Oxford needs but is unable to develop within its own administrative boundaries.

2. Providing great estates

The Council aims to provide high-quality estates and landlord services.

Oxford City Council is:

- maintaining all its own homes at or beyond the national Decent Homes Standard
- investing £17 million to upgrade the external and communal areas in our five tower blocks, extending their lives for a further 30 years. The apartment interiors are already at Decent Homes Standard
- investing £13.6 million over the next four years to upgrade kitchens and central heating
- investing £3.8 million over the next four years to fund aids and adaptations to council dwellings for the disabled
- investing over £1 million per year to improve environmental and parking measures on Oxford's estates
- improving our arrangements for involving tenants and leaseholders in decision-making.

3. Improving standards in the private rented sector

The private rented sector in Oxford provides essential accommodation for key workers, young professionals, students and others who are unable to access social housing or 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. Since the introduction in 2011 of the HMO licencing scheme around 3,000 HMOs have been improved and made safe for occupants.

Oxford City Council is:

- revising HMO Licence Fees so that accredited landlords will see a significant reduction in their fees while charges will increase for those who fail to apply for a licence. We want more landlords to sign up for the accreditation scheme so that we can continue to improve standards
- investing £68,000 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 enforcing 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 targeted 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

Over the last decade the City Council has 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 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 lead to an increase in the number of people at risk of homelessness.

Oxford City Council is:

- reducing the number of people living in temporary accommodation

- investing £10million to purchase dwellings for the temporary accommodation of homeless people
- 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
- supporting the No Second Night Out campaign
- investing £250,000 per annum to set up a new rolling fund for the compulsory purchase of empty properties as a last resort.

5. Piloting Direct Payments and Universal Credit

Universal Credit 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 arrears and bad debts could increase if Housing Benefit is paid directly to tenants in social housing who are then responsible for making rental payments.

Oxford City Council is:

- working with the Department for Work and Pensions on a pilot project to test the effects of paying monthly Housing Benefit payments direct to tenants. The project took place from June 2012 to June 2013 and tested how claimants manage monthly payments, and the kinds of safeguards needed to prevent them 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
- 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. So far:
 - 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
- investing £75,000 to mitigate the impact of the bedroom tax by assisting people to downsize
- investing a further £29,000 annually to support funding for the voluntary and charitable bodies which provide debt and welfare advice, particularly in areas of the city where need is greatest. This will help to mitigate Government cuts to Legal Aid

- 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
The number of individual HMOs subject to agreed licence provisions	3,500	3,750	4,000	4,250
The number of new rough sleepers spending more than one consecutive night on the streets each year	10	10	10	10
The number of households in Oxford in temporary accommodation	120	120	120	120
Number of affordable homes for rent delivered	180	150	150	150
Tenant satisfaction with their estates	83%	84%	85%	86%

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.

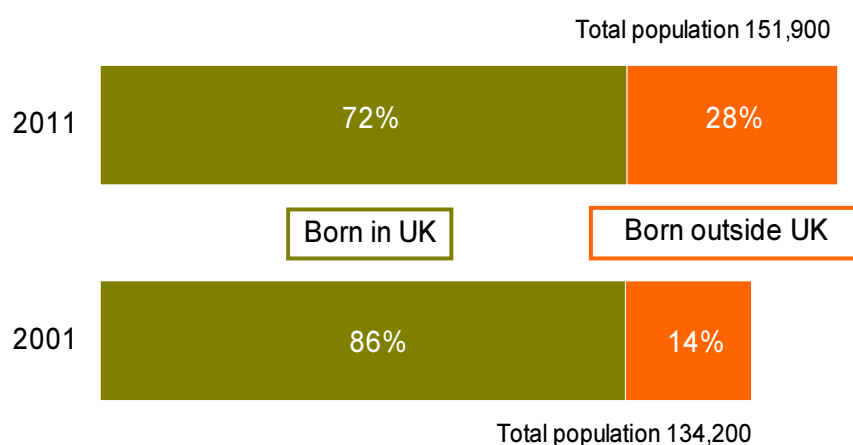
Some facts

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. Engaging with 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. We particularly want to help young people 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. We are, therefore, significantly increasing our own investment in areas that impact directly on young people. We want to stimulate partnership working and voluntary action around this important agenda.

Oxford City Council is:

- 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 £240,000 annually to improve activities for young people in areas of the city where need is greatest and expand youth activity to some areas which currently have no provision. 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

- working with partners such as Fusion Lifestyle, the City Cultural Partnership, Oxfordshire County Council, Oxfordshire Sports Partnership, the voluntary sector, Oxford University, Experience Oxfordshire and Public Health Oxfordshire. We are coordinating an innovative programme to encourage our young people to expand their opportunities by participating in high-quality sporting and cultural activities and providing clear pathways into clubs and organisations. We believe that engagement with these activities from an early age can:
 - develop technical skills, discipline, and the confidence necessary for future success
 - expand young people's horizons and generate a sense of ambition
 - offer opportunities for young people to share their experiences with others, and help to build social cohesion
 - 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.
- developing Youth Voice - a programme to support children and young people between the ages of 15 and 21 (25 where there are special educational needs) to influence the services that affect their lives. Youth Voice will:
 - develop a more pro-active approach to gaining and acting on the feedback of young people
 - provide more and better personal and professional development opportunities so that young people can engage effectively with decision makers
 - increase young people's access to decision makers in their local communities - the City and County Councils and other key stakeholders - so that they can influence decisions, processes and services that will affect their transition into adulthood.

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.

An Older People's Needs Assessment has been carried out to review the needs of the older population of Oxford. This work will help inform the Council about longer term support that is needed for older people. In particular, we are exploring ways in which they can be supported to live in their homes and local communities for as long as possible. We co-ordinate the Ageing Successfully Partnership, which provides a

partnership approach to improving wellbeing, addressing isolation, and increasing engagement with older people.

The Council works closely with the 50+ Network, a volunteer-run community group whose aim is to increase engagement with older people. This group is represented on the Ageing Successfully Partnership.

The Council is:

- working with other agencies – Oxfordshire County Council, Age UK and the Over 50s Group – to improve services for older people
- involved in on-going discussions 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
- supporting the development of extra care and supported housing for older people.

3. Engaging with our communities

Our guiding principle

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 engagement is about ensuring that elected councillors are aware of the views 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.

Defining community

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
- 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.

People will 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 to which they best relate, e.g. Friends of parks, 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
- tenants and leaseholder engagement
- supporting the community and voluntary sectors
- community development.

Consultation and other forms of community engagement

The Council has a formally approved process which sets out how and when it will seek views from individuals and communities. Consultation occurs when the Council is seeking the views of members of the public in order to influence decisions.

Oxford City Council also involves members of the public by:

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

Area Forums and Neighbourhood Partnerships

Area Forums consist 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 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.

Oxford City Council is:

- supporting communities to get involved in the planning process through a new process called neighbourhood planning
- 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 have the opportunity to engage with issues that affect them.

Tenant and leaseholder engagement

Oxford City Council's model of engagement has been developed with the national Tenant Participation Advisory Service (TPAS). Tenants and leaseholders co-exist in areas of mixed tenure and problem solving, and the driving of initiatives, cannot be delivered successfully without the involvement of all groups concerned.

Oxford City Council is:

- creating a structure which provides 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.

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:

- investing £4 million to build a new community centre in Rose Hill
- 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
- 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

- using its grants programme to invest around £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 as contributing to the achievement of the Council's corporate priorities
- increasing the budget for small grants to community organisations by £25,000 per year
- 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.

Community development

Within any community, there is a wealth of knowledge and experience which can be channelled to achieve desired outcomes. Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone has the opportunity to contribute to decisions that affect their lives.

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 West
- 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, e.g. planning, housing, social cohesion, and employment. 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 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. Oxford is now in the top quartile for adult activity in Oxfordshire, from being one of least active areas in 2006. Blackbird Leys Leisure Centre, Ferry Leisure Centre, and Hinksey Outdoor Pool have all achieved a rating of 'good' from Quest, the national quality award for sport and leisure.

We are continuing to build on 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. As part of its contribution to the 2014 Commonwealth Games, the Council will be hosting the Queen's Baton Relay Event.

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 participation in swimming, as well as providing a competition-standard venue. 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 from 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 £600,000 to build a new football pavilion and community centre at Quarry Recreation Ground. We are investing just under £1 million to refurbish sports pavilions across the city, including those in Blackbird Leys and Barton. We are also building a new pavilion at Grandpont
 - investing more than £300,000 over four years to encourage cycling, with more cycle lanes and better signage
 - continuing to provide free swimming for under 17s, particularly for those from areas of greatest need at a cost of £28,000 per year
 - investing £33,000 per year to further develop leisure/school partnership activities, particularly in areas of greatest need
 - investing £174,000 to improve tennis courts across the city
 - providing an annual cricket festival for players from all backgrounds in Cowley Marsh park at a cost of £2,000 per year
 - investing £40,000 to improve drainage at the Rose Hill Recreation Ground.
- 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

- improving the quality of the city's outdoor sports offer. The Council's StreetSports programme has achieved the prestigious StreetMark accreditation, a national recognition of quality
- working in partnership to deliver the Active Women programme within the city
- providing opportunities to improve mental and physical well-being, as well as encouraging physical activity and better diet by supporting 36 popular allotments across 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 14%, compared to the same period in 2012, bringing the total number of recorded crimes down to less than 16,000. However, improved reporting and a national focus on anti-social behaviour has seen reported cases to the City Council increase. These range from environmental problems such as fly-tipping, waste in gardens, and litter offences to cases of neighbour dispute. The Oxford Community Safety Partnership invests a significant proportion of its resources in protecting victims from domestic abuse, sexual abuse, sexual exploitation and trafficking.

Oxford City Council is:

- participating in the NightSafe scheme to tackle alcohol-related disorder in the night-time economy. NightSafe's success helped enable Oxford to retain its Purple Flag accreditation
- providing a seamless Anti-social Behaviour Service to tackle all forms for nuisance, ranging from environmental offences to disputes between neighbours
- using our Citizens' Panel to survey people's opinions on a range of anti-social behaviour issues. The results, along with information from the Police and other partners enables us to set our priorities in our Community Safety Rolling Plan
- investing in the Youth Ambition and Positive Futures Programmes 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 our successful Neighbourhood Action Groups (NAGS)

- applying resources specifically to tackle abuse and trafficking. The Council is investing £24,000 for two years to provide a coordinated approach to the delivery of safeguarding services for vulnerable children and adults.

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, to break down barriers and increase our sense of local identity and belonging. The events staged in the city to celebrate the Olympics brought people from all of the city's communities together in a common cause and we are continuing to build on this legacy.

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 high-quality cultural experiences
- improving opportunities for young people to participate actively in high-quality cultural activities
- 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
- implementing clear service level agreements with organisations that we fund to ensure that our investment delivers maximum value for our communities
- in addition to managing the annual May Morning celebrations, the Council contributes significantly to other community festivals. We are contributing £30,000 annually to support the popular Cowley Road Carnival, attended by around 35,000 people last year. We are contributing £20,000 annually to support the Alice Day celebrations. Around 100,000 people attended our three-day Christmas Light Festival. The Lord Mayor's Celebration continues to be a popular event in the city.

Measuring progress

Measures	2014/15	2015/16	2016/17	2017/18
The number of young people accessing youth engagement projects and activities outside school hours	5,250	5,400	5,500	5,700
The percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey)	27.5%+	28%+	29%+	30%+

Chapter 4 – A Cleaner, Greener Oxford

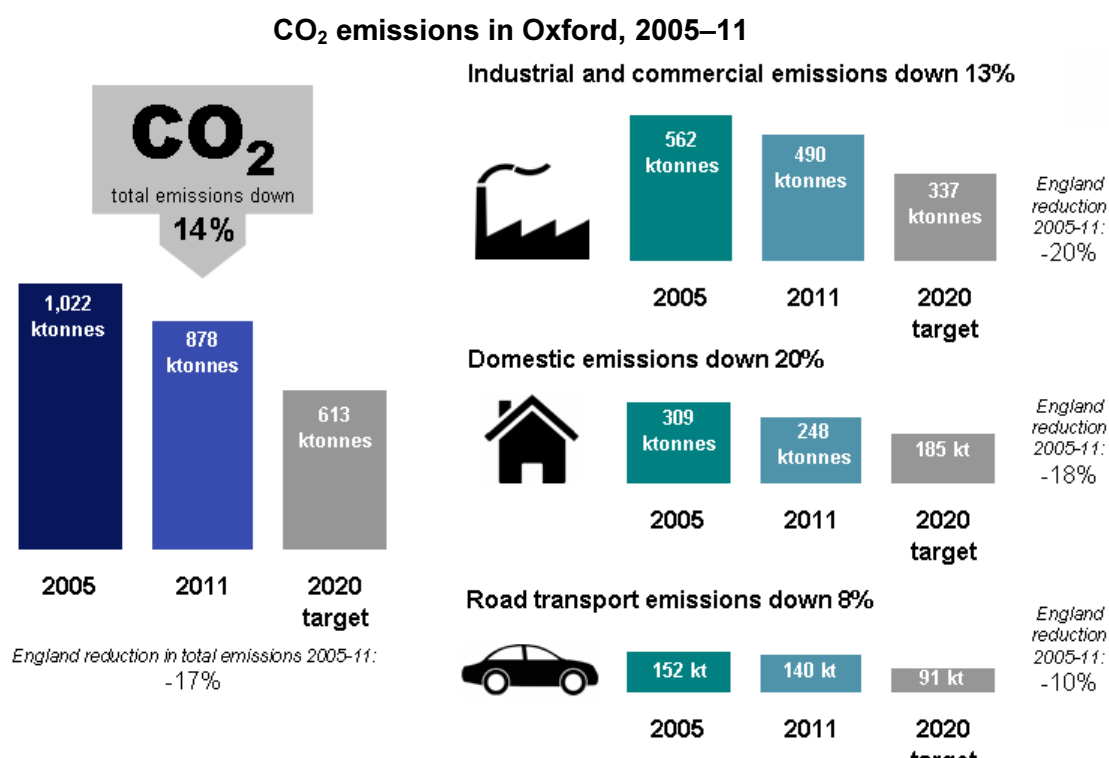
Our ambition: a cleaner, greener Oxford – in the city centre, in our neighbourhoods and in all public spaces.

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.

These challenges apply across the range of issues important to the Cleaner, Greener campaign and 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 and investing £666,000 in capital and on-going revenue funding of £100,000 per year to extend the food waste collection to the 15,000 flats in the city currently not included in the scheme
- 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 recycling bins in the city centre, around the ring road, at Templar's Square Shopping Centre and other retail locations around the city
- providing a garden waste collection service to which over 12,000 customers have subscribed to so far
- 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 customer recycling sites around the city to include general recycling, textile and clothes recycling and new WEEE banks (small electrical items)
- providing a programme of recycling education and events to support individual customers, school, college and university students and local businesses
- 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. This makes us one of the top-performing city areas. We will continually reduce the amount of waste sent to landfill year on year
- working in partnership with OxClean to clean up ‘grot spots’ and carry out the annual spring clean.

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, although this is backed by the use of environmental enforcement where necessary.

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 on a door-to-door campaign of encouragement and enforcement
- investing £2,000 per annum to improve cleanliness in the city centre by providing a new low-emission litter picking vehicle which will remove side-waste from around bins more effectively
- investing an additional £15,000 per year to improve litter-picking and maintenance in our parks, reflecting the increased use of these facilities in recent years
- ensuring that the city’s play areas, recently improved as a result of a £3.1 million investment programme, remain in top condition
- using dog control orders to encourage responsible dog ownership, control dogs in parks and play areas, and prevent dog-fouling.

3. Reducing the Council’s carbon footprint

Reducing the Council’s own carbon footprint has been a high priority in recent years. As a result of the ‘Getting our own house in order’ programme, we reduced carbon dioxide emissions from our buildings and operations by 25% by March 2011. The

Council is now delivering 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:

- investing an additional £600,000 to implement energy efficiency measures in council buildings
- 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
- 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 to improve thermal efficiency
- 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 from Salix, a financial organisation that empowers public sector organisations to take a lead in increasing 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
- 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

A key element in reducing carbon emissions involves reducing the need to travel, particularly by private car, and to encourage more sustainable modes of transport

such as walking, cycling, and public transport such as buses and trains. The City Council uses its planning policies to ensure that new development is located in areas close to existing facilities such as shops, transport hubs and bus routes.

Low Carbon Oxford is a pioneering city-wide programme of collaboration involving around 35 private, public and non-profit organisations with the aim of ensuring Oxford's future as a sustainable and low carbon city. The Low Carbon Oxford charter commits its signatories to collaborate to reduce their carbon footprints in Oxford by an average minimum of 3% 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:

- leading the OxFutures project which is mobilising large-scale investment in developing renewable energy and energy efficiency projects across the city and county. Kick-started by a £1.3 million grant from Intelligent Energy Europe, OxFutures aims to leverage investment of £15 million into local energy projects over the next three years. The aim is to achieve a 40% reduction in local carbon emissions by 2020 and to mainstream low carbon economic development. The project builds on the success of the City and County Councils in carbon reduction and energy efficiency
- using £310,000 awarded by the Department of Energy and Climate Change to help expand the Warming Barton pilot project, which is helping to save energy and create warmer homes in the city's most deprived area
- leading the Low Carbon Oxford initiative for the city and investing an additional £25,000 per year to ensure that Low Carbon Oxford is able to continue its successful work
- investing £54,000 over two years to ensure take-up of the Green Deal opportunities for home energy efficiency improvements, particularly by households on low incomes
- 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
- working through strategic partnerships to combat the adverse effects of climate change, including the increased incidence of flooding within the city. Activities to reduce flooding include:
 - implementing flood alleviation measures at Northway and Marston, in partnership with the Environment Agency at a cost of £1.7 million
 - investing £6,000 per year to improve flood protection by clearing watercourses, ditches and streams through a social enterprise programme
 - working with partners to lobby the government to fund the Environment Agency's Western Conveyance Plan. This plan is well developed and would provide a viable long-term solution to the

flooding problems that the city and neighbouring villages have experienced in recent years

- investing £22,000 per year to deal with the growing problem of illegal riverbank moorings by providing a targeted programme of proactive enforcement .

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 Barton West
- 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.

Measuring progress

Measure	2014/15	2015/16	2016/17	2017/18
Satisfaction with our street cleansing	75%	76%	76%	77%
The reduction in the Council's carbon footprint	5% reduction	5% reduction	5% reduction	5% reduction
The number of enforcements carried out as a result of environmental offences (e.g. noisy parties, dog fouling, littering)	900	800	700	600
The amount of waste sent to landfill per household	430kg	428kg	426kg	424kg
The percentage of household waste sent for reuse, recycling, composting or anaerobic digestion	45%	46%	47%	48%

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 ambition to build a world-class city for everyone.

In 2012–13 we achieved or exceeded more than 75% of our corporate targets.

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, with one phone number for all Council services, deals with nearly 263,000 calls annually. We answered 92% 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 41% 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, we are moving the Council from being good to great through our GOLD programme - Greater Outcomes, Leaner Delivery. We are doing this through our on-going efficiency programme and by working with new and increased income streams.

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 created a single approach to managing customer contact. A multi-skilled workforce resolves the majority of enquiries – whether they are received through telephone, face- to-face and online channels - at the first point of contact without handover to the back office. A customer relationship management system captures these enquiries and integrates with our key IT systems. These improved business processes have resulted in more consistent standards of service, higher levels of customer satisfaction and greater efficiencies.

We are now building on this success to 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 are also encouraging customers to use more convenient and lower-cost channels such as the website.

Oxford City Council is:

- investing £110,000 to upgrade our website to enable residents to carry out more transactions online and to improve mobile access
- using a new call-handling system, which includes customer call-back facilities, to deal with customer calls more efficiently
- investing £35,000 for two years to roll out our Customer Service Excellence accreditation across the organisation
- surveying our residents to gain insight into their views about council services and how they can be improved.

2. Improving our processes

Oxford City Council’s Performance Improvement Framework sets out how the Council reviews and improves service delivery through fundamental, whole-service reviews (such as waste collection and housing benefits) and smaller, process reviews within services. Rigorous benchmarking is at the heart of both approaches.

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 uses 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:

- consulting with staff about ways to rationalise administrative support across the organisation, and encourage more generic working and systems automation
- 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

- 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 improvements in our planning service. We want all planning development in our city to be of the highest quality. We also want to expand the scope and effectiveness of our consultation arrangements and to put collaboration at the heart of our planning processes. Improvements include:
 - a clearer audit trail of information relating to planning applications
 - more systematic evaluation of applications against relevant planning policies
 - allowing more time between project inception and commencement dates as a way of improving consultation with all interested parties
 - more extensive use of external design review panels. The Council is investing £50,000 in 2014/15 and £25,000 in 2015/16 to appoint an independent panel (6 members including specialists as required) to review major applications
 - more use of IT systems to help visualise and interpret design
- 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.

In order to deliver maximum value for money we are shifting from a focus on individual procurement exercises to better management of suppliers.

Oxford City Council is:

- reviewing management of our assets in order to generate on-going revenue savings
- planning to increase off-street car parking capacity across the city in order to generate income
- reviewing our investments in property funds in order to achieve higher overall returns while establishing sufficient provisions to protect the Council from adverse variations in value
- exploring the option of extending the current leisure facilities contract for a further five years beyond 2019
- developing a corporate approach to managing contracts and developing supplier relationships

- introducing training for key officers within the Council's service areas, enabling them to become accredited with a professional procurement qualification.

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 as a way of funding services and safeguarding jobs.

Oxford City Council is:

- exploring the most effective ways of bringing in additional revenue from the provision of services to other external organisations
- making good progress on establishing markets for some of the Council's services, e.g. building, engineering, motor transport, commercial waste, grounds maintenance/landscaping and legal services.

5. Organisational development

The Council's staff are its key asset and ensuring they are equipped to deliver to high standards in times of rapid change is vital. To this end the Council is investing not only in on-going performance management initiatives, but also in a variety of development and well-being initiatives to support performance improvement.

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 are also increasingly necessary. Leadership, team-building, business acumen (including the ability to interpret and respond to customer intelligence) and the ability to 'think outside the box', are all critical. Increasingly, coaching and mentoring are at the heart of our approach to management. 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:

- integrating and aligning teams with a similar purpose and identifying career and development pathways to facilitate succession planning
- embedding an organisational development strategy which:
 - defines our organisational values and shapes our behaviours framework
 - develops, retains and attracts a high-performing and motivated workforce, where excellence in people-management and development is recognised
 - ensures 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
 - champions innovative thinking and proactive engagement with staff and customers in service redesign

- delivers a comprehensive learning and development programme to bridge any gaps in employee capability
- improving recruitment
- implementing a talent management strategy that enables career growth, workforce and succession planning
- embedding 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
- delivering an affordable pay deal with Unison and Unite which gives staff an annual 1.5% cost of living increase for the next four years and secures the council's budget provision
- continuing the partnership payment, which enables staff to earn a bonus based on high levels of attendance and performance
- increasing the Oxford Living Wage from £8.13 per hour to £8.36 per hour.

Measuring progress

Measure	2014/15	2015/16	2016/17	2017/18
The percentage of customers satisfied at their first point of contact	77%	79%	80%	80%
The delivery of the Council's savings and income targets	£1.887m (TBC)	£1.183m (TBC)	£0.906m (TBC)	(TBC)
The level of self-service transactions that are carried out using the Council's website	5% increase	5% increase	5% increase	5% increase
Achievement and retention of IIP Gold	Gold	Gold	Gold	Champion

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

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Equalities Impact Assessment. Corporate Plan 2014-2018

1. Which groups of people have 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 four 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:

- The Index of Multiple Deprivation 2010 places Oxford in the top half of the most deprived local authority areas in England. Twelve areas, in the south and east of the city, are among the 20% most deprived areas in England. These areas, experience multiple levels of deprivation - low skills, low incomes and relatively high levels of crime. People from these areas can expect to live 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.
- 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 around 13 times average earnings
- A social housing waiting list of 4000
- Has the highest proportion of students at 26% (32,000 full time students) of the working age population

The Corporate Plan 2014-18 sets out the ways in which the Council will expand upon its existing work programmes in order to address these challenges. It reinforces and will be supported by the Council's 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:

- 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 20 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 45% by 2015/16
- Increase the number of jobs supported Council investment projects and other spend to over 700 by 2016/17
- Increase the number of apprenticeships created through Council investment for those who live in Oxford to 22 by 2014/15
- Increase the percentage of pupils in schools supported by the Council's educational attainment programme achieving level 4 in English and Maths at Key Stage 2 to 84% by 2015/16

Meeting housing need:

- Increase the number of individual HMOs subject to agreed licence provisions to 3,750 by 2015/16
- Ensure no more than 10 rough sleepers spend more than one consecutive night on the streets each year
- Ensure the number of households in Oxford in temporary accommodation is no more than 120 each year
- Increase the number of affordable homes for rent delivered to 150 by 2015/16
- Increase tenant satisfaction with their estates to 84% by 2015/16

Strong and active communities:

- Increase the number of young people accessing youth engagement projects and activities outside school hours to 5,500 by 2016/17
- Increase the percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey) to more than 29% by 2016/17

Cleaner, greener Oxford:

- Improve satisfaction with our street cleansing to 76% 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) to 800 in 2015/16
- Reduce the average amount of waste sent to landfill per household each year to 428kg by 2015/16
- Increase the percentage of household waste sent for reuse, recycling, composting or anaerobic digestion each year to 46% by 2015/16

An efficient and effective council:

- Increase the percentage of customers satisfied at their first point of contact to 79% by 2015/16
- Deliver further efficiency savings between 2014/15 and 2017/18 (target to be confirmed)
- Increase the level of self-service transactions that are carried out through the Council's website by 5% per year
- Achieve and retain IIP Gold accreditation for the Council from 2014/15, and gain Champion accreditation in 2017/18

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.

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.

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 began 20th December 2013, following City Executive Board approval on 11th December 2013. The consultation closed on 31st January 2014. A draft amended in the light of consultation will come back to City Executive Board on 12th February 2014.
- A website link was sent to all key stakeholders and community groups and a copy of the survey was placed in the Oxford Mail, and people were also directed 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
 - o delivering physical regeneration projects – Barton, Cowley and Northway, Blackbird Leys Pool – in order to deliver new housing and create jobs
 - o maintaining and improving on the Decent Homes Standard in Council homes
 - o Investing in our sports pavilions so that sporting clubs are encouraged to expand.
- Protecting vulnerable communities
 - o improving the quality of houses in multiple occupation in the private rented sector; and striving to reduce the numbers of people in temporary accommodation
 - o challenging the cycle of deprivation through a campaign to enhance educational attainment
 - o maintaining a coherent offer - including culture, sport and community activities - for young people who are at risk of becoming socially alienated
 - o 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
 - o developing an integrated programme of assistance for neighbourhoods whose character is being adversely affected by high levels of private sector renting and entertainment venues.

Strengthening community engagement

- o embedding Area Forums, Neighbourhood Boards, and Councillor budgets for local projects
- o building community capacity for self-help and participation as a way of continuing to improve our neighbourhoods
- o building community cohesion by using cultural and other binding events and activities to encourage different community groups to celebrate each other
- o continuing to improve our website as a means of encouraging customers to engage with the Council in convenient and cost

- o 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 and Oxfordshire City Deal, 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: 4th February 2014

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To: City Executive Board
Council

Date: 12th February 2014
19th February 2014

Report of: Head of Finance

Title of Report: TREASURY MANAGEMENT STRATEGY FOR 2014/15

Summary and Recommendations

Purpose of report:

To present the Treasury Management Strategy for 2014/15 with the Prudential Indicators for 2014/15 – 2017/18.

Key decision? No

Executive lead member: Councillor Ed Turner

Policy Framework: Sustaining Financial Stability

Recommendation(s): City Executive Board is asked to recommend that Council:

1. Approve the Treasury Management Strategy 2014/15, and the treasury prudential indicators at paragraphs 13 – 28.
2. Approve the Investment Strategy for 2014/15 and the detailed investment criteria as set out in paragraphs 29 – 48 and appendix 1, including the changes highlighted in paragraph 9.
3. Adopt and approve the Prudential Indicators and limits for 2014/15 to 2017/18 as set out in paragraphs 50-51 and Appendix 2 below.
4. Approve the Minimum Revenue Provision (MRP) statement at paragraphs 18 – 28 which sets out the Council's policy on repayment of debt.

Appendices:

- 1 – Credit and Counterparty Risk Management
- 2 – Prudential Indicators
- 3 – Risk Register

Executive Summary

1. The Council's Treasury Management Strategy has been written in accordance with the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice. There are no significant changes proposed to the Treasury Management Strategy for 2014/15.
2. The report presents the Council's prudential indicators estimated for 2014/15 – 2017/18. Notable indicators include capital expenditure and borrowing limits, as these are areas of significant activity.
3. Members are required to agree the Council's Minimum Revenue Provision (MRP) policy which is the 'prudent' charge the Council will make to revenue for the repayment of debt, (paragraphs 25-27).
4. The Council's average investments during the financial year amounted to £58.2m and ranged from £40.7m to £74.3m being invested at any one time; this is an increase from the previous year when average investments were £48.1m and ranged from £35.7m to £60.3m. Cash balances have risen due to:
 - slippage in the capital program, main item being Competition Swimming pool due to legal issues (an estimated £14 million is forecast for 2013/14); and
 - Increased cash balances within the HRA arising from self-financing (the net difference between negative housing subsidy and debt financing costs is around £7 million per annum)
5. Investments are made in accordance with the Council's Treasury Management Strategy such that returns are balanced against security of investment, liquidity of cash to ensure funding of day to day cash flows, and yield.
6. The Council's external debt will reduce to £200.5m by the end of March 2014 from £201.3m. This debt is held at fixed rates, with varying periods to maturity, £198.5m relates to the Housing Revenue Account and the introduction of HRA self-financing.
7. As at 1st April 2013, the Council had one long-term variable rate loan with South Oxfordshire District Council, in respect of debt associated with the boundary change; at the beginning of 2013/14, the remaining balance on this debt was £0.9m and this has since been repaid in full.
8. The Council's Capital Programme over the next four years will be funded from a combination of government grants, capital receipts, S106 funding, and revenue resources. The costs of Prudential borrowing which all relate to the purchase of vehicles are factored into revenue budgets.

9. There are a number of minor changes to the Investment Strategy for 2014/15 previously agreed at Council as discussed in paragraph 48 including:

- an increase in the maximum investment limit with any one bank or rated building society meeting the Council's lending list criteria for investments up to 1 year, from £10m to £15m, however the limit of 20% of total investments remains in place
- an increase in the maximum limit on individual categories of non-specified investments from 10% to 15%. The overall limit of a maximum of 25% of total investment portfolio in non-specified investments remains unchanged.

Economic Background

10. Despite an increase in Gross Domestic Product of 0.8% between July and September 2013 being announced, the economy remains fragile. The Chancellor has insisted he will hold firm with his deficit reduction policies, announcing a further £25bn of saving to be made, and an expectation of a balanced budget by 2018/19.

11. Growth prospects remain positive looking forward although wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure. However there has been a notable decline in the unemployment rate which 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 prompt a more focused discussion of options going forward. This trigger, however, is still thought to be at least two years away and as a result interest rates are unlikely to rise before 2016/17.

12. The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Although immediate concerns about the Eurozone have subsided, sovereign debt difficulties have not gone away and there are major concerns as to how these will be managed over the next few years. Consequently, the use of higher quality counterparties for shorter time periods remains prudent.
- Investment returns are likely to remain relatively low during 2014/15 with latest forecasts suggesting increases from 0.70% up to 1%.
- Borrowing rates are trending upwards. Hence the policy of avoiding new borrowing by running down cash

balances (internal borrowing) which has served well over the last few years remains.

Treasury Management Strategy

Borrowing and Debt Strategy 2014/15

Prudential Borrowing

13. Under the prudential code, individual authorities are responsible for deciding the level of their borrowing. The system is designed to allow authorities that need, and can afford to, to borrow in order to pay for capital investment.
14. The prudential system provides a flexible framework within which capital assets can be procured, managed, maintained and developed. At a strategic level it allows authorities to decide the balance between schemes that are charged through revenue and those charged through capital. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
15. The parameters for determining the level of prudential borrowing are:
 - That the Council must set a balanced revenue budget that includes the revenue consequences of any capital financing i.e. the revenue budget needs to be able to cover the interest and debt repayment of any borrowing' as well as the running costs of the new project
 - That the impact of the agreed authorised borrowing limit on Council Tax or council rents is reasonable.
16. Each council must therefore take account of its local circumstances in determining its borrowing level.
17. The Draft Capital Programme includes approximately £6.2m of General Fund prudential borrowing for the purchase of vehicles over the period 2014/15 - 2017/18. The revenue impact of the borrowing is estimated at around £400k per annum and is factored into the Medium Term Financial Plan. The purchase of vehicles for service delivery outright is considered to be a cheaper option than other procurement options such as leasing due to the leasing costs and return conditions. However it is an area that the Council keeps under review.

Minimum Revenue Provision (MRP) Statement 2014/15

18. Prudential borrowing increases the Council's Capital Financing Requirement (CFR) or underlying need to borrow for financing capital expenditure. Whether the Council actually borrows to finance capital expenditure is a treasury decision unconnected to the capital

financing decision. In practice the Council is unlikely to need to borrow externally in the medium term as it has sufficient revenue balances to cover this expenditure. Nevertheless the Council is required to make a charge to its revenue account for internal borrowing. This charge is known as a Minimum Revenue Provision (MRP) and reflects the repayment of principle. Additional voluntary payments can also be made if required (Voluntary Revenue Provision (VRP)).

19. Regulations require Council to approve an MRP statement annually in advance. The recommended statement is as follows:

- a) For Capital expenditure incurred before 1st April 2008 or which in the future will be Supported Capital Expenditure¹, existing practice, outlined in former DCLG regulations, will apply.
- b) For all unsupported² borrowing incurred after 1st April 2008 the MRP policy will be the Asset life method – MRP will be based on the estimated life of the assets and the borrowing charged to the revenue account in equal instalments over the life of the asset in accordance with the proposed regulations

Table 1:- Estimated General Fund MRP 2013/14 – 2017/18

	2013/14 Revised Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's
General Fund MRP	2,436	2,664	2,634	2,450	2,523
	2,436	2,664	2,634	2,450	2,523

20. There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a depreciation charge to be made. Regulations allow the Major Repairs Allowance to be used as a proxy for depreciation for the first five years of the HRA self-financing scheme after which depreciation will be calculated in accordance with proper accounting practices. Depreciation on HRA properties is estimated at £5.8m per annum and since MRA is in line with the actual depreciation charge this should not cause issues for the authority going forward.

21. The S151 Officer has delegated authority to determine the need for any future borrowing taking into account the prevailing interest rates and associated risks. A combination of long-term and short-term fixed and variable rate borrowing may be considered. This may include borrowing in advance of future years' requirements.

¹ Supported Capital Expenditure means the total amount of capital expenditure which a local authority has been notified by Government will be given as part of the grant payment

² Unsupported borrowing is any borrowing not covered by Government grants

22. Borrowing may be undertaken to fund the approved Capital Programme or to fund future debt maturities. The S151 Officer will adopt a cautious approach to any such borrowing and take into account the following factors:
- Ensure the on-going revenue liabilities created, and the implications for the future plans and budgets have been considered
 - Evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
 - Consider the pros and cons of alternative forms of funding including internal borrowing
 - Consider alternative sources of borrowing and interest rates available, the most appropriate periods to fund and repayment profiles to use
 - Consider the impact of borrowing in advance on investment cash balances and the consequent increase in exposure to counterparty risk, and other risk, and the level of such risks given the controls in place to minimise them.
23. Council officers, in conjunction with our treasury advisors, Capita Asset Services (formerly known as Sector), monitor both prevailing interest rates and market forecasts, thereby allowing us to respond to any changes such that the manner and timing of borrowing decisions is optimised.
24. The Council had approx £201.3m of external debt with PWLB as at 1st April 2013, all of which is held at fixed rates, with varying maturity terms up to 2057. The debt is wholly related to Housing.
25. Repayments during 2013/14 will have reduced this debt figure to approx £200.5m as at 31st March 2014.
26. The Council's Capital Financing Requirement as at 1st April 2013 was above the level of external borrowing, and is an indication of the Council's underlying need to borrow to fund its capital investments and the level of internal borrowing that has been undertaken.
27. As at 31st March 2014 this position is expected to continue which indicates a potential need to borrow on the external market in the medium term, if all schemes in the proposed Capital Programme go ahead.
28. In summary there are no changes to the Council's borrowing strategy for 2014/15.

Investment Strategy 2014/15

Interest Rates

29. Average cash balances are currently @ £58.2m and have fluctuated between £40.7m and £74.3m. Deposits are made at or close to prevailing interest rates.
30. Interest rates are currently at an all-time low, with the Base Rate having been held at 0.50% since March 2009. It is forecast to remain at this level until at least October 2016 and then slowly begin to rise.
31. All existing investment deals are taken for less than 364 days although the Council's existing Treasury Management Strategy allows for the placing of longer-term deals (over 364 days), with high quality counterparties, if the returns are worthwhile and within the risk parameters set by the Council. Such deals could earn around 0.5% higher returns on transactions of similar amounts placed for less than 364 days. These deals do carry an additional risk and as such are classed as non-specified investments but with interest rates forecast to remain low for the next three years officers will consider such deals within the constraints set by the existing Treasury Strategy as appropriate.
32. The primary principle governing the Council's Investment Strategy is the security of its investments; however yield or return on investment and liquidity are also key issues. Consequently, procedures determining the maximum periods fund may be invested for as well as the nature of those funds/investment types are regularly reviewed.
33. The Council aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.
34. Investment instruments identified for use are listed in Appendix 1 under the Specified and Non-Specified investment categories. Counterparty limits are set in accordance with the Council's Treasury Management Practices (TMP's).

Creditworthiness Policy

35. The Council utilises the creditworthiness service provided by Capita Asset Services. The model combines the credit ratings, credit watches and credit outlooks from all three credit agencies – Fitch, Moody's and Standard and Poors in a weighted scoring system which is then combined with an overlay of Credit Default Swap³ spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour

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

codes are used by the Council to determine the duration of investments. The Council is satisfied that this service gives an improved level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.

36. The Council is alerted to changes to ratings of all three agencies through its use of the Capita Asset Services creditworthiness service and takes the following action in respect of this update :
- if a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
 - if a counterparty's credit rating is placed on negative watch or negative outlook, officers carry out a review to determine whether the institution is still worthy of inclusion on the Council's treasury management lending list. If there is any doubt, the institution is temporarily suspended pending the credit rating agency's full review.

In addition to Capita Asset Services, the Council also uses other market data on government support for banks and the credit rating of that government support to inform its investment decisions and information in movements in Credit Default Swaps against the iTraxx benchmark and other market data on a weekly basis

37. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide)
38. For operational purposes, the Council's counterparty list is reviewed on a daily basis taking into account market information and changes to the criteria provided. This list is maintained by the Treasury team, and reported to the Section 151 Officer on a regular basis.
39. Within the agreed Investment Strategy the S151 Officer has delegated powers to undertake the most appropriate form of investments depending on prevailing interest rates and the security of the counterparty at the time.
40. The Council also retains the option to place deposits with the top five Building Societies by size of asset base, which is a deviation from Capita Asset Services' criteria. Only Building Societies with an asset base of £9bn or above are included on the treasury management lending list. Lending is restricted to a maximum of £3m and 3 months per Building Society. In addition to this, the total invested with these Building Societies is restricted to a maximum of 20% of the overall average investment total.

41. There are currently five Building Societies which have an asset base of over £9bn as shown below:

Table 2 Building Society Counterparties ranked by Asset Size

Building Society	Asset Base*	Year End
Nationwide	£190,718m	31 st March 2013
Yorkshire	£33,497m	31 st March 2013
Coventry	£26,934m	31 st March 2013
Skipton	£13,760m	31 st March 2013
Leeds	£10,315m	31 st March 2013

* Source: KPMG Building Societies Database 2013

42. Limits have also been placed on countries and sectors, as follows:

- No more than 20% of the previous year's average monthly investment balance with any one counterparty or group (currently £12.2m)
- No limit for UK investments
- Maximum 10% of total investments to be with institutions in other countries that meet the current criteria

43. The Council's banking services are currently provided by the Co-operative Bank. The credit ratings for this bank do not currently meet the criteria set out above and therefore, the Council only uses the Co-operative for transactional purposes only. This is intended to limit the Council's risk.

44. In November 2013, the Co-operative announced that whilst it would honour existing contracts with local authority customers; it would not be renewing them. The Council's current contract is due to expire in March 2016. A re-tendering process is likely to take between six and twelve months and on the basis that as the Co-operative wind down their operation less support will be available to the Council, officers are scheduling a project to procure a revised banking service with effect from 1st April 2015. We may co-operate with other local authorities on this procurement exercise.

Specified and Non Specified Investments

45. In approving the overall investment strategy Members are approving the types of investments used. Investments are classified as either Specified or Non Specified investments and are shown in more detail in Appendix 1.

46. **A Specified investment** is one that is in Sterling, no more than 1 year in duration or, if in excess of 1 year repayment can be made within that period if wished with quality counterparties meeting Councils minimum credit rating criteria. **Non specified investments** are any other type of investment including those with non- rated

building societies. Whilst generally these investments will earn a higher return they are inherently more risky in nature and a maximum level of 25% of the council's total portfolio is placed on such investments.

47. Whilst there are no changes to the types of specified and non-specified investments given the increasing cash position of the Council there are some changes to the limits placed in certain types including :

- To provide additional flexibility within Non specified investments, it is recommended that the maximum % of total investments with any one type of investment increases from 10% to 15%. The previously agreed limit of 25% of the total investment portfolio with non-specified investments remains in place.
- Increasing the investment limit for banks and rated building societies is increased from £10m to £15m; this will generate a higher rate of return without increasing risk and is in line with current recommendations from Capita Asset Services. investment opportunities.

48. Members should also note that as cash balances increase Officers will look to make use of the whole range of counterparties included within the existing Treasury Management including :

- **The use of longer-term instruments** (greater than one year from inception to repayment). These instruments will only be used where the Council's liquidity requirements are safeguarded. The majority of longer-term investments are likely to be placed with other authorities and commissioning bodies although they may also include some banks if they meet the criteria set out by Capita Asset Services.
- **Direct Investment property purchases.** The Council can also consider purchasing additional investment properties to be included within the Council's investment property portfolio. The current portfolio of £86m gives a yield of approximately £6 million per annum. These properties do not directly form part of the Treasury Strategy but would provide a rate of return to the Council. Any future prospective purchases would utilise the surplus core cash and would be subject to a robust business case submitted to Council.
- **Property Funds.** Property funds are a vehicle for investing funds and diversifying investments. The Council has already made £3million of investments within these types of funds, and is currently reviewing the options for further investments. Property funds should be seen as a medium to long term investment (10 -15 years minimum) to ensure that the full benefit of the return is seen, and to also ensure that any entry and exit costs are covered over the life of the

investment. Any fund of this nature incurs costs, and these vary depending on the type of fund. Property funds can provide a regular return on the initial investment amount; our current fund for instance provides a return of around 6%. In addition to this the market value of the properties and the unit price held by the Council can fluctuate. The unit price can fluctuate upwards as well as downwards and variations between purchase price and latest valuation at the 31st March or date of sale do need to be reflected in the Council's revenue account.

Icelandic Bank Investments

49. The Council placed deposits with two Icelandic banks prior to their collapse in 2009. Original balances were £3m with Heritable and £1.5m with Glitnir. Heritable has repaid 94% of the initial deposit plus interest and continue to make repayments. It is still expected that the Council will receive up to 100% back. The Council has also received over 80% of the original deposit with Glitnir. The remaining balance is currently held in Iceland, under Icelandic law, and the Council is seeking advice from Bevan Brittan, our solicitors acting on the behalf of all local authorities, and the Local Government Association regarding its options on this matter.

Prudential Indicators

50. The Council is required to set a number of indicators, relating to the affordability and prudence of its treasury activities. These indicators are all detailed In Appendix 2 , and should be monitored and reported on an annual basis.
51. The Council has met all of the prudential indicators for 2013/14 and has set out its plans for them in 2014/15 through to 2017/18.

Legal Implications

52. This report fulfils four key legislative requirements:

- The reporting of the prudential indicators setting out the expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities). The treasury management prudential indicators are now included as treasury indicators in the CIPFA Treasury Management Code of Practice
- Agreeing the Council's Minimum Revenue Provision (MRP) policy, which sets out how the Council will pay for capital assets through revenue each year (as required by Guidance under the Local Government and Public Involvement in Health Act 2007)

- Agreeing the treasury management strategy, which sets out how the Council's treasury service will support the capital decisions taken, the day to day treasury management and the limitations on activity through treasury prudential indicators. The key indicator is the Authorised Limit, the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is the Affordable Borrowing limit required by S3 of the Local Government Act 2003. This is in accordance with the CIPFA code of Practice on Treasury Management and the CIPFA Prudential Code
- Agreeing the investment strategy, which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the DCLG investment guidance.

53. The Local Government Act 2003 (the Act) and supporting regulations require the Council to have regard to the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

54. The Constitution requires the Strategy to be reported to the City Executive Board and Full Council outlining the expected treasury activity for the forthcoming 4 years on an annual basis.

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List of background papers:

Version number: 2

Management Practice (TMP) 1 – Credit and Counterparty Risk

Management

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for Councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes*. This Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Section 151 Officer has produced its treasury management practices (TMPs). This part, TMP 1, covering investment counterparty policy requires approval each year.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy Guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified Investments – These investments are sterling investments that do not exceed a maturity period of more than one year, or those which could be for a longer period but where the Council has the right to be repaid within twelve months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would

include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or Gilts with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A Local Authority, Parish Council, Community Council, Fire or Police Authority
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4, this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society) meeting the minimum 'high' quality criteria where applicable.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies.

These criteria are:

	Minimum credit criteria/colour banding	Max % of total investments /£ limit per institution	Max maturity period
DMADF – UK Government	Not applicable	100%	364 days
UK Government Gilts	UK Sovereign rating	20%	364 days
UK Government Treasury Bills	UK Sovereign rating	20%	364 days
Bonds issued by multilateral development banks	UK Sovereign rating	20%	6 months
Money Market Fund	AAA	£20m	Liquid
Local Authorities, Fire and Police Authorities		100%	364 days
Term deposits with banks and rated building societies	Blue Orange Red Green	£15m or 20% of total investments	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
CDs or corporate bonds with banks and building societies	Blue Orange Red Green	£10m or 20% of total investments	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Enhanced Cash funds		20%	6 months

Corporate bond funds		20%	6 months
Gilt Funds	UK sovereign rating	20%	6 months

Non-Specified Investments – Non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Overall non specified investments will not exceed more than 25% of the investment portfolio. As the Council's average investment balance increases over the medium term decisions will need to be made on the viability of undertaking additional non specified investments. Non specified investments would include any sterling investments with:

	Minimum Credit Criteria	Max % of total investments/£ limit per institution	Max maturity period
Local Authorities, Fire and Police Authorities		15% of total investments	Up to 2 years
Fixed term deposits with variable rate and variable maturities	Orange	15% of total investments	Up to 1 year
Fixed term deposits with variable rate and variable maturities	Yellow Purple	£10m or 20% of total investments	Up to 5 years Up to 2 years
Commercial paper issuance covered by a specific UK Government (explicit) guarantee		10% of total investments	Up to 1 year
Fixed term deposits with unrated Building Societies	Asset Base over £9bn	£3m – 20% of total investments	100 days
Commercial paper other		15% of total investments	Up to 1 year
Corporate bonds		15% of total investments	Up to 1 year
Other debt issuance by UK banks covered by UK Government (explicit) guarantee		15% of total investments	Up to 1 year
Floating rate notes		15% of total investments	Up to 1 year
Housing Associations		15% of total investments	Medium to long term
Property funds		15% of total investments	Medium to long term

The Monitoring of Investment Counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services on a weekly basis, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Head of Finance, and if required new counterparties which meet the criteria will be added to the list.

APPENDIX 2

Prudential Indicators

Prudence

A. Capital Expenditure Plans

55. The Council's capital expenditure plans are the key driver of treasury management activity. Estimates of capital expenditure for the period 2014/15 to 2017/18 are summarised below and this forms the first of the prudential indicators. The revenue consequences of associated borrowing and any on-going maintenance costs are accommodated within the Council's revenue budgets.
56. Capital expenditure can be paid for immediately, by applying capital resources such as capital receipts, capital grants, external funding or revenue contributions, but if these resources are insufficient any residual expenditure will be undertaken by Prudential Borrowing and will add to the Council's borrowing need, or Capital Financing Requirement (CFR).
57. Estimates of resources such as capital receipts may be subject to uncertainty i.e. anticipated asset sales may be postponed or reduced due to the property market or planning issues.
58. Elsewhere on the agenda the proposed Capital Programme is recommended for approval, a summary of these figures is in the table below, showing the capital expenditure and how it will be financed. Any shortfall of financing results in a borrowing need.

Table 3:-Capital Expenditure and Financing

	2013/14 Revised Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's
Expenditure					
General Fund	18,339.3	31,189.0	14,035.9	8,163.3	2,302.0
HRA	14,386.0	21,387.0	18,070.0	19,140.0	20,113.0
Total expenditure	32,725.3	52,576.0	32,105.9	27,303.3	22,415.0
Financed by:					
Developer Contributions	938.2	683.0	555.9	500.0	450.0
Capital Grants	2,898.8	7,522.0	872.0	597.0	447.0
Capital Receipts	12,086.9	8,975.5	6,506.7	4,023.0	1,405.0
Revenue	14,059.8	32,488.8	22,116.2	21,360.0	19,261.0
Prudential Borrowing (Vehicles)	2,741.6	2,906.7	2,055.1	823.3	852.0
Total funding	32,725.3	52,576.0	32,105.9	27,303.3	22,415.0

B. Capital Financing Requirement (CFR).

59. The CFR is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is

essentially a measure of the Council's underlying need to borrow. Prudential borrowing is explored in more detail below.

60. The CFR includes any other long term liabilities (eg finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

Table 4:- Capital Financing Requirement

	2013/14 Estimate £000's	2013/14 Revised Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's
General Fund	1,324	13,808	13,650	13,021	12,217	10,546
HRA	222,297	204,300	204,300	204,300	204,300	204,300
	223,621	218,108	217,951	217,321	216,517	214,846
Movement in CFR	-1,739	-7,252	-157	-630	-804	-1,671
Prudential Borrowing			2,907	2,055	823	852
MRP			-3,064	-2,685	-1,627	-2,523

Affordability

61. The Strategy also includes the Prudential Indicators, which the authority is required to consider before determining its budget and treasury management arrangements for the new financial year. These indicators are a statutory requirement and therefore have to be reported to Council each year. These indicators are split into two categories the first is affordability. The affordability indicators are listed below:

C. Ratio of financing costs to the net revenue stream

62. This indicator represents the estimate of the ratio of financing costs to the net revenue stream for HRA and General Fund .

Table 5:- Ratio of financing costs to net revenue stream

	2013/14 Original Estimate £000's	2013/14 Revised Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's
General Fund	13.0%	12.2%	11.3%	11.3%	8.7%	3.5%
Housing Revenue Account	16.1%	18.5%	17.6%	16.7%	16.3%	15.5%

D. Incremental impact of capital investment decisions on Council Tax and Rents

Council Tax

63. The estimate of the incremental impact of capital investment decisions on the Council Tax is shown below; this shows the impact of any decisions that are made on investment through the Capital Programme and how it affects the Band D Council Tax.

64. The figures in Table 6 below have been calculated by looking at those schemes that are uncommitted in the current Capital Programme and looking at the impact they will have on Council Tax after taking into account capital receipts and revenue contributions.

65. The Council will not enter into any uncommitted capital scheme until the source of funding is confirmed, e.g. Capital receipts, grants, S106 or prudential borrowing. This will ensure we can avoid any unplanned revenue consequences as a result of capital expenditure.

Table 6:- Impact of Capital Expenditure on Council Tax

	2013/14 Original Estimate £	2013/14 Revised Estimate £	2014/15 Estimate £	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £
Overall net impact on Council Tax Band D per week	0.73	0.37	0.72	0.32	0.19	0.05

Housing Rents

66. The estimated incremental impact of capital investment decisions on weekly housing rents is shown in Table 7 below. The figures have been calculated by looking at those schemes that are currently in the Capital Programme and deducting alternate funding resources.

67. The key drivers for setting housing rents with effect from 1st April 2014 will be affordability and the need to cover net expenditure (including the take on of the buyout debt). Formula rent guidance states that for 2014/15 this will be inflation plus 0.5% + £2. Government are currently consulting on the level from 2015/16 onwards, indicating it may be linked to CPI + 1.0%.

68. Since all the HRA Capital Programme is financed from revenue and capital receipts the effect on council rents is as follows:

Table 7:- Impact of Capital Expenditure on Housing Rents

	2013/14 Original Estimate £	2013/14 Revised Estimate £	2014/15 Estimate £	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £
Overall net impact on Weekly Housing Rents	2.63	1.83	2.63	2.22	2.35	2.47

E. Authorised limit for external debt

69. This represents a limit beyond which external debt is prohibited. It reflects the level of external debt, which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table 8:- Authorised Limit for external debt

	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
	£000's	£000's	£000's	£000's	£000's
General Fund	5,000	4,000	2,000	2,000	2,000
HRA	243,000	243,000	243,000	243,000	243,000
Other Long Term Liabilities	1,000	0	0	0	0
Total	249,000	247,000	245,000	245,000	245,000

70. Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. These limits are:

Table 9 HRA Capital Financing Requirement

HRA Debt Limit	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
	£000's	£000's	£000's	£000's	£000's
Total	242,199	242,199	242,199	242,199	242,199

F. Operational boundary for external debt

71. This is based on the expected maximum external debt during the course of the year, it is not a limit, and actual external debt can vary around this boundary for short times during the year.

Table 10:- Operational boundary for external debt

	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
	£000's	£000's	£000's	£000's	£000's
Borrowing	3,000	2,000	0	0	0
Additional HRA Settlement	234,000	234,000	234,000	234,000	234,000
Other Long Term Liabilities	1,000	0	0	0	0
Total	238,000	236,000	234,000	234,000	234,000

G. Net Borrowing Compared to the Council's Capital Financing Requirement

72. Table 10 below shows the Council's net borrowing position compared to its Capital Financing Requirement. As can be seen, the figures show that the Council is currently borrowing below its financing requirement which indicates a need to borrow in the short to medium term. The Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2014/15 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

Table 11:- Net borrowing compared to CFR

	2013/14 Original Estimate £000's	2013/14 Revised Estimate £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Estimate £000's	2017/18 Estimate £000's
Gross Borrowing	200,638	201,368	200,638	199,908	198,528	198,528
Other Long Term Liabilities	607	889	0	0	0	0
Total Gross Debt 31 March	201,245	202,257	200,638	199,908	198,528	198,528
CFR	223,621	218,108	217,951	217,321	216,517	214,846
Net Borrowing v CFR	22,376	15,851	17,313	17,413	17,989	16,318

H. Compliance with the CIPFA Code of Practice for Treasury Management in the Public Sector

73. The Council can confirm that it has complied with this code throughout 2013/14 and will continue to do so.

I. Upper limit on fixed and variable interest rate borrowing and investments

74. The purpose of this and the following two prudential indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. This indicator identifies the maximum limit for fixed interest rates based upon the debt position net of investments.

Table 12:- Upper limit on borrowing and investments

	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %
Upper limit on fixed rate borrowing	100	100	100	100	100
Upper limit on fixed rate investments	100	100	100	100	100
Upper limit on variable rate borrowing	100	100	100	100	100
Upper limit on variable rate investments	100	100	100	100	100

J. Upper and Lower limit for the maturity structure of borrowing

75. These are used to reduce the Council's exposure to large fixed rate sums falling due for repayment at the same time.

Table 13:- Upper and lower limit on borrowing maturity

	2013/14 Estimate Upper %	2013/14 Estimate Lower %	2014/15 Estimate Upper %	2014/15 Estimate Lower %	2015/16 Estimate Upper %	2015/16 Estimate Lower %	2016/17 Estimate Upper %	2016/17 Estimate Lower %	2017/18 Estimate Upper %	2017/18 Estimate Lower %
< 12 months	30	0	30	0	30	0	30	0	30	0
12 months - 2 years	30	0	30	0	30	0	30	0	30	0
2 - 5 years	80	0	80	0	80	0	80	0	80	0
5 - 10 years	100	0	100	0	100	0	100	0	100	0
10 years +	100	0	100	0	100	0	100	0	100	0

76. Upper limit for principle sums invested for periods longer than 364 days; this indicator is used to reduce the need for early sale of an investment, and is based on the availability of funds after each year end. This has been set at zero due to the uncertainty of the market and reducing the risk posed by longer term investments.

Table 14:- Upper limit for investments longer than 364 days

	2013/14	2014/15	2015/16	2015/16	2016/17	2017/18
	Estimate %	Estimate %	Estimate %	Estimate %	Estimate %	Estimate %
upper limit for investments for periods longer than 364 days	20	20	20	20	20	20

Key

RED RISK

CLOSED RISK

Appendix 1

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			
TMS-001	Loss of capital investment	T	Loss of capital investment – if counterparty invested in collapses and is unable to repay the original investment	Collapase of counterparty, counterparty unable to repay investments	The Council will lose money which could potentially have an adverse effect on operational funding	01-Dec-13	6	3	2	2	2	3	2	Anna Winship	01-Dec-12	
TMS-002	Interest Rates	O/T	Interest Rates – Although interest rates are currently at an all time low, the period of time that they remain at this level is to be considered. A prolonged period will affect the long term returns for the organisation.	No change to base rate and associated market investment rates, or rates that only move upwards slowly over a prolonged period of time	The Council will not be able to realise the returns on investment as previously projected in the budget	01-Dec-13	6	3	3	2	2	2	2	Anna Winship	01-Dec-12	
TMS-003	Revenue Budgets	T	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non delivery of programmed savings	The Council might not be able to execute some desired projects.	01-Dec-13	6	3	3	2	2	2	2	Anna Winship	01-Dec-12	
TMS-004	Suitable Counterparties for investments	T	With potential for increased investments over the coming months there may be a risk that the number of suitable counterparties diminishes	continuing economic downturn and increased investments	use of counterparties who do not meet our full criteria or use of counterparties not paying best value rates	01-Dec-13	6	3	2	2	2	3	2	Anna Winship	01-Dec-12	
TMS-005	Counterparty risk of house bank	T	The Co-operative bank no longer meet the Council's criteria, and are withdrawing their services to Local Authorities, the risk is of a deminishing service as the contract comes to an end	Co-operative Bank removing support to Local Authorities	Deminishing service towards the end of the contract	01-Dec-13	6	2	3	2	3	2	2	Anna Winship	01-Dec-12	
Insert new row above																

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Action Plans

Key

ACTIONS MUST BE 'SMART'

Specific, Measurable, Achievable, Realistic and Time bound

CLOSED ACTION/Risk

[illegible]

Action Plans

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	Milestone Delivery Date	%Action Complete	Date Reviewed
	Insert new row above							

Risk ID Categories

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

Service Area Codes

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

Corporate Objective Key

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

To: City Executive Board

Date: 12th February 2014

Report of: Head of Service for Leisure, Parks & Communities & Head of Customer Services

Title of Report: GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS

Summary and Recommendations

Purpose of report: For the City Executive Board to decide the allocation of grants to community and voluntary organisations for 2014/15.

Key decision? Yes

Executive lead member: Councillor Stephen Curran
Councillor Susan Brown

Policy Framework: Oxford City Council Corporate Plan & Oxford Sustainable Community Strategy

Recommendation(s):

Subject to Council subsequently agreeing the grants budget for 2014/15 as set out in Table 1, the City Executive Board are recommended to:-

1. Approve the recommendations for the commissioning programme as listed in Appendix 1.
2. Approve the recommendations as amended and listed in Appendix 2 for the Arts and Culture commissioning theme.
3. Approve the recommendations for the applications received to the grants 2014/15 open bidding programme as set out in Appendix 3.

Appendices to report

- Appendix 1 Recommendations for the following commissioning themes: Advice and Money Management, Community Safety, Inclusive Play and Leisure for Children and Young People with Disabilities and Community and Voluntary Sector Infrastructure support from April 2014.
- Appendix 2 Recommendations for the inclusive Arts and Culture commissioning theme from April 2014.
- Appendix 3 Recommendations for applications received to the 2014/15 open bidding grants programme.
- Appendix 4 Evaluation framework used when assessing grant applications received to the annual open bidding grants programme.
- Appendix 5 Risk register

Introduction

1. Oxford City Council continues to support the local community and voluntary sector with grant aid. The community and voluntary organisations (CVO's) grants programme is administered and monitored through the Communities and Neighbourhoods team within Leisure, Parks & Communities.
2. The CVO's grants programme has two elements to it:-
 - Open Bidding – one off grants, community and voluntary organisations can apply for on an annual basis or on a smaller scale throughout the year.
 - Commissioning – funding for activities that have been identified by the Council as making a substantial and central contribution to the achievement of our corporate priorities.

Grants Budget

3. The total indicative budget for the CVO's grants programme, as currently proposed, is set out below.

Table 1	Budget (£)
Commissioning	1,337,738
Open Bidding	97,700
Small grants programme to run during the year.	23,027
Total	£1,458,465

Commissioning

4. 2013/14 was the final year of a three year commissioning period. During that time officers have worked closely with the commissioned organisations who have achieved their contracted targets. Details of these achievements will be reported in the next monitoring report to the City Executive Board later in 2014.
5. Commissioning themes (which remain the same from April 2014) together with indicative budget allocations are set out in Table 2 below.

Table 2	Budget (£)
Advice and money management	518,379
Homelessness	442,279
Inclusive arts & culture	255,262
Community safety	58,082
Community & voluntary sector infrastructure	48,736
Inclusive play & leisure for children & young people with disabilities.	15,000
Total	£1,337,738

6. The Grants Officer within the Neighbourhoods team works with a number of lead officers that have specialist knowledge of specific commissioning themes. Funding recommendations have been made in conjunction with the following Lead Officers:

Commissioning Theme	Lead Officer (s)
Advice and money management	Helen Bishop, Head of Service for Customer Services Paul Wilding, Benefits Operations Manager
Inclusive arts and culture	Ceri Gorton, Cultural Development Manager
Community safety	Liz Jones, Domestic and Sexual Abuse Coordinator Linda Ludlow, Drug and Human Exploitation Coordinator Hagan Lewisman, Positive Futures
Community & voluntary sector infrastructure	Julia Tomkins, Grants Officer
Homelessness	Nerys Parry, Rough Sleeping and Single Homelessness Manager
Inclusive play and leisure for children and young people with disabilities	Julia Tomkins, Grants Officer Caroline Robbins, Youth Engagement Officer

7. Earlier in the year a review of the effectiveness of the commissioning programme over the past three years was undertaken. It also considered how best to take forward the programme from April 2014.
8. A report then went to the City Executive Board in October 2013 that set out the rationale for the Council's support to the community and voluntary sector from April 2014. It was agreed that 2014/15 will be a one year funding programme. This will be followed by a three year commissioning cycle from April 2015 for all of the commissioning themes.
9. Customer Services are already working with the Advice Centres to map current advice / information provision within the City. They are also exploring how Service Level Agreements with Advice Centres, from April 2015, can be further developed to reflect the positive learning from the Council's welfare reform pilot, the experience and skills of the advice sector and the forthcoming changes as a result of the Welfare Reform Agenda. A revised Financial Inclusion Strategy and the draft service level agreements to be effective from 1st April 2015 will be reported to the City Executive Board later in the year, which will further influence future advice commissioning.
10. Recent discussions with the Advice Centres indicate that debt is an increasing issue for customers as a result of the current economic climate and the impact of the Welfare Reform Changes. Valuable work is presently undertaken to support clients to manage their debts. However, there is evidence that some clients are unwilling to participate in personal budgeting training and make repeat presentations.
11. During 2014/15 the Council will therefore seek to work with the advice centres to ensure that by April 2015 the sector as a whole is able to deliver personal budgeting training for a proportion of clients with debt problems, providing a more sustainable outcome.

12. The Oxford Credit Union has an aspiration to become self-sufficient, and the intention has been for their grant to be reduced on a gradual basis. This is not presently possible with the number of active members. However, the City Council will work with the Credit Union during 2014/15 to explore how they can be made more sustainable.
13. A report will be submitted to the City Executive Board in March 2014 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations.
14. For the arts and culture commissioning theme the Cultural Development Manager has reviewed the organisations funded through this programme to ensure they continue to help the Council meet its three key priorities for culture, which are:
 - Lead a partnership-based approach to sustaining, developing and improving the cultural life of the city
 - Improve opportunities for young people to access and actively participate in high quality cultural activities
 - Improve opportunities for the diverse range of communities in the city to participate in high quality cultural activities that reflect their own identities and can be shared with the whole community.
15. The review highlighted that since Oxford Inspires amalgamated with Visit Oxfordshire, the size of the team has reduced along with their delivery capacity.
16. During 2013/14, and with the support of its partners, Oxford City Council's Culture Team has lead on cultural development and partnership working in the city. This has proved to be more successful than outsourcing this to a third party organisation.
17. Building on this successful pilot year £21,000 will be vired from the budget for the arts and culture commissioning theme into the culture team's budget for the following activities/programmes:-
 - To enable cultural organisations and individuals to enhance Oxford's cultural offer and leverage in new funding from philanthropic sources. There will be two rounds in 2014/15 offering grants of £500-£1,500 for projects that meet Culture Strategy objectives
 - Micro funding events under the CREATE regime. These events will invite Oxford's artists, performers, filmmakers, heritage, digital and community organisations to pitch for and support cultural funding and collaboration
 - To continue Culture Forums which are designed to provide professional development support for the city's diverse cultural sector and to provide specialist support for developing cultural groups and organisations.
18. These activities/programmes will deliver an enhanced cultural development programme for the city, enabling the Culture Fund and

CREATE to support up to 25 projects over the year that meet the Culture Strategy objectives and leverage in match funding from other non-council sources. In addition up to eight programming grants will support arts events/activity which engages with new, hard to reach audiences in the city during the Light Festival. Culture Forums will provide skills development for artists and arts organisations to share best practice.

Annual Open Bidding

19. A total of 30 applications were received to the annual open bidding programme by the closing date of 8th November 2013, the total amount requested was £187,354.
20. The total budget for the open bidding programme is £95,000.
21. Officers appraised applications to the open bidding programme over four days. Appendix 4 is a copy of the evaluation framework used by the panel.
22. Each application was first screened for eligibility, i.e. applicants must demonstrate that they are a constituted community organisation run by a committee, providing annual accounts, a bank statement and an equal opportunity statement. All applications are subsequently evaluated against criteria relating to:
 - Evidence of social need
 - Who the project is targeting
 - Risk
 - How the application meets Council priorities
 - Monitoring and evaluation
 - Whether the group receive any other subsidy from the Council
 - If the group is financially competent
 - Demonstration of financial need and
 - Value for money.
23. Appendix 3 is a listing of each application received, the amount requested and the rationale for the recommendation. The City Executive Board is asked to approve these recommendations.

Rents

24. Some organisations recommended for funding from the CVO's grants programme also occupy Council premises and their rent will be deducted from their grant. The organisations affected are listed below in table 3.

Table 3

Organisation	Grant (£)	2014 / 15 rent	Balance to organisation
Agnes Smith Advice Centre	85,289	7,750	77,539
Donnington Doorstep Family Centre	7,500	700	6,800
Film Oxford (OFVM)	25,000	5,000	20,000
Modern Art Oxford	70,000	70,000	0
Oxford Community Work Agency	122,611	8,100	114,511
Rose Hill & Donnington Advice Centre	90,478	3,000	87,478
Total	£400,878	£94,550	£306,328

Climate Change / Environmental Impact

25. We will make all successful applicants aware of the Council's commitment to reducing its carbon footprint and encourage them to take similar action.

Equalities Impact

26. As part of the bidding process each organisation must provide their equal opportunities statement to confirm they comply with this legislation and understand their responsibility to promote equality.
27. Some examples of how equality is positively enhanced by the grants programme include funding services for:
- Survivors of rape, sexual abuse and domestic violence for both men and women
 - Lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline
 - People with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play
 - Older people, through recommending support for specific activities to help socially excluded older people access support and information
 - BME groups, through funding dedicated work with asylum seekers and refugees.

Risk

28. In order to manage any risk associated with awarding grants a successful applicant must agree to and sign terms and conditions for this funding. Within these terms they must agree to:
- Spend the funding on the project or specific items described in their application
 - Repay any unspent grant funding
 - Keep financial records and receipts

- Return a monitoring form detailing how the grant funding has been spent and how they have publicised support from the Council.
29. Each organisation awarded grant funding will be monitored by an officer from the grants panel. Please see Appendix 5 for the reports risk register.

Financial Impact

30. The allocations of grant funding as proposed are dependent on Council agreeing the 2014/15 budget in February 2014.

Legal Impact

31. The Council considers it reasonable and appropriate in exercising the Council's powers pursuant to the provision of s.2 Local Government Act 2000 and all succeeding and other relevant enabling legislation to offer grant assistance to community and voluntary organisations through its grants programme.

Name and contact details of author:-

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List of background papers: none
Version number: 4.4

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APPENDIX 1

2014 / 2015 Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme

Theme Community Safety
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15
<p><u>The Childrens Society</u> The Children's Society has been working in Oxford since 2001. Working with unaccompanied asylum seeking minors and refugee children in schools focusing on their inclusion and integration in the city. The children and young people they work with are from societies that are vastly different from the UK and get mixed messages from adults, other young people and their own observations around sexual behaviour</p> <p>Children and young people from these societies need to access information and support to better understand British society, its laws and rules around what is appropriate and what is not. This will include appropriate behaviour with girls, Internet safety and protection, stay safe, make safe choices and keep other young people safe.</p> <p>They currently work in partnership with 4 secondary schools and local further education college and run weekly drop in sessions at Oxford Spire Academy and City of Oxford College (formerly OCVC).</p> <p>The funding will be used to fund 1 part time education worker, one day a week plus the support costs for the post. The post holder will run interactive sessions in Cheney School, Oxford Spire Academy, Oxford Academy & City of Oxford College.</p>	Nil	£8,000
<p><u>A2 Dominion Housing Group</u> A project providing practical and emotional support for females and males experiencing domestic abuse. With a growing need for specialist support for victims of violence, intimidation and abuse, this project has a good track record supporting victims of domestic violence.</p> <p>They work to improve the quality of life for females, males and any children by working in a holistic approach to support and using family intervention</p> <p>The funding will be used to fund 1 FTE domestic violence outreach worker and support costs for the post.</p>	£35,082	£35,082
<p><u>Oxford Sexual Abuse & Rape Crisis Centre</u> A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information.</p> <p>The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape.</p> <p>The funding will be used to contribute to the core running costs for this work.</p>	£15,000	£15,000
<u>Totals</u>	£50,082	£58,082

APPENDIX 1

Theme
Strategic Objective

Inclusive Play & Leisure for Children & Young People with Disabilities
Strong and Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15
<p><u>Parasol Project</u></p> <p>A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City</p> <p>A good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers.</p> <p>This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities).</p> <p>The funding will contribute to the delivery of this work.</p>	£15,000	£15,000

Theme
Strategic Objective

Community & Voluntary Organisations Infrastructure
Strong and Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15
<p><u>Oxfordshire Community & Voluntary Action (OCVA)</u></p> <p>OCVA is the main umbrella body for the voluntary and community sector in Oxfordshire. Providing advice, information and training, acts as advocates and representatives at a strategic level and builds partnerships.</p> <p>The funding will be used to contribute towards the core running costs of this organisation.</p>	£48,736	£48,736

APPENDIX 1

2014/2015 Advice (including Money Management) Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15
<p><u>Blackbird Leys Neighbourhood Support Services</u> (also known as Agnes Smith Advice Centre)</p> <p>This advice centre is located on Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>Area of delivery is Blackbird Leys and the surrounding area. This funding will contribute towards their core running costs (including £7,750 rent payable to Oxford City Council).</p>	£85,290	£85,290
<p><u>Oxford Citizens Advice Bureau</u> Located in the centre of Oxford, the citizens advice bureau offers self help and assisted information. A free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p> <p>This funding will contribute towards their core running costs.</p>	£200,000	£200,000
<p><u>Oxford Community Work Agency (OCWA)</u> Located at Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice. Supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>This funding will contribute towards their core running costs (including £8,100 rent payable to Oxford City Council)</p> <p>Additional funding to cover increased work due to the loss of Legal Aid</p>	<p>£94,000</p> <p>£28,611</p> <p>£122,611</p>	<p>£94,000</p> <p>£28,611</p> <p>£122,611</p>
<p><u>Oxford Credit Union</u> Promoting social inclusion by providing a community based saving and loans co-operative that is accessible, straightforward and affordable.</p>	£20,000	£20,000
<p><u>Rose Hill & Donnington Advice Centre</u> Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt.</p> <p>This funding will contribute towards their core running costs (including £3,000 for rent payable to Oxford City Council).</p>	£90,478	£90,478

APPENDIX 1

Totals	£518,379	£518,379

Notes for Advice Commissioning Organisations

1. During 2014/15 Oxford City will continue to work with the advice sector to ensure that by April 2015 the Advice Sector is able to work together to deliver personal budgeting support to clients with debt.
2. During 2014/15 Oxford City will work with Oxford Credit Union to explore opportunities to make them more self-sufficient.
3. All marketing material should state that they are supported by Oxford City Council

APPENDIX 2

2014 / 2015 COMMISSIONING RECOMMENDATIONS FOR INCLUSIVE ARTS & CULTURE THEME

Strategic Objective: Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Amount Recommended for 2014/15	% change	Notes on proposed change to funding amount.
<p><u>Fusion</u> A project that fosters and promotes the improvement and development of artistic knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>This project aims to deliver inclusive projects with outcomes that bring people together in established cultural venues and events.</p> <p>The funding will be used to deliver community focused projects.</p>	£28,128	£28,128	0%	<p>A community focused organisation that provide direct delivery to some of our most vulnerable communities.</p> <p>Our investment enables their delivery and ability to leverage in funding from other sources.</p>
<p><u>Modern Art Oxford</u> This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to the Council.</p>	£70,000	£70,000	0%	<p>A commitment was made by the Council to continue to fund this charge through grant aid.</p>
<p><u>Oxford Contemporary Music</u> A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>Core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding.</p> <p>In 2013/14 we commissioned them to support with the delivery of a music programme for Lord Mayors Celebration and Christmas Light Festival which was hugely successful, both in terms of quality of music and public engagement. Their increased grant will include provision of specific programming at major city events within it.</p>	£5,000	£10,000	100%	<p>This will enable Oxford Contemporary Music to leverage in other sources of funding.</p> <p>They are one of the Arts Council England National Portfolio Organisations and our funding is essential to their continued Arts Council funding.</p> <p>They deliver strongly against multiple objectives and are key partners in multiple funding applications to other funding sources that includes the Arts Council and Heritage Lottery Fund.</p>

APPENDIX 2

Theme: Inclusive Arts & Culture (includes twinning)
Strategic Objective: Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15	% change	Notes on proposed change to funding amount.
<p><u>Film Oxford (formerly known as Oxford Film & Video Makers)</u></p> <p>A project making film and digital media more accessible to young people in disadvantaged areas of the city delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to the Council)</p>	£25,000	£25,000	0%	<p>Essential to maintain our investment to enable their delivery and ability to leverage in British Film Industry investment as one of the South East hubs for film and skills development.</p> <p>They deliver strongly against multiple objectives in the Culture Strategy.</p>
<p><u>Oxford Inspires</u></p> <p>This funding will contribute towards the core running costs of the organisation rather than the delivery of public facing work.</p>	£20,000	£4,000	-80%	<p>The capacity of Oxford Inspires to deliver is now diminished. Oxford Inspires and Visit Oxfordshire have been amalgamated and the team reduced in size.</p> <p>Also the Council's needs and, inevitably, those of other funding organisations have changed since Oxford Inspires was first established.</p> <p>With the support of its partners the Council's Culture Team is therefore in a position to lead on cultural development and partnership working in the city (with more focused and measurable outcomes) rather than outsourcing this to a third party organisation.</p>
<p><u>Oxford International Links (OIL)</u></p> <p>An umbrella organisation co-ordinating twinning links and events throughout the year.</p> <p>Good partnership working and brings a lot into the city in both funding and culture.</p> <p>The funding will be use to contribute towards the running costs of these events.</p>	£6,000	£6,000	0%	<p>Funding will support them to deliver twinning events during the year.</p>

APPENDIX 2

Theme:

Inclusive Arts & Culture (includes twinning)

Strategic Objective:

Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15	% change	Notes on proposed change to funding amount.
<p><u>Oxford Playhouse</u> An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music.</p> <p>Good national and international reputation. Delivering a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted, support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000	0%	Essential to maintain our investment to enable their delivery and ability to leverage in extensive Arts Council England investment.
<p><u>Arts at the Old Fire Station</u> Launched in 2011, Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama, a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£27,134	£32,134	+18%	This young organisation is at a crucial stage in its development. The increase will help towards sustainability of the Arts at the Old Fire Station which delivers extensively against Culture Strategy objectives.
<p><u>Pegasus Theatre</u> An organisation promoting the appreciation of the arts in particular for the benefit of children and young people.</p> <p>Strong reputation, good partnership working and good track record delivering high quality accessible arts. Delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000	0%	Essential to maintain our investment to enable their delivery and ability to leverage in extensive Arts Council England investment.

APPENDIX 2

Theme:

Inclusive Arts & Culture (includes twinning)

Strategic Objective:

Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15	% change	Notes on proposed change to funding amount.
<p>Oxford Visual Arts Development Agency (OVADA) OVADA provides opportunities for artists to create new work, support the transfer of skills, knowledge and experience, encourage collaborations' between artists, develop partnerships, exhibit work and build new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a work shop programme with Oxford and Cherwell Valley College.</p> <p>Their wider programme includes opportunities for students to work in the space alongside professional artists and practitioners.</p> <p>OVADA deliver the "The Warehouse Art School" a one year continuing practice course aimed at artists wishing to professionalise their practice at any stage of their career.</p> <p>Skills development for both young people and emerging artists is combined with a focus on supporting creative practitioners to showcase their work and develop their business expertise</p> <p>The funding will contribute to the delivery of this work.</p>	0	£5,000	n/a	<p>OVADA were awarded a Culture Fund grant in 2013/14 and they achieved an enormous amount with this, particularly in terms of mentoring young people to develop new work.</p> <p>Funding them in 2014/15 will subsidise their artist studios to enable access by a more diverse range of artists and support both their Art School professional develop programme and youth engagement work.</p> <p>They will make a strong contribution to youth engagement and skill develop objectives within the Culture Strategy as well as attracting and retaining artistic talent in the city.</p>

APPENDIX 2

Theme:

Inclusive Arts & Culture (includes twinning)

Strategic Objective:

Strong, Active Communities

Organisation & project description	Grant awarded 2013/14	Recommended for 2014/15	% change	Notes on proposed change to funding amount.
<p>Ark T Centre</p> <p>The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There's a recording studio for young musicians, rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups. Their volunteer programme aims to help people experiencing difficult situations benefit from mixing with a wide range of other life experiences and be useful and productive to others.</p> <p>Volunteers provide food every day in the cafe; learn administrative and customer service skills, garden and support creative workshops. In the process they acquire skills and training as well as re-finding social and personal confidence to move on from challenging circumstances.</p> <p>These volunteers are referred to Ark T from agencies working with marginalised groups experiencing the difficulties of drug and alcohol abuse, homelessness, mental health difficulty or are NEET. The funding will contribute to the delivery of this work.</p>	0	£5,000	n/a	<p>The Ark T Centre were awarded funding through the Culture Team in 2013/14 to work on the Light Festival. This enabled our city event to engage with hard to reach audiences.</p> <p>This funding would support their year-round programme of skills development, particularly for volunteers and an annual commission as part of the Light Festival to continue to develop engagement with these communities.</p>

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APPENDIX 3

2014 / 2015 Grant Applications to the Annual Open Bidding programme

Strategic Objective: Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Archway Foundation An organisation that supports individuals feeling isolated through disability, low income or health problems.</p> <p>Funding has been requested to contribute towards their core running costs.</p>	City Wide	£5,000	£10,000	£7,500	<p>Strong in terms of targeting and evidenced a means of addressing social inclusion issues.</p> <p>Recommend awarding 75% of the request.</p>
<p>Ark T Centre The Ark T Centre provides a range of creative workshops with a recording studio for young people to learn all aspects around music.</p> <p>Funding has been requested to work with up to 61 young people who are experiencing challenging circumstances and to give them an opportunity to make their own music and perform in front of their peers, family and community at 7 music gigs throughout the year.</p> <p>The young people will be from various areas in the city (Blackbird Leys, Rose Hill, Wood Farm, Barton Littlemore and Northfield Brook)</p>	City Wide	£4,570 (but for another strand of the music project)	£4,690	£4,690	<p>Strong in terms of need and will be targeting young people classified as NEET. A clear development route for young people who wish to take their interest in music further.</p> <p>Aiming for:</p> <ul style="list-style-type: none"> • 50 young people to perform at 7 music gigs • 8 young people as the crew • 3 young film makers in collaboration with Film Oxford. <p>From this the project will aim for:</p> <ul style="list-style-type: none"> • 4 NEET participants to achieve one or more AQA accreditations • 2 participants beginning a Bronze level Arts Award • 15 participants recording their own tracks and taking part in live performances in 2014. <p>The panel recommend funding 100% of request.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Asylum Welcome Asylum Welcome supports refugees, asylum seekers in Oxford and Oxfordshire including immigration detainees at Campsfield House at Kidlington.</p> <p>Funding requested to contribute towards their core running costs for the organisation.</p>	City Wide	£8,000 (through commissioning programme for Venda Youth Club)	£10,000	£7,500	<p>Strong in terms of need and targeted work with asylum seekers and refugees who have recently arrived in the country and are living in Oxford and Oxfordshire.</p> <p>The panel recommend funding 75% towards this work conditional that it is not used for work outside of the city.</p>
<p>Blackbird Leys Adventure Playground A facility for children aged 8 – 13 years old living in Blackbird Leys & Greater Leys.</p> <p>Each week they are open Monday to Friday. During term time they are open from 3pm to 5.30pm and during half term holiday times they are open 10am to 4pm.</p> <p>They provide creative play and learning by getting the children involved with:-</p> <ul style="list-style-type: none"> • Growing fruit and vegetables, how to cook and eat them • How to repair your bicycle • Music project • Creative play including arts and crafts. <p>Funding requested to contribute towards their core costs of running this project.</p>	City Wide	£7,500	£10,000	£10,000	<p>Strong in terms of need and delivered in an area of multiple deprivation and is one of the Council's Regeneration areas.</p> <p>Children pay £1 a day to attend after school activities and £4 a day to attend half term holiday activities.</p> <p>The panel recommend funding 100% of their request conditional that they link up with South Oxford Adventure Playground and share good practice.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Cotteslowe Seniors A club for local people aged 60 plus living in Cotteslowe and the surrounding area.</p> <p>Cotteslowe Seniors meet every second and fourth Friday morning of the month, alternating a social meeting (usually with a speaker) with an outing to a place of interest. It currently has around 30 members and is managed by a part-time co-ordinator.</p> <p>Funding has been requested to contribute towards the cost of hiring wheel chair compatible transport.</p>	North	£1,000	£1,000	£1000	<p>Strong on targeting and working with a vulnerable group within the local area of Cotteslowe.</p> <p>The panel noted that transport links in Cotteslowe are poor and there is a significant amount of isolation among the elderly in the area.</p> <p>The panel recommend funding 100% towards the hire of adapted transport. .</p>
<p>Donnington Doorstep Family Centre A voluntary organisation that is based in East Oxford. Is open to all but focuses support on children and young people facing particular difficulties and social exclusion.</p> <p>Funding has been requested to contribute towards their core costs to deliver the 'Drop In, Play Out' project which offers play focused activities for 7-18 year olds targeted at those at risk of social exclusion, anti-social behaviour or offending.</p>	East	£7,500	£10,000	£7,500	<p>Strong on need and targeted work with local vulnerable children and young people.</p> <p>It was noted within the application that if 75% was awarded to this project it would not significantly affect service delivery.</p> <p>Therefore the panel recommend funding 75% of amount requested</p>
<p>Florence Park Community Association Requesting funding to start a weekly lunch and film club for over 60's living in the local area.</p>	Cowley	Nil	£9,443	£2,080	<p>Strong in terms of targeting however an expensive initiative with an emphasis on the purchase of equipment which cannot be funded through this programme.</p> <p>The panel recommend funding £2,080 specifically for the co-ordinator post to link up with the Councils Community Specialist post holder for social inclusion to look at other ways to deliver this project and to make connections with Age UK.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Folk Arts Oxford Folk Weekend is a festival planned to take place on the 25-27th April 2014.</p> <p>They plan to work with Crisis Skylight and Restore to engage with their clients and introduce them to some of the art forms that will be on offer at the festival.</p>	City Wide	Nil	£10,000	NIL	<p>The application has some strengths but the panel felt it lacked clarity of exactly what they are aiming to do.</p> <p>An expensive event with no breakdown of hire charges and artist fees.</p> <p>Therefore the recommendation is not to fund and suggest the organisations links up with the Councils Culture Team for support and to look at alternative funding .</p>
<p>Friends of the Trap Grounds The Trap Grounds is located between the canal and the railway line immediately south of the Frenchay Road canal bridge (off Woodstock Road) and consists of three acres of reed bed and four acres of scrubland.</p> <p>Funding has been requested to hire a contractor with a mechanical excavator to remove invading reeds to reclaim a pond.</p>	North	Nil	£1,200	Nil	<p>The panel noted that the Council supports the Trap Grounds by providing regular maintenance but there is no indication as to whether permission has been granted to carry out this additional work.</p> <p>Therefore the recommendation is not to fund but suggest that they link up with the Councils Parks Service, Community Payback and Oxford University Wildlife Group who may be able to help with this clearing.</p>
<p>Innovista – Thrive Project The Thrive project is a youth project working in Barton.</p> <p>Funding has been requested to target 16 girls and young women living on Barton who have been identified as having a low self-esteem. This makes them vulnerable and at risk of sexual exploitation.</p> <p>The project will help them grow in confidence and have a more positive view of themselves.</p>	North East	Nil	£3,856	£2,892	<p>Strong in terms of targeted work with a vulnerable group of young people.</p> <p>The quality of the work from this project is considered high.</p> <p>The panel recommend funding 75% of this request with the condition that they link up with Donnington Doorstep who are doing similar work in the City.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>Leys Community Development Initiative – Clockhouse Project.</u></p> <p>The Clockhouse Project delivers activities that address the needs of older people in the Leys to help them feel less isolated and alone.</p> <p>Funding has been requested to contribute towards providing low cost activities for older people living on the Leys to contribute towards the support costs to run and organise these activities.</p>	South and East	£2,808	£10,000	£7,500	<p>Strong in terms of need and a project targeted towards older people living in the Leys which is an area of multiple deprivation.</p> <p>The panel recommend funding 75% of this request with the condition that outreach is carried out to encourage up to 25 additional and new people (from both sides of the estate) to get involved and take part in the activities.</p>
<p><u>Leys Information Technology Zone (formerly BLITZ)</u></p> <p>A community IT hub based in the Blackbird Leys Youth and Community Centre. The organisation has recently been reformed and registered as a Community Interest Company.</p> <p>They wish to provide free IT courses and to help local people with CV writing, completing job applications and preparing for work.</p> <p>Funding has been requested to pay the salary costs for the main tutor and teaching assistant</p>	South East	Nil	£10,000	Nil	<p>Strong in terms of need and targeted towards local unemployed people living on The Leys.</p> <p>However the only two members of staff are also the Director and Secretary of this new organisation. For transparency and good practice it would be more appropriate for these roles to be held by different people.</p> <p>It was noted that the IT courses they provide are unaccredited. This does not give any recognition of someone's achievement or give employers any confidence in the standards or quality of the training.</p> <p>The panel recommend not funding this request but suggest they work with OCVA to help them become more robust and transparent. It was also suggested they link up with other community groups who are providing accredited training to find out how they developed into accredited training providers.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Leys News (Oxford Community Media) Leys News is a community paper that provides news and information about local events and issues, training and learning opportunities and advice on pertinent issues for local people on Blackbird Leys and Greater Leys. .</p> <p>Funding has been requested to contribute towards the costs for them to continue to support community groups across Oxford in publishing their own local community newspapers.</p> <p>This professional support includes editorial guidance, design, production, management and business development.</p> <p>They will also provide community journalism training, office work experience, skills development and potential employment opportunities.</p>	South East	£10,000	£10,000	£10,000	<p>Strong in terms of targeted work with community groups in regeneration areas of the City.</p> <p>Currently working with 6 community newspaper groups in Cowley, Littlemore, Rose Hill, Wood Farm, Barton and Blackbird Leys. With the potential to work in more areas next year.</p> <p>The panel recommends funding 100% of this request with the condition that a sustainability plan is produced to show how they will become self-sufficient in future years.</p>
<p>Open Door Open Door provides a weekly drop in and sign posting service for local refugees and asylum seekers at East Oxford Community Centre.</p> <p>They also provide a free hot meal and a space to meet.</p> <p>Funding is requested to cover 6 months project costs from June to November 2014.</p>	East	£2,495	£4,978	£3,250	<p>Strong in terms of targeted work with minority groups living in the City.</p> <p>The panel noted that generally they provide the first step before going to or being sign posted to Asylum Welcome.</p> <p>The panel recommend funding £3,250 of this request to contribute towards general running costs of the project.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grant awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>Oxford Friend</u> This organisation provides a confidential helpline service for lesbians, gay men, bisexuals and transgender people living in Oxford.</p> <p>Funding requested to contribute towards their running costs for this service.</p>	City Wide	£3,000	£3,000	£3,000	<p>Strong on need and targeted work with a marginalised group.</p> <p>The only organisation in Oxford that provides a confidential helpline for lesbians, gay men, bisexual and transgender people living in Oxford.</p> <p>The panel recommend funding 100% of this request.</p>
<p><u>Oxford Hub</u> The Oxford Hub is a student run organisation and is applying for funding for a project called LinkAges.</p> <p>The aim of this project is to pair students with residents of the Isis Care Home in Cowley.</p> <p>Funding is requested to launch this programme and contribute towards the costs of running the project over the academic year.</p>	Cowley	Nil	£1,000	Nil	<p>This project aims to bring students and older people together which encourages social inclusion.</p> <p>However the panel considered the project to be high risk because within their application it states that CRB checks are not mandatory for all volunteers unless the care home requires them.</p> <p>Therefore the recommendation is not to fund but suggest that they link up with Age UK to look at best practice when working with older vulnerable people.</p>
<p><u>Oxford International Women's Festival</u> The Oxford International Women's Festival highlights women's local, national and international issues and is designed to celebrate the diverse range of people and groups working and living in Oxford.</p> <p>Funding is requested to contribute towards the running costs of the event.</p>	City Wide	Nil	£1,500	Nil	<p>The festival is to take place during March 2014 so unfortunately is not eligible for this programme because it's for projects/events and activities taking place from April 2014.</p> <p>Therefore the recommendation is not to fund.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>Oxford Urban Wildlife Group</u> In 1990 the Oxford Urban Wildlife Group converted disused allotments in East Oxford into a Nature Park and called it the Boundary Brook Nature Park.</p> <p>They hold walks and talks on a wide variety of conserving wildlife in Oxford and the park is an open space for school groups and many local people to drop in on open days.</p> <p>Funding has been requested to contribute to a variety of conservation activities in the park plus general running costs.</p>	City Wide	£2,405	£8,330	£2,240	<p>This project provides opportunities for practical conservation work and conserving urban wildlife near the centre of the City.</p> <p>It also provides an open space for school groups, leisure groups and many local people to drop in on open days.</p> <p>The panel recommend funding £2,240 towards the general running costs of the Boundary Brook Nature Park.</p> <p>With the condition that they work with OCVA to develop a business plan and look at ways to generate income and source other suitable funding.</p>
<p><u>Oxfordshire Chinese Community and Advice Centre</u> The Oxfordshire Chinese community and advice centre is requesting funding to help the vulnerable, socially isolated Chinese elderly, women, carers and young people in Oxford.</p> <p>They aim to provide opportunities for socially excluded older people, carers, women and youth to access seated exercise and fitness sessions, cookery sessions, coffee sessions, walks, cultural dance, craft workshops and 6 training courses at affordable prices.</p>	City Wide	£2,520	£10,000	£1,740	<p>Strong in terms of need and targeted activities for older and socially isolated Chinese people living in Oxford.</p> <p>However, the panel noted that one of the groups this project is targeting is carers. Providing support or activities for carers is the responsibility of Oxfordshire County Council. Within the grants programme prospectus it states what the Council will not fund and one of those items are activities where it's the responsibility of another statutory body to provide.</p> <p>Also there was no information about what subjects the 6 training courses would cover.</p> <p>Therefore the panel recommend funding £1,740 of this request for:-</p> <ul style="list-style-type: none"> • 24 sessions of seated exercise • 10 fitness exercise sessions • 10 healthy walks around the city

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>Oxfordshire My Life My Choice</u> Oxfordshire My Life My Choice is a self-advocacy charity run by and for people with learning disabilities.</p> <p>Funding has been requested to run an awareness raising campaign to make the public more aware of the challenges and reality of being a disabled person on benefits by:</p> <ul style="list-style-type: none"> • Training 20 champions • Planning & delivery 10 Sting Radio broadcasts • Making a 4 minute film to be distributed through social media. 	City Wide	£4,000 (but not for this initiative)	£5,750	£2,800	<p>The panel noted that the awareness raising programme is to run from January to August 2014 and only 8 of the champions will be from Oxford.</p> <p>Expenditure taking place for the programme during January to March will be funded from another source.</p> <p>The panel recommend funding £2,800 towards this awareness raising programme specifically to cover the training needs of the 8 champions from Oxford and the 4 minute film.</p>
<p><u>Oxfordshire Play Association</u> This organisation provides practical and professional support to all those who provide children and young people with opportunities to play.</p> <p>Funding is requested to contribute towards an inclusive event at Littlemore to celebrate National Play Day, an annual celebration of the child's right to play.</p>	Littlemore	£750	£1,250	£1,250	<p>An event being planned to be delivered in Littlemore but will be promoted across the city for all to attend. They had also sourced funding from other funders for this event.</p> <p>The panel recommend funding 100% of request</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>The Parish of Cowley St John Church</u> The Church has decided to dedicate its Church Hall to a community hall for use by and for the community but it needs some restoration before it can be used.</p> <p>Funding is being requested to cover the costs of a participatory consultation process as part of the restoration process.</p>	East	Nil	£7,000	Nil	<p>The panel felt this was an expensive project and the majority of the costs were unrelated to the main request for support for the consultation.</p> <p>Within the application it tells us that some consultation has already taken place with the local community and groups. So the panel were unclear why more consultation was needed.</p> <p>Therefore the recommendation is not to fund.</p>
<p><u>Reducing the Risk of Domestic Abuse</u> The Reducing the Risk of Domestic Abuse is an organisation that works intensively with people at high risk of domestic abuse in Oxford to try and ensure their safety and wellbeing.</p> <p>Funding is requested for an emergency fund to support victims at high risk of significant physical or emotional trauma or homicide.</p>	City Wide	Nil	£1,500	£1,500	<p>Strong in terms of need and targeted support towards vulnerable adults and children.</p> <p>The panel recommend funding 100% of this request.</p>
<p><u>Restore – Elder Stubbs Festival</u> Funding requested to contribute towards the cost of organising and running the Elder Stubbs Festival planned to take place on 16.08.13</p>	Cowley	£900	£3,500	£2,258	<p>A popular annual event that works to dispel the misconceptions around mental health issues.</p> <p>The panel recommend funding £2,258 towards the volunteer recruitment and training, plus the practical items such as hire of toilets, first aid, sound equipment etc.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p>Science Oxford Science Oxford is an organisation that wants to inspire school children to pursue and explore science.</p> <p>They are requesting funding to contribute towards the costs of a 24 hour festival called the Oxford Festival of Nature. The festival will take place at Cutteslowe and Sunnymead Park.</p>	North	Nil	£7,358	£2,000	<p>The panel felt that although this is an expensive event the project has significant links with local schools and community groups who have been involved with the setting up of the festival.</p> <p>The panel recommend funding £2,000 towards the general costs of the festival.</p>
<p>South Oxford Adventure Playground Based off Whitehouse Road, South Oxford Adventure Playground is a supervised playground for children and young people aged 7 to 15 years old.</p> <p>Funding is requested to contribute towards the core costs for a programme of school holiday play schemes that will run during 2014 at Easter, Spring, Summer and Autumn. They will run for a total of 11 weeks over the year.</p>	City Wide	£8,000	£10,000	£10,000	<p>The panel noted that the children and young people that attend the South Oxford Adventure Playground are not charged to attend the facility.</p> <p>A similar scheme is run by Blackbird Leys Adventure Playground. Children attending this holiday playscheme pay £4 a day to attend these activities. This funding contributes towards the costs of running the project.</p> <p>Also organisations funded through the Councils holiday playscheme programme are encouraged to charge children and young people attending these activities. In general they pay £5 a day or £20 a week. These programmes run in Barton, Wood Farm, Rose Hill and Blackbird Leys.</p> <p>The panel felt that South Oxford Adventure Playground should also adopt a policy to charge children and young people to attend this facility in order to develop longer term sustainability for the future.</p> <p>The recommendation is to fund 100% of this request with a condition that they link up with Blackbird Leys Adventure Playground to share their charging policy and good practice.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
<p><u>Tandem</u> Based at Restore in Manzil Way, Cowley, Tandem offers one to one befriending partnerships to people in Oxford and Bicester who have been through a period of mental ill health and are looking to rebuild their lives..</p> <p>Funding is requested to contribute towards their core cost but particularly their rent charges.</p>	City Wide	Nil	£5,000	Nil	<p>Within the grants programme prospectus one of the things that the Council has listed it does not wish to fund is social care.</p> <p>The panel felt that the service this organisation provides falls under this heading and as such recommends not funding this request.</p>
<p><u>WesleyMemorialMethodistChurch</u> Funding requested to subsidise groups using their community space. This will allow the Church to put their funding towards the refurbishment and extension of these community premises.</p>	City Wide	Nil	£5,000	Nil	<p>The panel questioned whether the Council should be funding a religious institution to enable them to improve a capital asset.</p> <p>Within their mission statement one of their aims is to be open to the community by making the premises available for charitable organisations and community projects.</p> <p>The panel felt that the Council should not be funding something the church should be providing as part of their fundamental purpose.</p> <p>Therefore the panel recommend not funding this request.</p>
<p><u>Wolvercote Community Benefit Society</u> A newly established organisation set up to buy the freehold of their village shop to prevent the property being developed into flats.</p> <p>Funding requested to cover the costs of the administration and establishment of company, property evaluation and survey, legal advice, preparation and issue of prospectus and share offer.</p>	Wolvercote	Nil	£5,000	Nil	<p>The panel agreed that this is the wrong funding programme for this initiative and suggest they contact Oxfordshire Rural Community Council for support and help to look for alternative funding sources.</p> <p>The recommendation is not to fund.</p>

APPENDIX 3

Organisation & project description	Area / City Wide	Grants awarded 2013/14	Amount Requested for 2014/15	Amount Recom'd 2014/15	Why?
Wood Farm YouthCentre Funding has been requested to contribute towards the continuation of the youth sessions in 2014.	North East	£7,000	£7,000	£7,000	<p>Strong in terms of need and targeted work with vulnerable young people and in a regeneration area of the city.</p> <p>The application showed progress in sourcing other funding and a facility that is still much needed in the area.</p> <p>Therefore the panel recommend funding 100% of the request.</p>

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Evaluation Sheet
Community Grants 2014/15

Declarations of interest Please provide details. If declaring an interest the assessors will absent themselves while the application is evaluated.	
Organisation Name	
Project Name	
Amount requested	£
Date evaluated	
Is application eligible (yes / no)	
Total score	
Initial Recommendation	£
Comments	
Final Recommendation	£
Comments	

Eligibility	Yes / No	Comments
From community or voluntary organisation or social enterprise		
Run by a committee (at least 3 people)		
Primarily Oxford beneficiaries		
Constitution / Equal opportunities		
Annual accounts		
Bank statement		

If all above are not met reject application

Theme selected

A vibrant & sustainable economy

☐

Strong & Active Communities

☐

Meeting housing need

☐

Cleaner, greener city

☐

Section 3 – About the project

Evidence of need

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	States what the need is but does not back this up with evidence.	
	4	Identifies need, demand and supply (or 2 out of 3) but relies on out of date data or only quantitative or qualitative data.	
	6	The proposal identifies need demand and supply. It uses up to date (i.e. less than 3 years old) available data that is both quantitative and qualitative (or example surveys, and deprivation & census data).	
/ 6	Total		

Beneficiaries / Targeting

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application evidences some community benefit to a wide range of individuals or groups or to area's that do not have high indices of multiple deprivation	
	10	The application evidences community benefit that is targeted towards areas with high indices of multiple deprivation or prioritises work with socially excluded groups	
/ 10	Total		

Risk

Score	Score	Description	Comments
	0	Application fails to answer the question or fails to identify any risks related to the project or activity (eg safety)	
	2	Application has identified relevant risks and has taken steps to manage some of the risks but not all	
	4	Application is fully aware of the relevant risks and has taken steps to manage all of them.	
/ 4	Total		

Section 4 – Meeting the Aims of the Council

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant or selects multiple objectives or wrong objective for project activity.	
	2	Have identified which objective the project meets but not explained how the action meets the objective.	
	4	The application clearly explains how the action meets the objective.	
/ 4	Total		

Section 5 – Monitoring & Evaluation

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application has not stated how the activity / project will be monitored, what data will be collected and how this will be reported, or it provides basic minimal information, or has stated that the impact of the project / activity cannot be measured.	
	4	The application has indicated what will be monitored and what related data and impact information will be collected, at what frequency and how this will be reported.	
	6	The application has clearly indicated what will be monitored, at what frequency, what data will be collected plus relevant outcomes and how this will be reported and has linked this with the objective they have selected that meets the aims of the Council.	
/ 6	Total		

278

Section 6 & 7 – Financial Details of Organisation & Project

Additional subsidies

Score	Score	Description	Comments
		Is the project going to benefit from any additional subsidies from the city council?	
	1	No	
	- 1	subsidy less than grant requested	
	- 2	subsidy same as grant requested	
	- 3	subsidy more than grant requested	
/ 1	Total		

Financially competent

Score	Score	Description	Comments
	0	The summary does not accurately reflect the information in the accounts	
	1	The summary does accurately reflect the information in the accounts	
/ 1	Total		

Score	Score	Description	Comments
	0	The figures contained in the form do not add up correctly	
	1	The figures contained in the form do add up correctly	
/ 1	Total		

Score	Score	Description	Comments
	0	The estimated costs are not realistic (too expensive or too low)	
	1	The estimated costs are reasonable and realistic	
/ 1	Total		

Financial need

Score	Score	Description	Comments
		Are there more than 6 months unspecified cash reserves (in relation to expenditure)	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		Is the activity the primary responsibility of another agency?	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		How much income is raised from other sources than the City Council?	
	0	Raise less than grant request	
	1	Raise the same as grant request	
	2	Raise more than grant request	
/ 2	Total		

Section 8 – Value for Money

Score	Score	Description	Comments
		If agreed, will the grant lever in money for the project from elsewhere?	
	0	No	
	1	Yes but less than grant request	
	2	Same as grant request	
	3	More than grant request	
/ 3	Total		

Summary	Maximum Score Available	Actual Score
Section 3 - About the Project		
Evidence of need	6	
Targeting	10	
Risk	4	
Section 4 - Meeting the aims of the Council	4	
Section 5 - Monitoring & Evaluation	6	
Section 6 & 7 - Financial Details		
Additional subsidies	1	
Financially competent	3	
Financial need	4	
Section 8 - Value for money	3	
Grand Total	41	/ 41

CEB Report Risk Register

Risk Score Impact Score: 1=Insignificant; 2=Minor; 3=Moderate; 4= Major; 5=Catastrophic
Certain

Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P			Q 1	Q 2	Q 3	Q 4	I	P
281	1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	I 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised.		I 1	P 2	Action: Reduce	Outcome Required:				
					Monitoring forms					Action Owner: Julia Tomkins	Clear and detailed terms and conditions signed by each organisation or group awarded a grant.				
					Level of Effectiveness: Medium because information may not be returned					Mitigating Control: Keep check list and close monitoring	All monitoring forms returned				
										Report through Community & Partnership Scrutiny	Milestone Date: on going				
										Control Owner: Julia Tomkins					
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria-Nov 2012	Lessen impact of risk to reputation.						
								Action Owner: Julia Tomkins							
								Mitigating Control: Work closing with media & communications team.- Feb/Mar 2013							
								Control owner: Julia Tomkins							
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	Action: Reduce Provide support to source other funding	Continued delivery of services						
								Action owner Julia Tomkins & other							

								commissioning officers							
								Mitigating Control Maintain good working relationship							

To: City Executive Board

Date: 12 February, 2014

Report of: Regeneration & Major Projects Manager

Title of Report: THE COVERED MARKET RETAIL STRATEGY AND ACTION PLAN

Summary and Recommendations

Purpose of report:	To report the recommendations made by The Retail Group for the Covered Market, and the proposed development of an action plan.
Key decision?	Yes
Executive lead member:	Councillor Colin Cook
Policy Framework:	Vibrant and Sustainable Economy
Recommendation(s):	<ol style="list-style-type: none">1. The Board notes the consultants' recommendations and the responses to the public consultation on the consultants' report.2. The Board instructs the officers to prepare a detailed, costed action plan and programme.3. The Board endorses the appointment of an interim market manager, subject to the approval of the Council's draft consultation budget.

Appendices:

1. Summary of Consultation with the general public
2. Summary of Consultation with key stakeholders and the Covered Market Traders
3. Risk Register

BACKGROUND

1. Council officers commissioned The Retail Group, a specialist markets consultancy, to provide a detailed assessment of the market and to identify a vision, strategy and detailed actions to improve the performance and secure the market's role within the city centre retail hierarchy.
2. Council officers are concerned that the Covered Market is not achieving its potential as an important and distinctive asset within the city centre as part of the retail and service economy. The experience of other markets is that they need to remain relevant and attractive to shoppers if they are to have a successful and viable future, and remain competitive within a growing and dynamic retail sector.
3. The Retail Group's brief included undertaking detailed research, which included catchment analysis, a consumer survey, a trader survey, stakeholder discussions, best practice reviews, a retail review and footfall analysis. This research is set out in the report, which is attached in Appendix 1.
4. The report's findings and recommendations have been the subject of extensive consultation, including traders' workshops, stakeholders and amenity societies and the public.

RESULTS OF RESEARCH BY THE RETAIL GROUP

5. It is estimated the Market is only attracting 5% of the city centre workforce on a weekly basis and 3% of day trippers/tourists. It should be attracting significantly more of the available customers and spend. The Report identifies a number of issues which are undermining the market's performance, summarised below.
 - Lack of visibility: there is no visible main entrance, or frontage. The Market Street entrance is dominated by the service and delivery areas and there is no presence on the High Street.
 - Poor environment: a dated and dark internal environment with poor lighting.
 - Signage: this is ineffective and the entrances are too low-key.
 - Food: the fresh food offer is good, but most of the catering lacks high quality and contemporary dining/ take-away facilities.
 - Retail standards: the customer experience is generally poor with dated product ranges, poor use of space, dead frontages, ineffective window displays and poor use of promotions.
 - Management: there is no proactive market management giving focus to the promotion of the market.
 - There has been a lack of investment with the internal environment needing refurbishment and with the traders needing to invest in their units.

STRATEGIC OBJECTIVES AND RECOMMENDATIONS

6. The strategic recommendations identified in the Report are as follows:

- Improve the retail appeal of the market
- Improve the market's visibility
- Improve the customer experience
- Increase footfall
- Increase performance of the market including traders
- Improve the marketing and promotion of the market
- Improve the operation and management of the market

The recommendations are divided between medium and longer term.

Medium Term Recommendations

7. The medium term recommendations are summarised below.

- Interim specialist manager: the appointment of a specialist interim manager to assume responsibility for the market operation and work to implement an action plan for the market.
- New events programme: traders and the market management to develop a new promotional calendar, including music and seasonal events.
- Trader development: extend training and business development.
- External trading: extension of trading onto Market Street to animate the street and attract customers from Cornmarket.
- Website: a new consumer website to link to trader specific content.
- Marketing: a new campaign and brand to be developed.
- Signage: new signage at access points (Market Street, Golden Cross Centre and High Street) directing consumers to the Market.
- Covered Market quarter: the potential to extend the identity and the brand into the surrounding streets to create a more recognisable destination.
- Car and van free entrances: a vehicle free zone outside the entrance.
- Food and beverage: improve the quality, including casual dining.
- Covered Market 'Oscars': featuring the best performing traders.
- Trader handbook: setting out management and retailer standards.
- Tenant strategy: revising the trader mix policies and including additional product categories (such as local art and young designers) and new convenience food categories (such as charcuterie, artisan breads and herbs and spices) with a checklist to assess new traders, such as: exemplar service, retail theatre, excellent promotions, innovation, unique product and quality of shop fit.

- Refurbishment: entrances, floor finishes, alley ways, public spaces and internal market walls, internal shop fits and frontages.

Longer Term Recommendations

8. The longer term solutions identified will require considerable further assessment, consultation, planning and investment. The works would require planning, Listed Building and highways approvals. The recommendations are summarised below.
 - Development: increasing the size of the market would improve visibility, enhance the external presentation and release under-used ancillary retail space. The proposals would create 410 sq m additional retail floor space at ground floor level and 330 sq m at first floor level (32% floorspaceincrease).
 - New entrance on Market Street: the potential opportunity to create a prominent and attractive market frontage. The illustrative concept in the report shows a new façade with 7 new external facing units on Market Street at ground floor level; and a new open balcony and seating at first floor level extending above the service yard.

CONSULTATION

Public Consultation

9. Consultation has taken place via the Councils website and the responses are analysed in Appendix 2. Overall the responses suggest support for the report's recommendations.
 - 26% of respondents visit once a week and only 17% several times per week which suggests there is potential to increase trading.
 - 32% use the market as a shortcut and 33% visit the market without an intention to buy, which again suggests there is the potential to increase trading.
 - Fresh Food (meat and fish 68% and fruit and vegetables 64%) is the most popular reason for shopping. Areas which need strengthening include Food and Drink(used by 42% shoppers) and areas of less interest, including clothing, fashion accessories and home ware.
 - Only the Fresh Food offer is rated as excellent with Fresh Produce (flowers) and Specialist Services (key cutting, picture framing etc) achieving a good rating. The remaining offer of the market is largely considered only satisfactory. Respondents would like to see more Fresh Food and Produce.
 - The overall experience is considered largely good and the atmosphere/buzz was rated marginally higher, between good and excellent.

- Improved signage is considered a high priority with the remaining proposals (i.e. increased advertising, marketing and the creation of a detailed website) identified as medium priority.
- In line with the recommendations, longer opening hours and more promotions and events are two key items which would encourage people to visit and shop more frequently. Improvement to the physical environment was rated by 39% as important, although others considered the overall experience and the physical environment good.
- There were a range of comments made regarding the contents of the consultant's report. In particular, there was a desire to see the market occupied by independent traders and some reference was made to the level of rents and their potential impact on the tenants. Overall, there was a good level of support, although the support was often mixed with some of the comments favouring certain recommendations but not others. Approximately 18% of the comments provided were negative towards the report and its recommendations. Approximately 38% of the comments were either supportive or demonstrated mixed support.

Stakeholders and Organisations

10. ROX, Oxford Preservation Trust, Oxford Civic Society, Oxfordshire County Council and English Heritage were consulted . (A summary report of the consultation with key stakeholders and the Covered Market Traders is attached at Appendix 3).
11. There was general agreement with the issues identified in the report, but there were some differences which are highlighted below
12. ROX did not want to see the market over gentrified and want it to maintain an offer suitable for those on lower incomes with a strong presence of independent retailers. They also identified the need for independent high profile destination shops. It is supportive of improved signage and marketing, as well as the longer term expansion of the market and re-use of under-used areas.
13. OPT is supportive of improving the trading profile, promotion and signage for the market, and the trading mix. It is also supportive of the identity of wider Market Quarter. There is no objection in principle to the expansion of the market, but the design and development would need careful consideration.
14. The Civic Society agreed that the traffic and car / van parking on Market Street significantly reduces the market's appeal and want any future development plans to reflect the heritage of the market and the surrounding local area in which the market is located
15. Oxfordshire County Council is supportive of the key findings and recommendations of The Retail Group's report. It would also like to see significantly less vehicular movement and increased visibility on Market Street, as well as an improved, more visible offer and improved trader performance. There is support for reviewing the loading and servicing

arrangements but they do not want to see increased loading activity on High Street.

16. English Heritage has commented on the proposals. Their response emphasised the heritage significance of the unique, highly sensitive and highly protected setting of the market and considered that any acceptable development proposal is likely to be a relatively modest addition. It suggests a detailed heritage study of the building to identify the important elements of the structure, and the opportunities for re-using unused space and improving the lighting.
17. Oxfordshire Green Party was largely supportive of the medium term measures but had concerns on the long term future strategy. Increasing the fresh food offer is supported but the catering offer should never be allowed to predominate. There is opposition to the market having more anchors and more destination retailers. There is support for the closure of Market Street to traders' vehicles and traffic and the provision of external trading stalls, subject to provision for deliveries to customers during the working week. There was support for the relocation of the toilets, but the market's character and the main structure should be retained. The first floor might also be used for start- up business units.

Covered Market Traders

18. The consultants met with the traders and representatives at the outset of the study, and they were consulted widely as part of the research, as well as having a workshop to discuss the findings which 22 traders attended (see attached summary report in Appendix 3).
19. The detailed responses from the traders are set out in the report. The summary conclusions are as follows:
 - General support for the focus on improved signage and entrances to the market.
 - General support for an improved website and additional promotional activity.
 - Traders agree the market needs improved internal lighting and circulation.
 - There has to be collective as well as individual responsibility for improvement. More joined up and pro- active management is needed.
 - Traders agree with the report that a focus on quality, destination, best in class independent traders is the right direction for the market.
 - There is support for the view that a bigger and better market, with less dead space and a new clear entrance, could be successful. There is concern that development during construction would disrupt trading.
 - Traders agree that help is needed increase the performance of the market, including the possibility of more flexibility in leasing arrangements in some cases.
 - Traders would like to see a return of a market committee where the traders worked closely with the Council on market operations and governance.

ACTION PLAN

20. It is proposed that a detailed action plan with priorities, costs, funding and timescales will be developed by officers, based on the report's recommendations. The plan will be developed with the traders and their representatives. As a first step an interim market manager is to be appointed who will take responsibility for the operation of the market and the related Council services, and help develop the detail of the action plan.

FINANCIAL CONSIDERATION

21. There is no direct financial consideration arising from this report. Within the draft consultation budget (which will be considered by Council in February) there is a budget for investment in initiatives to support the market, including the appointment of a market manager.
22. The remaining medium term recommendations will need to be assessed in terms of priority, cost and funding as part of developing an action plan.
23. The longer term recommendations covering the extension and development of the market will require a detailed feasibility exercise to assess the viability of the proposals and the business case. This will be considered further once the medium term recommendations have been progressed.

RISK IMPLICATIONS

24. A risk assessment has been undertaken and the risk register is attached at Appendix 4.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS

25. None arising out of this report.

EQUALITIES IMPLICATIONS

26. None arising out of this Report.

LEGAL IMPLICATIONS

27. No legal implications identified.

RECOMMENDATIONS

28. It is recommended that:
 1. The Board notes the consultants' recommendations and the responses to the public consultation on the consultants' report.

2. The Board instructs the officers to prepare a detailed, costed action plan and programme.

3. The Board endorses the appointment of an interim market manager, subject to the approval of the Council's draft consultation budget.

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Version number: 4

**Summary of findings report -
The Retail Group Covered Market recommendations**

The Council commissioned The Retail Group, a specialist markets consultancy, to provide a detailed assessment of the market and to identify a vision, strategy and detailed actions to improve the performance and secure the market's role within the city centre retail hierarchy.

In line with this report the Council produced a questionnaire for members of the public to answer questions and provide feedback on the Covered Market.

The consultation began on 5th December 2013 and ended on Friday 13th December 2013.

The consultation was publicised through a number of channels including through the local press, local media, Councils website, posters and information packs at libraries in the City.

Members of the general public were invited to respond to the questionnaire through the online eConsult system. There was also the opportunity to request a paper copy of the questionnaire directly from the Council.

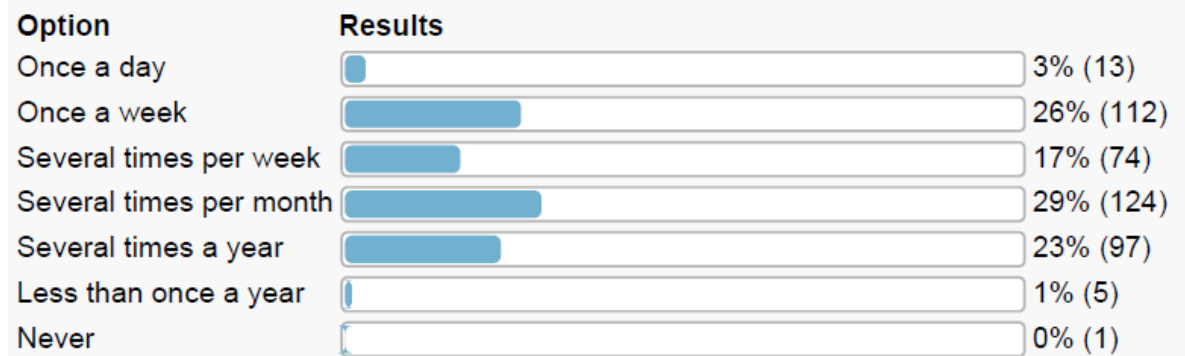
In total, 428 responses were received of which 426 were received through eConsult and 2 were received via paper submissions.

This summary of findings report summarises the responses received to each question.

1. Question 1. *How often do you visit?*

The results show 26% of respondents visit once a week and only 17% several times per week. 29% of respondents visit several times per month and this is the most popular frequency for visiting the market.

Approximately how often do you visit Oxford's Covered Market?

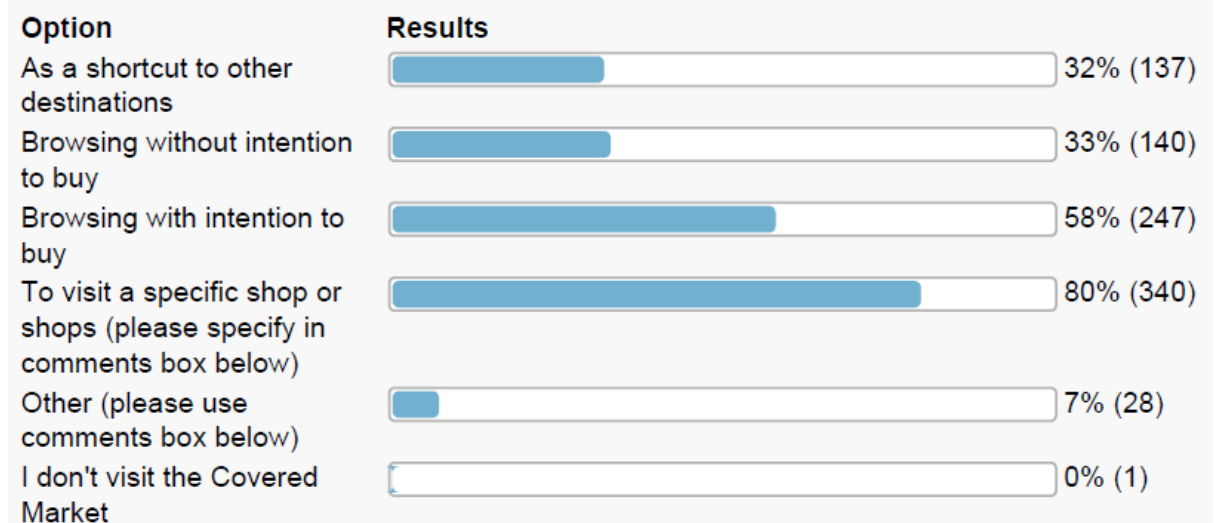


2. Question 2. *Why do you visit?*

The highest proportion of respondents (80%) visit the market to visit a specific shop. This is followed by those who browse with an intention to buy (58%).

32% of respondents visit as a shortcut to other destinations and a similar proportion (33%) visit to browse without an intention to buy.

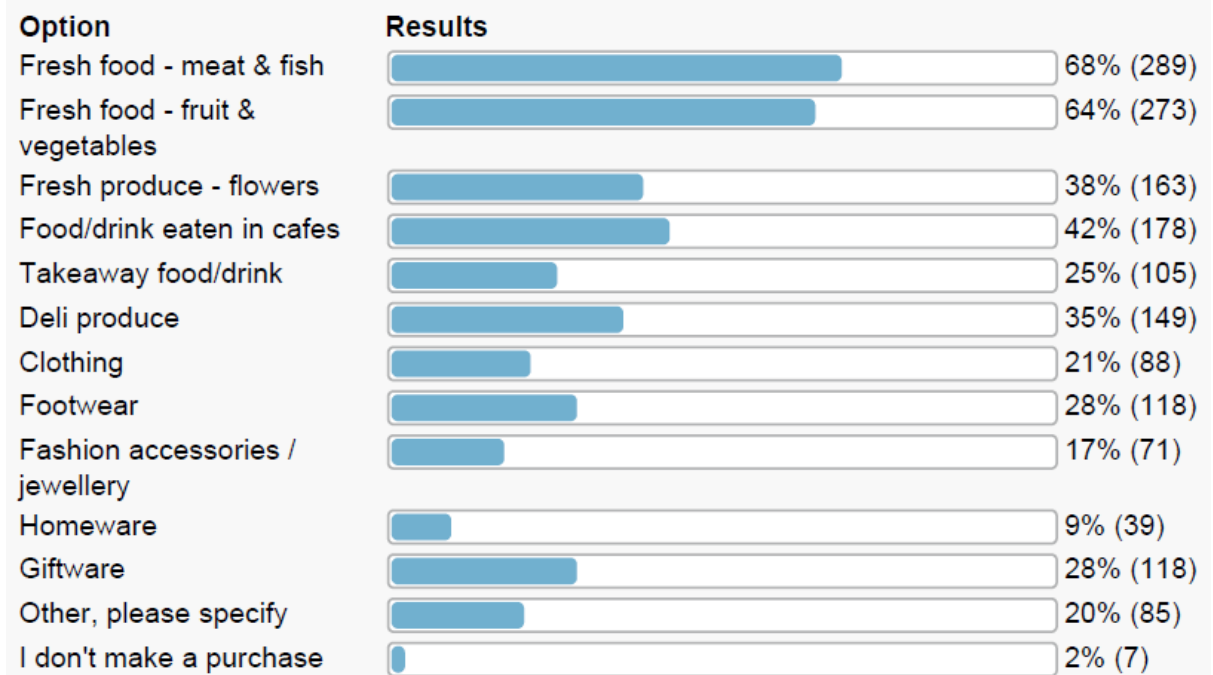
Why do you visit the Covered Market?



3. Question 3. *What do you frequently buy?*

The most popular purchase is Fresh Food – (meat & fish 60%), followed by Fresh Food, fruit and vegetables (64%). Items of less interest to purchasers include clothing, footwear, fashion accessories / jewellery, homeware and giftware with all these being below 30% in terms of the percentage of respondents.

When you make a purchase, what do you frequently buy?



4. Question 4. *How do you rate quality?*

Only the Fresh Food (meat & fish) offer is rated as excellent with Fresh Food (fruit & vegetables) between good and excellent and Fresh Produce (flowers) and Specialist Services (key cutting, picture framing etc.) achieving a good rating. The remaining offer of the market is largely considered as only satisfactory.

If you have visited the Covered Market, how do you rate the quality of the products on offer?



5. Question 5. *What would you like to see in the market?*

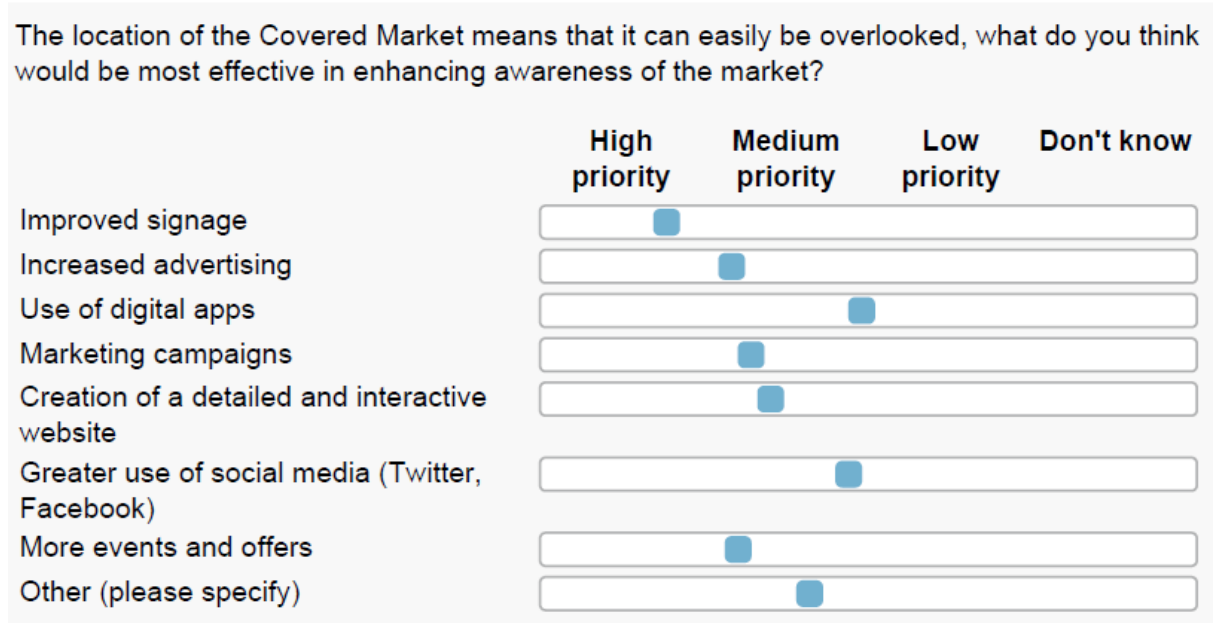
The only item which respondents would clearly like to see more of is Fresh Food and produce. The results suggest a desire for less of all other identified items.

What would you like to see in the Covered Market?



6. Question 6. *How would you enhance awareness?*

Improved signage is considered a high priority with increased advertising, marketing and the creation of a detailed website identified as medium priority. Use of digital apps and a greater use of social media is seen as a lower priority.



7. Question 7. *How would you rate the overall experience?*

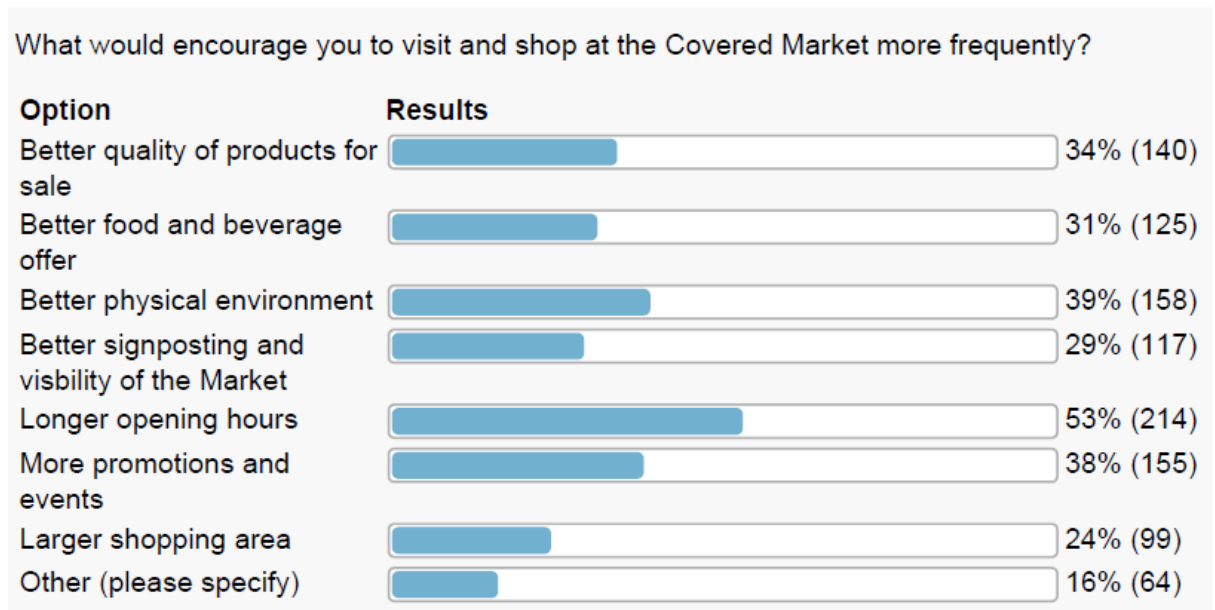
The results suggest the overall experience is mostly considered good although the atmosphere/buzz and customer service were both rated marginally higher between good and excellent. Cleanliness is an area which is considered satisfactory.

How would you rate your overall experience of the Covered Market?



8. Question 8. *What would encourage you to visit more frequently?*

The results suggest longer opening hours and a better physical environment are the two key items which would encourage people to visit and shop more frequently, being identified by 53% and 39% of respondents respectively. These are followed by more promotions and events, better quality of products for sale and a better food and beverage offer.



9. Question 9. *Do you have any other comments or feedback relating to The Retail Group Covered Market report?*

This question sought to draw upon individuals responses relating to The Retail Group report and obtain feedback to the recommendations received. The comments have been assessed and categorised and the table below summarises the feedback received.

Very Supportive	Supportive	Mixed	Against	Very Against	Other
22	45	35	37	12	115
8%	17%	13%	14%	4%	43%

There were a number of key themes arising from the feedback to question 9.

Keeping the character of the Market was cited numerous times together with maintaining the current integrity of the Market as a unique destination. It is apparent from the feedback that people wish to see the continuation of independent shops, which differ from the retail offer at the larger shopping centres across the Country which tend to be more brand focused. It was noted from the comments that there is a view that independent shops are able to offer speciality produce not found elsewhere on the typical High Street together with a more personal and higher quality of service.

Respondents also emphasised the need to keep rents affordable so as to ensure the traders can thrive and prosper and add something more to the Oxford retail offer. It was commented that traders in the Market could perhaps not normally afford premises in a City Centre and so the Market provides a good starting point for many new businesses starting out. Respondents wanted to see an offer that is high quality and appealing to both the Oxford resident and tourist visitor.

Respondents mentioned the need to ensure that development would need to reflect the market's historical importance and recognise the current heritage asset that the Market is. Comments were made about the need to ensure any development needed to be made in context with the local area. For example, the colleges within the area are also of historic importance and so consideration needed to be given as to how any proposals would complement these buildings.

Respondents showed support for improving the existing signage offer as the current signage at entrances is considered not particularly visible. Comments surrounding this theme also link with other comments regarding the service delivery yard and current overcrowding of vans and cars in the area which makes the Market

Street entrance look unsightly and unwelcoming. The recommendation of pedestrianizing Market Street was generally welcomed, although there was some concern over the impact reduced loading and unloading times would have on traders.

Overall, there was a good level of support for the recommendations made in the report, although a number of the comments provided mixed feedback with some comments favouring some elements of the recommendations but not others.

Out of the respondents who answered question 9, approximately 18% of the comments provided were negative towards the report and its recommendations. Approximately 38% of the comments were either supportive or demonstrated mixed support.



informed solutions

Oxford Covered Market – Strategy for Performance Enhancement Consultation Meetings on The Retail Group’s Study Report

1.0 Introduction

In September 2013, Oxford City Council released The Retail Group’s report on the Oxford Covered Market for public consultation. This report contained the findings of an extensive series of bespoke research areas regarding the current performance of the market, as well as its potential going forward. The report contained a variety of conclusions in regards to which elements of the market need fixing, as well as an optimum future vision for the market, and a series of recommendations designed to help the market in the short, medium and longer term.

The Retail Group was subsequently asked to meet with key external stakeholder groups, as well as existing traders in the market, to discuss their views on the conclusions and recommendations of the report, as well as explore other areas where the market could be developed to harness its considerable potential.

2.0 Meeting with Key Stakeholders

Representatives from The Retail Group and Oxford City Council met with key principals from Rox, Oxford Civic Society and Oxford County Council on 10th December 2013. There was broad consensus that the report successfully captured the issues the market faces and the failings that need addressing.

Rox is keen the market is not over gentrified and continues to provide part of its offer suitable for those consumers on lower incomes. Rox is also keen that the market remains dominated by independent retailers and that those retailers are provided with appropriate support to help them trade successfully. As identified in the report, Rox is keen the market retains a focus on food, with 1 or 2 additional and destination anchors needed. It is agreed that the lack of visibility and accessibility through the Golden Cross Centre is a concern. Rox is also concerned that any future development proposals would need considerable increases in rental levels, which could prove problematic for some existing independent traders.

The Civic Society also agreed with the findings of the study in so much that traffic and car / van parking on Market Street is significantly reducing the market’s appeal, on what should be its main entrance and access point. The

Society would be keen to see Market Street pedestrianised. The Society is also keen to ensure that any future development plans reflect the heritage of the market and the surrounding local area in which the market is located.

From the perspective of the County Council, it broadly supports the key findings, conclusions and recommendations of The Retail Group's report. It would also like to see significantly less vehicular movement and visibility on Market Street, as well as an improved, more visible offer and improved trader performance. It is keen that independent traders are supported going forward.

It was broadly felt the market has too much internal clutter, which is reducing its external appeal. Whilst the toilets are an important and well liked civic asset, they would be better utilised under the market at basement level, freeing up space on Market Street to help construct a new entrance.

Oxford Covered Market – Strategy for Performance Enhancement Consultation Meetings on The Retail Group's Study Report

3.0 Meeting with Market Traders

The Retail Group facilitated a meeting with market traders in the evening of 10 December. All traders were invited to the meeting and 22 traders attended.

The meeting commenced with an introduction from David Edwards on the context and brief for the report, as well as the Council's aims from the study and consultation process. This included clarification that the recommendations and ideas in the report are only that; they are not adopted policy and will require further detailed planning and thought before they are implemented.

The Retail Group then recapped on the objectives of the study and summarised the key findings and conclusions of the report. The workshop attendees were then split into 3 groups, with the objective of further developing some of the recommendations of the report, as well as giving the opportunity to introduce new ideas and best practise initiatives seen elsewhere.

Activity 1 Group 1 – Improving the marketing and promotion of the Market

- Provide a clear Directory of Traders at each entrance point to the market
- Remove parking from the 3 bays nearest to Cornmarket on Market Street; and use this space to sign post the market;
 - this will also increase visibility to the market
 - use the space for an entrance sign, possibly free standing
- Entrances to be illuminated
- Entrance signage to be easily readable, horizontal
- Touch screen display boards at entrances
- Redesign High Street signs and illumination
- Entrances to be readily identifiable
- Introduce trading stalls into entrances on High Street, narrow stalls or even glazed display cases
- De-clutter entrances, remove A boards
- Install 'Welcome to....OCM' (or consumer brand).

It is clear from the comments made, that traders support a focus in the report on improved entrances to the Market. Other initiatives include;

- Develop a collective web site, that promotes the market and its traders; this should link to traders' business web sites and vice versa
- Web site to be separate from council web site
- Web site to be managed and maintained by new Head of Markets
- Develop parking initiatives, parking events to encourage repeat visits, market customer discount days, vouchers, etc.
- Develop the OCM App
- Use the internal PA system to promote traders and their promotions
- Utilise city wide opportunities for remote signage and promotion
 - At arrival points
 - At bus stops
 - Broad Street
 - Railway Station
 - On buses
 - Student locations
 - Work force locations
 - Bicester Village
 - Westgate
 - Hotels and B&B.
- Look at National Trust for lessons to learn
- Plan collective promotions and develop a promotional calendar
- Consider a loyalty card.

Traders are also keen for additional promotional activity. Self-funded, communal funding and shared funding were all discussed.

Activity 1 Group 2 - How the market's layout and signage package can be improved

Signage comments have been incorporated in Group 1.

- Improve lighting within the market and also directional signage, illuminated!
- Treat Market Street at Cornmarket as entrance point for the market
- Improved signage through Golden Cross to market
- Use the square in the market for activity
- Introduce temporary hanging banners in Market Street.

Traders agree that the market needs improved internal lighting and circulation.

Activity 1 Group 3 - How the market could be managed and operated more effectively

- There needs to be a focus on actual trading performance and the retail experience in the market, rather than just property
- Consider part-time and temporary uses in vacant stalls / shops
- Provide support and motivation to traders
- Provide a visible Market Manager with the ability to get things done, traders to provide support and heed advice. It's a two way street!
- Visibility on budget control and activity
- Compulsory trading hours, with allowance for temporary traders in front of shops that don't open
- Governance issues to be clarified, clarity on roles and responsibility, input from traders on selection.

There is widespread agreement with one of the key findings of the report that there has to be collective as well as individual responsibility for improvement. More joined up and pro- active management is needed.

Activity 2 Group 1 - How the offer and mix can be repositioned to improve performance

- A focus on unique, independent businesses. Indeed this is a core attribute and part of the future brand identity
- No chain operators
- Traders need help to look fantastic, external support and even trader buddy programmes
- Possibly help priority traders in key locations, although help to be available to all
- Provide a trader's handbook to existing traders and to any visiting traders
- Increase Sunday trading; 'one for all and all for one'. Consider temporary traders to mask closed shops
- Introduce more fresh foods
- A delicatessen is a priority
- More interesting products, interesting traders
- More anchors and footfall generators
- TIC shop or even TIC barrow (as per Lincoln)
- Have a plan and priority for vacant units
- Extend mix with temporary traders and or events, allow test trading.

Traders agree with the report that a focus on quality, destination, best in class independent traders is the right direction for the market.

Activity 2 Group 2 - How the physical configuration and layout could be improved

- Develop Market Street as the main entrance
- Relocate toilets to basement area, retain and improve as a customer facility
- Re-develop toilets space into a unit
- Provide additional communal seating and facilities
- Pedestrianise Market Street

- Repair market structure, windproof building
- Use dead frontages and space for more retail units
- Build 1st floor units
- Use service yard and space above for units.

There is support for the view that a bigger and better market, with less dead space and a new clear entrance could be successful. There is concern that continuity of trade would be difficult whilst any construction works are underway.

Activity 2 Group 3 - Increasing the performance of the Market

Many of the points raised are already identified above;

- Introduce start up businesses
- Consider some short term leases
- Provide flexible occupation
- Focus on increasing footfall, both into and throughout the market
- Work with shops on the outside
- Developed shared promotional calendar.

Traders agree more support is needed to help increase the performance of the market, including the possibility of more flexibility in leasing arrangements.

4.0 Conclusion

There appears to be broad buy-in for the general tone and direction of The Retail Group's study from both stakeholders and traders. Clearly many of the ideas need to be worked through and carefully planned in terms of implementation. There is understandable concern in regards to the need for detailed planning of any physical redevelopment works.

Overall, it can be concluded from the consultation meetings with stakeholders and traders that there is widespread support for The Retail Group's recommended future vision and recommendations for the market.

Appendix 3

CEB Report Risk Register –

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness					Curre nt Risk	
Risk Score		Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic							Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain						
CEB-001-CA	There is not sufficient budget to implement the recommendations.	1	P	There is no allocated budget for the recommendations other than for the appointment of an interim manager	Obtain detailed costings and consider other sources of funding including the traders contributing to funding of specific initiatives	1	P	Work closely with Traders in order that they can see the benefit of contributing to the cost of funding, where appropriate.							
306	The medium term recommendations do not provide the benefit to the market initially identified.	4	3	The true benefits of the recommendations will only be clear following successful implementation.	Ensure the recommendations are fully assessed and detailed plans are prepared with full costs established. Work closely with the market traders on the consideration and implementation of the recommendations.	3	2	Also, ensure further involvement of other stakeholders.							
	The future strategy recommendations (i.e. increase size and new entrance on Market Street) are unable to secure the required permissions (e.g. planning permission)	5	4	The building is Grade 2 listed and is within the Central Oxford Conservation Area.	A detailed feasibility study would be carried out which would involve working closely with the Council's planning department and Heritage officer.	4	4	Consultation would also take place with other relevant organisations such as The Oxford Preservation Society.							

	The future strategy recommendations (i.e. increase size and new entrance on Market Street) are not financially viable.	5	5	The costs are likely to be significant in view of the location, the listed building status and the fact tenants are already trading in the market.	A detailed feasibility exercise will be carried out to fully assess the viability of the future strategy recommendations.	4	4	The detailed feasibility will establish if there is a clear business case on which to proceed with the recommendations which will need to demonstrate financial viability.								
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To: City Executive Board

Date: 12th February 2014

Report of: Head of Human Resources and Facilities

Title of Report: OXFORD TOWN HALL STRATEGY

Summary and Recommendations

Purpose of report: To present a strategy aimed at ensuring the Town Hall remains the centre of civic and cultural life in the city; but on a more financially sustainable basis.

Key decision? No

Executive lead member: Councillor Bob Price

Policy Framework: Efficient & Effective Council

Recommendation(s):

That the City Executive Board:

- 1) Note progress on the operational plan and the commissioning of an options appraisal for future utilisation of the Town Hall;
- 2) Agree the proposed opening times at set out in Section 4; and
- 3) Agree the charging arrangements set out in Section 5 of the report.
- 4) Agree the changes to the budgeted income as set out in the table in Section 6 of the report

Appendices to report:

- Appendix 1: Revised pricing schedule
- Appendix 2: Risk Register & Action Plan
- Appendix 3: Equality Impact Assessment
- Appendix 4: Oxford Town Hall Marketing Plan

1 Introduction

- 1.1 The Town Hall is the centre of civic life in the city, a significant tourist attraction and historic listed building. In recent years the Council has made significant investment in restoring, maintaining and improving its condition. It is a privilege for the City Council to be the custodian of such a building, and it is vital we have the resources to continue to make it as accessible and attractive to the public as possible.
- 1.2 Over the last few years the Council has increased commercial letting of spaces in the Town Hall to help fund its wider objectives. The Museum of Oxford has been developed, more

events have taken place and there is increased demand from community groups for affordable access.

- 1.3 The current income target for the Town Hall is £541,000. Forecast net income for 2013/14 is @ £475,000. Actual net income in 2012/13 was @ £400,000. The new Commercial Manager, investment in the fabric of the building and proposed charging structure set out in Appendix 1 are all designed to ensure the income target is achieved going forward.
- 1.4 The objective of the new charging arrangements is to ensure community interest groups have equitable access to the facility at affordable rates whilst providing scope to manage larger commercial events, weddings and social gatherings, at market rates. To manage and attract commercial events the Town Hall's Commercial Manager needs discretion to negotiate charges in order to maximise income and market share.

2 Investment in the Town Hall

- 2.1 Over the previous three financial years the Town Hall has received @ £600,000 of investment in order to maintain and improve facilities. Within the current year a further £300k is being spent to improve the audio visual and lighting facilities in the Main Hall and Assembly Room. Additionally, a £200k project is underway to refurbish the toilets. These improvements are aimed at bringing the quality of the venue up to a commercially competitive standard.
- 2.3 A continued programme of repairs & maintenance is both necessary and planned, this includes further repairs to the external fabric of the building, redecoration of the Main Hall ceiling, upgrading of the Main Hall ventilation and an upgrade to the heating system. Provision of £385,000 is included within the Capital Programme to accommodate this.
- 2.4 A feasibility study has been commissioned to help develop a plan for the currently underutilised parts of the Town Hall. These include the shop, café, Gallery, Long Room, training room, etc., as well as the orientation of the proposed development of the museum. Consultants will be asked to make recommendations on how the Council could increase revenue through better use of these spaces, and how much investment might be needed in order to achieve that.

3 Improving the Service

- 3.1 A change in management and implementation over the summer of an improvement plan has started to produce encouraging results. Room hire income for the first 5 months of 2013/14 is up 54% on last year. However, we are still only 77% to target which means more action is required.
- 3.2 The improvement plan includes the following actions many of which are already complete:
 - New sales and event management processes aimed to help generate new business and provide great customer service
 - Sales & Marketing Plans have been produced and are being implemented
 - Investment has been approved for several key projects including improving the audio/visual technology in the Main Hall and redeveloping the toilet facilities
 - A formal feedback procedure has been introduced with very favourable comments being received from our customers.
- 3.3 Officers are currently reviewing bids from companies seeking preferred catering supplier status with a view to having an expanded list in place early in 2014. This will increase the range of catering offered and also enable us to be more competitive on price. The need to ensure a quality offering, comply with food hygiene regulations and establish

strong relationships with the preferred suppliers means that alternatives to this list will need agreement from the Commercial Manager.

- 3.4 The café contract is also being reviewed and is likely to be extended with the current supplier. The café is currently a loss making operation but is needed to support the refreshment service for small internal and external meetings. The opportunity to extend the 'pump pot' service for meetings up until 8pm is also being discussed with the current supplier. It is important for us to work with the current supplier to improve service levels and give this operation time to produce a commercial return.
- 3.5 Potential commercial growth areas include corporate conferences and wedding bookings with more targeting of receptions as well as ceremonies. Research has highlighted that the size and number of rooms at the Town Hall means it is well placed to compete as a venue for these functions in the centre of Oxford.
- 3.6 Non-converted quotes for hire of the Town Hall have exceeded £250K for each of the past two years. This figure does not include enquiries that did not reach quote stage due to rooms being unavailable. A competitor analysis has highlighted a large number of competitor venues which suggests a healthy local market. Further research is included with the marketing plan attached at Appendix 4.

4 Opening Hours

- 4.1 The opening times of the Town Hall have evolved over time. Currently they are as follows:
- Monday to Friday 8.30am - 7.30pm
 - Saturday 9am - 5pm
 - Sunday 10am - 4pm.
- 4.2 With the Museum of Oxford closed on Sundays since mid-September 2013, it is proposed that the published public opening times for Town Hall be revised to:
- Monday to Friday 8am – 7pm
 - Saturday 10am – 6pm
- 4.3 However, when meetings & events operate outside of these times, the Town Hall will remain open and public access to the toilets will be available.

5 Charging

- 5.1 The Town Hall currently has a complex mix of arrangements for venue hire; these lack transparency, are confusing for customers and adversely impact the Town Hall's ability to generate additional income.
- 5.2 Room hire charges have not changed in 3 years. A recent analysis of our competitors has been undertaken and the proposed new prices are shown in Appendix 1.
- 5.3 Examples of the impact of the new pricing policy on charges for commercial customers based on events from the last twelve months are shown in the table below:

Event	2012/13 Charge	Charge under new policy
Civil Ceremony in Main Hall	£385	£595
Wedding Reception in Main Hall with preparation time	£2,075	£2,250
Dinner in Assembly Room	£865	£900
2 Hour meeting in Court	£82	£100

Room		
8 hour conference in Main Hall	£1,400	£1,800
Total	£4,807	£5,645

The above examples produce an average of a 17.5% increase in charges. Based on current income levels this would produce an additional £52K per annum.

- 5.4 To put the above in context, examples of competitor pricing are set out below:

Function	Venue	Cost / details
Civil Ceremony or Wedding reception	Bodleian Library	£2,370
8 hour conference (300 people)	Randolph Hotel	£3,700
Civil Ceremony (30 people)	Cotswold Lodge Hotel	£480
8 hour hire function (300 people)	Kassam Stadium	£1,100

- 5.5 In recognition of the important role of Community Interest Groups (see para 5.8 below) all rooms except for the Main Hall, Assembly Room and Old Library will be offered to Community Interest Groups free of charge every Tuesday and Thursday evening between 6pm and 9.30pm.
- 5.6 At all other times, the same rooms will be available to Community Interest Groups at a 50% discount.
- 5.7 The Main Hall, Assembly Room and Old Library will be available to Community Interest Groups at a 50% discount on the following occasions with a minimum booking of 4 hours:

Short notice bookings (less than 8 weeks prior to the event)
Traditionally quiet months (January & February)
Mondays
Tuesday-Thursday evenings from 5pm

At all other times they will be treated as a commercial booking.

- 5.8 The definition of a Community Interest Group for these purposes is that the organisation is:
- A registered charity and working for the benefit of residents of the City of Oxford; or
 - Operates entirely as a non-profit making group for the benefit of residents of the City of Oxford.
 - The Town Hall Commercial Manager will determine eligibility for Community Interest Group status for the purposes of Town Hall bookings.
- 5.9 Subject to availability, Councillors can use any of the smaller rooms free of charge to conduct council business. Rooms must be booked in advance through the Town Hall Sales & Events Team; and details provided of the purpose of the meeting.
- 5.10 Civic events such as the Lord Mayor's Christmas Reception, the Lord Mayor's Christmas Carol Concert, St Giles Fair Reception and various Twinning events will continue to use the facilities without charge.

6 Financial Implications

- 6.1 A step change in strategy is required to optimise the income potential of the Town Hall and avoid the need to reduce the income target within the Medium Term Financial Plan. The

changes to policy, together with an increased commercial awareness of the Town Hall's capability, and provision of excellent customer service, are all aimed at increasing the ability to achieve financial targets.

- 6.2 The changes recommended in this report and the on-going improvements in sales and marketing are expected to deliver an extra £100K of income in the first two years with £75K of this already achieved. This will continue to bring additional income going but given the need to balance the demands of commercial and community clients, budget projections going forward need to be revised as detailed in para 6.3.
- 6.3 The following table sets out current budgeted income, expected income, and revised budget proposals reflecting the changes set out in this report:

Period	Budgeted income	Expected income	Adjustments to budgeted income
2014/15	£541K	£516K	(£25K)
2015/16	£591K	£531K	(£60K)

7 Risk

- 7.1 A risk assessment is set out in Appendix 2.

8 Environmental Impact

- 8.1 As a result of more effective utilisation of the Town Hall with increased usage over a shorter period open, our energy usage will reduce and thereby also contribute to reducing our carbon footprint, especially as many of the opportunities to reduce these hours will be in the winter months.

9 Equalities Impact

- 9.1 An Equalities Impact Assessment is attached at Appendix 3.

10 Legal Implications

- 10.1 No legal implications identified.

Name and contact details of author:-

Name Richard Clements
 Job title Commercial Manager
 Service Area / Department HR & Facilities
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Appendix 1: Oxford Town Hall Revised Pricing Schedule

Fees and charges for the hire of Town Hall facilities, with effect from February 2014.

	2012/13	2013/14	2014/15	Average Annual % Increase
	£ Per hour	£ Per hour	£ Per Hour	%
Room charges – Target Commercial Rates (Hourly rate shown. Bookings must be for a minimum of 2 hours)				
Main Hall	175.00	175.00	225.00	9%
Assembly Room	110.00	110.00	150.00	12%
Old Library	110.00	110.00	150.00	12%
Long Room	75.00	75.00	90.00	7%
Meeting Rooms	41.00	41.00	50.00	7%
Room charges – Community/Charity Rate (Hourly rate shown. Bookings must be for a minimum of 2 hours)				
	87.50	87.50	£112.50	9%
Main Hall	55.00	55.00	£75	12%
Assembly Room	55.00	55.00	£75	12%
Old Library	27.50	27.50	£45	21%
Long Room	20.50	20.50	£25	7%
Meeting Rooms				
See points 5.5 to 5.9 for notes on Community/Charity Pricing.				
Sunday/BH Supplement	15%	15%	Withdrawn	N/A
Discounts:				
Social Event off-peak Monday/Tuesday only	20%	20%	Withdrawn	N/A
Concessionary Meetings	50%	50%	Withdrawn	N/A
Preparation, Clearance or Rehearsal	50%	50%	Withdrawn	N/A
6 hours or more consecutive at standard price	20%	20%	Withdrawn	N/A
Agency Commission room hire fees (maximum)	10%	10%	15%	N/A
Instead of the formal, published discounts noted above, when appropriate, discounts will be applied on a commercial basis.				
Royalties (based on total box office sales)				
Classical Concerts	4.8%	4.8%	4.8%	0%
Pop Concerts	3.0%	3.0%	3.0%	0%
Variety Performances	2.0%	2.0%	2.0%	0%
All other events (inc. music, films, video, DVD films or promotional events)	9.0%	9.0%	9.0%	0%
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)	10.0%	10.0%	12.5%	1%

	2012/13	2013/14	2014/15	Increase
	£	£	£	%approx.
Technical Facilities				
Data projector	25.00	25.00	50.00	33%
Flipchart, Pad & Pens (inc. in DDR)	14.00	14.00	15.00	3%
Laptop Computer (internal use only)	50.00	50.00	55.00	3%
Lectern - table	No charge	No Charge	No charge	N/A
Lectern – free standing	No charge	No charge	No charge	N/A
Long Room – AV Equipment	50.00	50.00	55.00	3%
PA system (Main Hall)	60.00	60.00	66.00	3%
Large Screen	50.00	50.00	55.00	3%
Small pop-up Screen	25.00	25.00	27.50	3%
Stage extension – small	45.00	45.00	55.00	7%
Stage extension – large	85.00	85.00	105.00	7%
Round table with linen cloth	12.50	12.50	14.00	3%
Musical Equipment				
Organ – Events	100.00	100.00	110.00	3%
Organ – Rehearsals/Practice (per hour)	12.00	12.00	13.50	3%
Piano – Events	70.00	70.00	75.00	3%
Piano – Rehearsals/Practice (per hour)	12.00	12.00	13.50	3%
Licence Holders & Door Supervisors				
TH Personal Licence holder	65.00	65.00	Withdrawn	N/A
Door Supervisors (per hr., per supervisor)	15.50	15.50	At cost	N/A
Internal Charges				
Small meeting room hire Mon - Fri (8am – 5pm extended to 10pm on selected weekdays)	No charge	No charge	No charge	N/A
Outside of the above hours and for the Main Hall, Assembly Room and Old Library, bookings will be at commercial rates				
Cancellation/no show less than 72 hrs. before	N/A	50%	50%	0%
Catering Charges				
Kitchen Hire per head (minimum 100)	3.00	3.00	3.50	3%
Servery Hire Only (per day)	60.00	60.00	65.00	3%
<u>Social Event Packages</u>				
Ceremony Only Packages (2 hrs. hire)				
Main Hall	385.00	385.00	595.00	18%
Assembly Room or Old Library	275.00	275.00	495.00	26%
St Aldate's Room	215.00	215.00	250.00	6%
Social Events (18:00 – 23:59 hrs. with 1 hr. clearance to 01:00 hrs.)				
Main Hall	1,900.00	1,900.00	Withdrawn	N/A
Assembly Room and/or Old Library	1,650.00	1,650.00	Withdrawn	N/A
Assembly Room only	1,320.00	1,320.00	Withdrawn	N/A
Dinner Bookings 18:00 – 22:30 with 1 hrs. clearance to 23:30				
Main Hall	1,320.00	1,320.00	Withdrawn	N/A
Assembly Room	865.00	865.00	Withdrawn	N/A
St Aldate's	475.00	475.00	Withdrawn	N/A
<i>Prices for the above categories have been withdrawn as they refer to a time when our costs for events of this type were much higher than they are currently. To increase our income we need to be able to host events at competitive prices at all times of the week so the hourly rates will be used</i>				

Appendix 2 – Risk Register & Action Plan

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			
TH01	Financial	Threat	Financial targets not achieved	Insufficient use of commercial viability of Town Hall venue	Impact to contribution towards 'Efficient & Effective' Council	June 13	6	3	4	2	2	3	4	SMH/RC		
TH02	Internal relationship	Threat	Complaints by internal Service Areas' to impact of proposed changes	New policy includes prices increases and constraints on availability for bookings	Impact to contribution towards 'Efficient & Effective' Council	Aug 13	6	3	3	2	2	3	3	SMH/RC		

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
TH01	Financial	SMH/ RC	Reduce	Introduce changes set out in this document	Agreement	Dec 2013		
TH01	Financial	SMH/ RC	Reduce	Implement agreed policy and pricing changes w.e.f. January 2014 for any new business.	Agreement	Dec 2013		
TH01	Financial	SMH/ RC	Reduce	Design Sales & Marketing Plans to market Town Hall venue hire & exploit networking opportunities to secure new commercial business, and retain existing clients.	Plans agreed & signed off	Sep 2013	100%	
TH03	Internal relationship	SMH/ RC	Reduce	Manage Service Areas' expectations in conjunction with meeting policy requirements.	Agreement	Dec 2013		

Appendix 3 - Initial screening EqIA template – Town Hall

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 on-going.** 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 Council has invested significantly in maintaining and improving the fabric of and facilities offered by the Town Hall: an iconic building that attracts appreciable interest from tourists, plays a key part of the annual Oxford Open Doors heritage weekend and cultural life of the city, and faces heavy demands from commercial and community users for its range of bookable rooms. The Council also recognises that it has financial obligations to return the best levels of commercial revenue and to manage the assets of the Town Hall to offset its appreciable infrastructure investment and to represent best value to local council tax payers. It also acknowledges that it is important to retain the maximum access for community groups possible without impacting on either commercial revenues or the ability of community groups to continue to book rooms for free or through proportionate subsidies.

The aim of the new charging policy is:

- to ensure that community interest groups can access the facility at affordable rates;
- that the Council has the scope to manage larger commercial events, weddings and social gatherings at market rates; and

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 Council is proposing to introduce the following mitigating actions:

Action 1: To continue to offer community interest groups free of charge smaller room hire on Tuesday & Thursday evenings

Action 2: To continue to offer a community interest group rate (at a 50% discount on commercial rates at selected times) with effect from February 2014 for all new business, along with a new pricing schedule shown at Appendix 1 of the February 2014 CEB report

The community interest group rate and free access to the smaller rooms on Tuesday and Thursday evenings will be available for those organisations who can meet the criteria identified in paragraph 5.8 of the report.

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

Combined comments re questions 3 & 4 above:

The Town Hall Commercial Manager will contact the community groups who use the Town Hall regularly in order to manage expectations and minimise the impact of any price increases on them (i.e. by booking on free evenings or selected days they could receive the benefit of the 50% discount off the commercial rate).

This will also include explaining the funding options available where charges are proposed through the Council's existing grants and highlighting other community venues that are available to them.

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 Town Hall Commercial Manager will review the arrangements for community groups on a quarterly basis to ensure any adverse impact is being managed and will look to resolve any issues that arise positively wherever possible

Lead officer responsible for signing off the EqIA: Simon Howick

Role: Head of HR & FM

Date: 18/01/14

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)

Oxford Town Hall Marketing Plan

August 2013 – March 2014

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1.0 Introduction

This document is intended for use as an initial marketing plan for Oxford Town Hall.

The key to any successful marketing plan is research on areas such as product, market segments, pricing etc and this will be gathered over the coming months. Alongside our own research, organisations such as Meet Oxfordshire will be able to assist with this

In the meantime, this plan is intended to highlight immediate and on-going actions that can be completed while this research is completed. These are generally aimed at raising awareness of the venue and increasing the number of times we communicate with our customers. It should also be read alongside the Sales Plan for Town Hall Events.

The intention is then to produce a more complete, strategic plan by the end of January 2014 for the financial year 2014/15. All actions completed before then will be of benefit to the longer term plan and will also assist in creating immediate demand for our facilities.

1.1 Background

Oxford Town Hall has 14 rooms that are available for internal and external events within the Town Hall complex.

The rooms differ widely in size, quality and character and are used for a variety of purposes ranging from weddings to conferences and trade shows to community and civic functions.

The rooms are generally well maintained and in good decorative state, however as a result of increased income targets with no marketing and sales plan to support them, the department has been failing to reach target for 3 years.

A recent re-structure has introduced a Commercial Manager to lead the Events and Facilities Management Team and this document is the first step in introducing a structured and planned approach to the sales and marketing of events at the Town Hall.

2.0 Research

2.1 SWOT Analysis

The following SWOT analysis has been put together using thoughts from the team and initial impressions from the Commercial Manager.

Some areas were highlighted in more than one category and so have been placed in both. The analysis will be updated as part of the Marketing Plan for 2014/15.

<p>Strengths</p> <p>Heritage, History Not solely an Events Venue Passionate team Flexibility of set ups Central location The venue itself – unique, varied and number of rooms Customer service Size of rooms Flexibility of venue and team Bespoke events Work well together as a team</p>	<p>Weaknesses</p> <p>Access Do people know about the Town Hall facilities Lack of parking Lack of outdoor space Confused offering ref. Museum, Gallery, internal and external Events Audio Visual Services Lack of preferred suppliers for catering and AV Awareness of the facilities Balance between community and commercial events Lack of event management experience Possibly seen as a 'frumpy' venue Inconsistent branding/message</p>
<p>Opportunities</p> <p>Further improvements to sales and marketing processes Further development of team and customer service Run our own events Competitive and commercial pricing Customer service Private parties/dinners Weddings – need to define our niche in this market Work better with Culture and museum Hold an open day Networking with colleges to identify business opportunities Make more of/run more tours – open up the rooms to the public more</p>	<p>Threats</p> <p>Technology replacing the needs for meetings 1930's office development possibly increasing access problems Museum development Economy Closure of Westgate Car Park Competition from hotels on price 3 month closure of Main Hall in 2015 for decoration</p>

It must be stressed that this is just an initial analysis based on a variety of opinions. It will be developed over time and the necessary strategies put in place to build on strengths, maximise opportunities, improve or manage weaknesses and monitor threats.

2.2 Product& Market Segments

Oxford Town Hall currently hosts a wide variety of events including:

- Civil Ceremonies
- Wedding Receptions
- Conferences
- Meetings
- Provision of classrooms for language schools
- Exhibitions
- Christmas Parties
- Charity/Community Events
- Civic Events
- Dinners/Banqueting
- Private Parties
- Music/Concerts

The above are booked by both internal and external customers and produce an income for room hire of c.£300K per annum.

Oxford has numerous other venues of various standards offering facilities for similar events. The size of the market place for these events is unclear as is whether or not this is growing and, if so, in which areas.

The event types listed above are all market segments available for targeting by the Town Hall and it is likely that others will be identified by the research. It is important that this is then used correctly to highlight the key areas for growth, in particular, those which match the strengths of the Town Hall.

While this research has to be completed, it is important to note at this stage that it is accepted that through a more proactive and planned approach to sales and marketing, the Town Hall can increase its share of the above markets.

2.3 Competitor Analysis

An initial competitor analysis was completed by Fiona Elliot and her findings are provided below with further comments added to the conclusions:

It is clear that there is a lot of high calibre competition within the Oxford City area who can compete strongly against the Town hall on capacity, customer service and price. These can be broken down into 4 categories

2.3.1 Hotels:

In the immediate areas, there are range of medium – high calibre hotels including the Cotswold Lodge Hotel, the Hawkwell House Hotel, the Malmaison and the Four Pillars range of hotels. These all offer civil ceremoniesand wedding receptions as well as accommodating a range of meetings and conferences from 10-200.

I do not see the hotels as direct competition to the Town Hall as clients that chose hotel venues are looking for someone to do much of the logistical planning for them. This is not what a unique venue such as the Town Hall offers. However it is important to realise the packages they offer.

Hotels will have a team of sales and operations experts who will upsell all aspects of the hotel offer and be there on the day to ensure all runs to plan. The events themselves will generally run to a set formula and clients will have limited scope for personalisation or creativity.

2.3.2 Unique Historic Venues (excluding Colleges):

As would be anticipated, there are a wide range of beautiful and historic venues within Oxford and the surrounding area many of which are offering spaces for hire for weddings, private celebrations and meetings and conferencing or corporate hospitality. These venues are the main competition to Oxford Town Hall.

Venues such as the Bodleian Library, the Ashmolean Museum, Rhodes House and the Natural History Museum all offer rooms for hire either alongside their 'day role' or out of hours. These venues are generally beautiful and offer a truly unique place to celebrate or entertain. This comes at a price and often with a range of conditions on use. This is where the Town Hall can compete.

Many of these venues offer exclusive use and as such can command between £3,750 (Ashmolean Museum Ceremony and reception from 5pm for up to 150 guests) to £7,800 (Rhodes House ceremony and reception for 140 dining). Others such as Blenheim Palace would be considerably higher but not worth considering for this study. These venues will have a restricted catering list and are likely to have restrictions on type of food and drink that can be served as well as potentially limiting time restrictions as they will have to prioritise public/member access. For example you can only access the Ashmolean Museum after 5pm on a Saturday.

They generally have a small team (potentially only 1 or 2) who will handle all aspects of sales and event planning and will be there on the day to offer a unique and personalised service to clients who are likely to have very high expectations.

2.3.3 Oxford Colleges:

The Oxford Colleges must be considered competition although there are often restrictions on their usage term time) and have to use the in-house catering however they are getting increasingly commercial in their approach. They tend to offer day delegate rates (or 24hr rates including accommodation) or all inclusive room hire and catering packages.

The colleges reviewed in this study were competitive eg Bailiol College (£46.75/head inc VAT for room hire of main college dining hall and 3-course meal).

That said the customer service received during this study was very poor. Most of the colleges have a single person in their events team and as such these individuals appear to be very stretched. In both cases it took over 2 weeks to get a reply which would be very off-putting to most clients.

2.3.4 Other Venues in the Area:

There are 2 other venues of note that do not fall into any of the above categories. Said Business School and the Kassam Stadium offer significant competition in terms of capacity.

The Said Business School offers up to 300 for lecture style seminars and can offer a drinks reception in the foyer area for 300 (evening reception £1,265). It offers a range of smaller rooms which are all presented to a high standard and a high technical standard. It is known that the Town Hall has lost business to Said Business School. Prices range from £1,966 for a full day in the lecture theatre to £200 - £600 for half day/full day meetings in the smaller meeting rooms. They also offer day delegate rates from £51/hr inc a cold lunch.

They have an efficient and professional sales office which gives the impression of knowledgeable and efficient staff.

The Kassam Stadium can accommodate 500 guests and is focussing on the Indian Wedding market which is a lucrative market but is capacity driven. They offer packages of £5,000 inc VAT for a 12hr Indian wedding and have the catering and infrastructure to attract this marketing.

2.3.5 Conclusions on Competition (including additional comments):

Oxford Town Hall has a wide range of competitor venues in very close proximity particularly in relation to the wedding, conference and meeting market. There is very little in the way of competition from concert and music venues other than the O2 venue and a variety of churches but the churches do not compete on visual appeal or grandeur and the O2 is dealing with a specialist music market. That said the Town Hall can offer much to counter the competition if it is clear about what its offer is and the sales team were to approach sales in a different manner.

While the Town Hall may not have the reputation of some of the University buildings, its key spaces can rival many of them on appearance and in addition can offer flexibility in terms of availability and range of spaces. Most critically it can compete on price.

Thought needs to be given to adjusting the pricing to reflect client need and the sales team need to better understand their competition and to improve their knowledge of events so to be able to upsell the Town Hall in a more effective way. In addition the catering suppliers need to be reviewed to allow the Town Hall to compete in a range of markets both on price and cultural need.

The number of local competitors suggests a healthy local market. At an initial glance, many of these venues, with the exception of the Kassam Stadium and Said Business School, see venue hire as secondary to their main business. While that may also be true of the Town Hall it does offer the opportunity for a focussed and dedicated team to make a difference to the income figures. By promoting and delivering a first class service based upon a structured sales and marketing plan, it appears likely that we can stand out from the competition.

Work has started on an updated competitor matrix to enable pricing comparison with the Town Hall for room hire, weddings, delegate rates and miscellaneous items. One of the actions for this plan will be to ensure that competitor analysis is conducted on a regular basis, both to ensure that we remain competitive in the market place and to identify any new initiatives or ideas that we could be adopting. It will also be a means to encourage members of the team to visit other venues and increase their knowledge of the industry. With most venues advertising events that they hold it is also a useful method of identifying event organisers for the team to approach.

2.4 Further Research

It is important that all of the above points are backed up and expanded upon by further and on-going research. This will be built in to the immediate and longer term action plans.

Likewise, Customer Relationship Management which is an important part of the marketing mix, will be covered in the Sales Plan, with which it is more closely aligned.

3.0 Branding

Branding can be seen as something of a 'dark art' and its value to a venue is not easily measured. Hotel chains invest a lot of time and money in establishing a brand and this has recently expanded to their events offering; with customers promised a consistent experience in terms of facilities and customer experience.

As a stand-alone venue Oxford Town Hall does not have the same requirements and therefore any branding exercise should concentrate on improving awareness of the Town Hall through a consistently branded message.

Due to this, a full blown branding exercise is not included in the action plan but several initiatives are to help promote the Town Hall as Oxford's premier venue for events. These include looking at the signage at the Town Hall and a consistent presentation of the rooms for events. They also include reviewing the branding for the Town Hall Café.

If further research suggests that a more comprehensive branding review is required then this will be considered then.

4.0 Advertising

The most recent summary of spend for online advertising is shown below:

Oxford Town Hall Marketing Plan

August 2013 – March 2014

Company	Type of advertising	Date Last Renewed	Cost
Choose your event	www.chooseyourevent.co.uk ; www.chooseyourvenue.com ; www.christmasvenues.com www.chooseyourwedding.com	Currently due for renewal	£425
UK Bride	www.ukbride.co.uk	07/08/12	£375
Hitched	www.hitched.co.uk Weddings	01/08/12	£449
For Better or Worse	www.forbetterforworse.co.uk	01/04/12	£75
Guides for Brides	www.guidesforbrides.co.uk	01/04/12	£232.50
Venue Directory	www.venuedirectory.com	23/03/12	£575
Venue Finder (Blue and Green)	www.venuefinder.com	17/11/12	£1200
Fynne Associates	www.fyne.co.uk & Publication Pink weddings, Wedding venue	Website paid till March 2013. Publication adhoc	£400 + ad hoc
The Wedding Directory	www.theweddingdirectory.co.uk	25/03/12	£1000
B4/ InOxford	www.oxfordshire.b4-business.com www.inoxford.com	Oct 2012	£4999 18 month - 12/13 spend - £1666
County Registration Service	The Place to Marry - Publication	8/03/12	£695
Wedding Venues	www.weddingvenues.com	2/11/11	£225
Tourism South East	www.visitoxfordandoxfordshire.com	19/08/12	£750

The total cost for the above is £11400.50 – more than is budgeted for 2013/14 for marketing and this is for online advertising only. In addition to the above, advertising in publications and other media has been completed on an ad hoc basis.

Feedback from the sales team is that the number and quality of leads produced by the above varies greatly and this will be considered when each entry comes up for renewal. Return on investment will be measured by monitoring the income produced by the enquiries generated by each source and the same approach will be used for the other activities detailed in this report.

Promotional literature and posters both outside and within the Town Hall are very limited and inconsistently branded. For example, there is no promotional material for the Town Hall in the café which has recently created its own brand distinct from that of the Town Hall. This is a cheap and effective method of promoting our facilities which we should be taking advantage of and is therefore included in the action plan.

We also need to identify other advertising that may be required to increase income for Oxford Town Hall and budget for this accordingly.

5.0 Social Media

Social Media is a low cost and an in vogue method of keeping in touch with customers. Currently we have 990 followers on twitter and 590 likes on Facebook. When compared to 1300 Council employees and 8675 followers of the City Council twitter feed, it is obvious that these numbers can be increased.

Both mediums are currently used sparingly and this perhaps explains the low number of contacts that we have on both. By increasing the number of tweets/posts issued we will both increase awareness of the venue and the number of people subscribing to each method.

There is also the risk of a confusing and diluting the message being sent. Currently, Oxford Town Hall and The Museum of Oxford share a facebook page but have different twitter feeds with the Museum have substantially more followers; 4321. A clear and consistent policy on communication via these methods needs to be established to ensure that the relevant people are receiving the relevant message.

The action plan recommends at least 3 communications each week with more if enough 'newsworthy' events occur. There is a danger of posting for the sake of it but simple messages such as ones congratulating couples being married at the Town Hall would tick the boxes for both marketing and customer service.

The Town Hall also has a presence on Trip Advisor which is managed by the Events Team. Whether or not this is beneficial to us as an events venue needs to be determined. The majority of feedback appears to be linked to visitors to the Museum and Gallery.

6.0 Data Capture

For a venue to be successful it is vital that it continually raises awareness of its facilities and the type of events it can hold.

Advertising and social media are two methods of achieving this and both can be conducted at a lower cost if a venue has its own substantial database of existing and potential customers. Therefore, a major part of the action plan attached with this document is the introduction of several simple methods to increase the size of our database.

An additional use of a larger database is that it can be sold as a benefit to organisers of public events. By being able to communicate to a large audience at a relatively low cost we can help them attract attendees to their event. The same applies to increasing the number of people we can communicate with through the social media channels highlighted above. Any data protection issues will be addressed as part of this initiative

7.0 Industry Events& Exhibitions

Another method of increasing awareness of the venue and making new contacts is through attendance at relevant events and exhibitions. These include wedding fayres, venue exhibitions etc. The team attended such an event at Rhodes House in July 2013.

The cost/benefit of each event needs to be assessed separately and this is included in the action plan with a view to increasing our attendance at such events for 2014.

These events need to be distinguished from networking events held by business groups such as the Chamber of Commerce. Attendance at these events is covered in the Sales Plan.

8.0 Communications

Currently, there is minimal, if any, proactive communication with either existing or potential customers.

The introduction of a regular, monthly, e-mail to our database would resolve this and would require minimal cost and effort. The Town Hall has many stories to tell and events to advertise so this communication should be used for both information and sales. By combining the two it will encourage customers to stay subscribed to the communication and hopefully make them forward it on to others.

We have over 2000 contacts on Artifax which will hopefully grow quickly given the data capture initiatives referred to above. While there are concerns about whether or not we are allowed to contact customers in this method without their permission, this should not prevent us from trying this initiative.

The 'What's On' guide for Oxford Town Hall, Museum and Gallery is currently produced quarterly and serves as an information brochure for visitors. Opinions on this within the team are mixed and there is the opportunity to enhance this guide as a sales tool so it is included for review in the action plan.

Again, we also need to establish what communications are sent by the Museum of Oxford to ensure that a consistent message is produced.

9.0 Public Relations

Public Relations is an underestimated method of creating and maintaining a positive image. It is a low cost and relatively simple way to create and maintain awareness of a venue.

Alongside the increased social media activity mentioned above, a more proactive approach to PR will help keep the Town Hall in the spotlight as a thriving events venue in Oxford. By issuing our own press releases and encouraging organisers of events, especially community led, to issue their own the local market place will receive constant reminders that the Town Hall can be used for all types of events.

An increased use of PR is included in the action plan and it is expected that the City Council should also benefit from the positive image promoted by this.

10.0 Website

The Town Hall website is currently useful as an information tool but has limited use as a sales and marketing tool. It has some content which is either out of date or no longer relevant and more prominence needs to be given to income producing sections.

The domain name www.oxfordtownhall.co.uk takes you to the Town Hall section within the Council's own website. Ideally this would be a standalone site which is then replicated in the Council's own website to enable the Town Hall to have its own identity. The same concept has already been introduced for Direct Services.

Opportunities for data capture are missed and there is no facility for special offers to be advertised. A few simple, low cost changes to the website would produce major improvements and these are highlighted in the action plan.

11.0 Action Plan

A recommended action plan covering the areas detailed above is provided below:

Oxford Town Hall Marketing Plan

August 2013 – March 2014

Action	By Whom	By When
Research Keep competitor analysis up to date by checking at 3 of the websites each month and one personal visit to a venue each month	RC, SS, LP	On-going starting from 12 th August 2013
Conduct research in to size of market segments in Oxford and identify opportunities for growth	RC	31 st January 2014
Develop SWOT analysis and implement strategies around this	RC	On-going
Branding: Review current branding including logo, templates and letterhead	RC with input from Comms. and team	31 st August 2013 COMPLETE
Review format used for quotes and events plans	RC & SS	31 st August 2013 COMPLETE
Produce branding for venue eg, pads, pens and sweets for delegates	RC	31 st August 2013 In progress
Review internal and external branding of Oxford Town Hall and Cafe including signage, appearance of main entrance and a consistent set up for meetings	RC, LP, LPo	31 st August 2013 In Progress
Advertising: Review current portfolio and renew as required based upon enquiries received in 2013	RC, SS, LP	Review complete by 31 st August COMPLETE Renewals – on-going
Maximise use of current advertising by ensuring all entries are accurate and up to date	LP	31 st August 2013 COMPLETE
Identify any new advertising to include budget/marketing plan for 2014/15	RC	1 st December 2013 COMPLETE
Review promotional literature and opportunities in Oxford Town Hall & Cafe	RC	31 st August 2013 In progress
Social Media: Clarify positioning of twitter and facebook for Oxford Town Hall and The Museum of Oxford	RC	31 st August 2013 COMPLETE
Increase number of followers on twitter from 990 to 2000 and number of likes on facebook from 590 to 1000	LP	31 st December 2013 In progress
Send at least 3 tweets and place at least 3 posts on facebook each week	LP	31 st December 2013 In progress On-going starting from 12 th August 2013

Oxford Town Hall Marketing Plan

August 2013 – March 2014

Review use of Trip Advisor for Oxford Town Hall	RC	30 th September 2013 COMPLETE
Data Capture: Implement data capture on website	RC, ICT/Comms	30 th September 2013 In progress
Devise a method for data capture for visitors to the Shop/Museum	RC, Culture	31 st October 2013
Encourage Council employees to sign up to Town Hall Newsletters, facebook and twitter	RC, Comms	31 st August 2013 COMPLETE
Encourage Oxford City residents to sign up to Town Hall Newsletters, facebook and twitter	RC, Comms	1 st September 2013 for inclusion in November newsletter COMPLETE
Produce name cards to be used at relevant events for data capture	RC	31 st December 2013
Devise a method for data capture for attendees at Christmas parties	LP	1 st December 2013 In progress
Increase number of e-mail contacts in our database to 3000	RC	31 st March 2014
Industry Events/Exhibitions: Identify relevant events/exhibitions that Oxford Town Hall should attend along with associated costs for inclusion in 2014/15 budgets and Marketing Plan	RC	31 st December 2013
Monitor success of wedding fair to be held at Town Hall in September	RC	22 nd September 2013 COMPLETE
Communications: Implement a monthly e-mail to our database	RC, Comms	On-going from 1 st November 2013 COMPLETE
Review 'What's On' Leaflet and communications sent by the Museum	RC, Culture	31 st August 2013 COMPLETE
Public Relations: Ensure at least 2 press releases are going out each month either from Oxford Town Hall or event organisers	RC, Comms	On-going from October 2013
Identify PR initiatives for inclusion in 2014/15 marketing plan and budget	RC	31 st January 2014
Website: Review and update all content of website	RC	31 st August 2013 COMPLETE
Investigate possibility of Oxford Town Hall becoming a standalone domain	RC, Comms, ICT	30 th September 2013 In progress

To: City Executive Board

Date: 12th February 2014

Report of: Head of Leisure, Parks and Communities

Title of Report: REVIEW OF THE CONTRACT WITH FUSION LIFESTYLE FOR THE DEVELOPMENT, MANAGEMENT AND OPERATION OF THE CITY'S LEISURE CENTRES

Summary and Recommendations

Purpose of report:	To consider an extension of the current leisure management contract
Key decision?	Yes
Executive lead member:	Councillor Mike Rowley
Report approved by:	
Finance:	Emma Burson
Legal:	Lindsay Cane
Policy Framework:	Leisure Facilities Review 2009 Corporate Plan 2014-2018
Recommendation(s):	<p>1) That the contract for the development, management and operation of the city's leisure centres with Fusion Lifestyle be extended for a five year period to April 2024</p> <p>2) To delegate authority to the Director of Community Services to conclude negotiations and complete the necessary contract amendments</p>

Appendices

Appendix 1 – Comparison of Options
Appendix 2 – Risk Register

Not for publication Appendix 3 – Financial benefits

Not for publication Appendix 4 – Consultants (SLC) report on review of delivery of leisure services

Introduction

1. This report details the review of the leisure management contract and four options that are available to the Council to manage the city's leisure facilities:
 - A full market testing exercise in 2019
 - Extending the contract
 - Bringing leisure services back in-house in 2019
 - Developing a local trust to operate the centres in 2019.

Background

2. Following a period of competitive dialogue, Fusion Lifestyle (a social enterprise with charitable status) were awarded the contract to manage the city's leisure facilities in March 2009. The contract was for a ten-year term, with a provision that allows a five year extension.
3. Prior to this time, the leisure service was high cost, poor quality with low levels of usage. Fusion Lifestyle took on the management of the centres when there was a high level of risk and a lot of work needed to improve the centres.
4. This contract with a social enterprise whose sole focus and extensive expertise is operating leisure facilities has greatly improved the user experience, alongside achieving savings of around £660,000 per year. Over this period the facilities that we are keeping have been greatly improved with around £4.6 million of investment, which has in the main been funded by the contract savings.
5. The achievements to date can be summarised as:
 - Usage has increased by 40% on pre contract levels, now totalling around 1.3 million visits a year
 - The main increases in usage is in our target groups, which have increased by 118 %
 - The net subsidy per user has reduced from over £2 to 60p per user (including utilities)
 - Customer satisfaction levels of 96% (excluding those sites that are been replaced with the new pool in 2014)
 - Quest (the sport and leisure industries quality assurance scheme) has been achieved at five centres.
6. Now that these improvements have been made and the risk is lower, there is an opportunity to improve on the original contract arrangements by agreeing an extension now rather than later.

Alongside this we can also bring forward the potential saving that the Council could attain if the contract was re-tendered in 2019.

The review

7. To ensure a robust review, consultants (SLC) were commissioned to provide an external view and provide up to date market intelligence. Their report is at Appendix 4. This report is not for publication until such time as the contract extension has been concluded (assuming the recommendations of this report are accepted). The report will be published once the contract has been concluded.
8. Four gateway reviews were held from January 2013 to December 2013 between senior Council and Fusion Lifestyle officers.
9. The review focused on attaining more value from our leisure facilities, explored management options and looked to ascertain the optimal time if we were to enact the final five years of the contract. The benefits targeted were:
 - A sustainable increase in participation levels, including target groups
 - Further increases in customer satisfaction
 - Increased engagement with stakeholders in relation to the planning and delivery of services
 - Further enhancement to the facilities
 - Demonstrable positive outcomes in respect of wider strategic priorities, including public health, youth and educational attainment
 - Attain an improved revenue position.

Evaluation

10. The steer given by the Executive Board Member for Leisure on the evaluation of each option was that the Council wanted to remain focused upon overall value and the role that leisure plays in delivering wider agendas, rather than simply cost. As such the options were evaluated against a matrix that scored 50% for financial benefits and 50% for the social benefits.

Findings

11. The commercially sensitive data provided in Appendix 3 provides members with the financial details behind the comparisons.
12. The in-house option and the creation of a new local trust both scored well on the social aspects. They were though eliminated due to the significantly higher net costs (over £600,000 per year) and the increased exposure to financial risks that are currently transferred to the leisure operator.

13. Through the review a large amount of market intelligence was attained. SLC believe that if the Council were to go out to market, that based on the current levels of concessionary access provided by the Council and no significant changes to the operating environment that the Council would expect to attain offers that reduced the operating cost to nil.
14. The Fusion Lifestyle offer guarantees this saving and brings it forward. Their offer means that the operation of the leisure centres including utilities and contract costs will be nil by Council by 2017. By progressing with the extension at this midway stage of the contract, the Council are able to bank the five year saving that represents a significant revenue saving (full detail is available in Appendix 3) alongside advancing further contract improvements such as:

Staffing and Young People:

- Improved opportunities for apprenticeships
- Improved work experience opportunities
- Continued commitment to the Oxford Living Wage

Facility Improvements:

- To utilise the indoor sport S106 monies from the Barton housing development to enhance Barton Leisure Centre
 - Re-launch Hinksey Pool following the work to bring back into use the redundant water tanks
 - They are commitment to finding a way forward to further improve Ferry Leisure Centre.
15. Additional to their proposal, Fusion Lifestyle are also developing a tennis offering to help to maximise the usage of the city's tennis courts in an inclusive way. They are also working with the Council to and Oxford Spires Academy to create a new community gym at the school.
16. A full comparison of the options is provided in Appendix 1.

Risk

17. It can be seen that there is a marginal difference between the extension and retender option. In the financial implications section we see the financial benefit of implementing the extension early.
18. There is no change to the repair and maintenance liabilities for the leisure facilities. Fusion Lifestyle are responsible for all sites with the exception of the Ice Rink and Hinksey Pool which remain with the Council. Fusion would apply a higher cost to cover what they perceive to be higher maintenance risks at these older sites. The Council is also responsible for the latent defects (defects known at the time of transfer). There are two remaining issues relating to the pool tiling and changing room floors at Ferry Leisure Centre.

19. A risk register is included as Appendix 2.

Climate change / environmental impact

20. The continued modernisation of the leisure facilities helps to reduce the carbon impact. There are no negative carbon impacts arising from the recommendations within the report.

Equalities impact

21. Inclusivity continues to underpin the delivery of the leisure. By continuing to improve the leisure centres there will be enhanced provision for all of the Council's target groups.

Financial implications

22. The extension option scored slightly higher than testing the market. This combined with the ability to gain the financial benefits earlier means that the contract extension option provides the best value solution which has been confirmed by our consultants.

23. The financial position in the report takes into account the development work at Ferry Leisure Centre completing.

Legal Implications

24. There are no legal issues as the contract has an optional five year extension clause.

Summary

25. Following the review that evaluated the benefits of extending now against other options in five years' time, it is the view of officers, supported by SLC consultants, that the terms that have been negotiated with Fusion Lifestyle is a strong offer that we should take advantage of.

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Version number: 3.3

Appendix 1– Comparison of options

Criteria	Option				
	Weighting	Extend Contract	Retender Contract	In House	New Trust
FINANCIAL	%				
Ability to make revenue savings through maximising income and optimising costs over the period of the contract	20%	1	0.6	0	0.4
Ability to raise affordable capital finance	5%	0.1	0.15	0.2	0.1
Impact on residual Council cost (non-controllable support services)	7.5%	0.375	0.375	0.15	0.3
Transfer and management of risk	10%	0.4	0.4	0	0.2
Ability to secure commissioned work from third parties	7.5%	0.15	0.225	0.3	0.3
Weighted score	50%	2.025	1.75	0.65	1.3
NON FINANCIAL	%				
Ability to contribute to strategic objectives of Council	10%	0.4	0.4	0.5	0.4
Level of control by the Council	10%	0.3	0.3	0.5	0.4
Opportunity for staff development	10%	0.3	0.4	0.3	0.2
Ability to proactively engage communities through targeted outreach programmes	10%	0.3	0.4	0.4	0.3
Ability to demonstrate wider impacts on outcomes linked to health and wellbeing and social inclusion	10%	0.4	0.4	0.4	0.3
Weighted score	50%	1.7	1.9	2.1	1.6
Total	100%	3.7	3.65	2.75	2.9

These are all scored out of 5, then calculated as a percentage with the weighting then added.

Appendix 2 – Risk Register

Item	Description of Risk/ Opportunity	Assessment			Degree of Risk	Consequence (Cost, Time, Fitness for Purpose)	Strategy to Control Risk
		LO	C R	RR N			
1	Missed opportunity to improve the contract	3	2	6	High	Cost	Progress with the contract extension
2	Loose the opportunity to retender in 2019	4	1	4	Significant	Cost	A thorough review of options and negotiation of a very good deal for Oxford.
3	Performance targets are not achieved	2	2	4	Significant	Fitness for purpose	Well managed contract Defaults Breakage clauses are still in place

Key Likelihood of occurrence					Consequence of Risk				
4	Frequent	Likely to occur frequently, many times during the period of concern (e.g. project duration, life of building)			4	Catastrophic	Major failure in meeting prime project objectives		
3	Probable	Several times in the period of concern			3	Critical	Significant failure in meeting prime project objectives		
2	Possible	Sometime in the period of concern			2	Serious	Failure to meet major project objectives		
1	Remote	Unlikely but possible in the period of concern			1	Marginal	Failure to meet lesser project objectives		
0	Improbable	So unlikely that it can be assumed that it will not occur or it cannot occur			0	Negligible	Minor effect on meeting project objectives		
RISK		Negligible	Very low	Low	Significant	High	Very High	Extreme	Prohibitive
RRN		0	1	2	3-4	6	8	9	12+

To: City Executive Board

Date: 12th February 2014

Report of: Head of Leisure, Parks and Communities, and
Service Manager, Regeneration and Major Projects

Title of Report: ROSE HILL COMMUNITY CENTRE CONSTRUCTION
CONTRACT AWARD

Summary and Recommendations

Purpose of report: Request delegated authority to award the construction contract for Rose Hill Community Centre

Key decision: No

Executive lead member: Councillor Steve Curran and
Councillor Ed Turner

Policy Framework: An Efficient and Effective Council

Recommendation(s):

To approve the project to progress the construction of a new community hub in Rose Hill.

To grant authority to the Executive Director for Community Services to approve the award of the construction contract for the building of the Rose Hill Community Centre, subject to tenders being within budget.

Introduction

1. The report provides an update to CEB on the progress of the Rose Hill Community Centre development and requests a delegation of authority from CEB to the Executive Director of Community Services.

Project Update

2. The pre-construction phase of the project remains on track. Progress is being monitored and managed by officers and Project Managers from The Clarkson Alliance. At this stage an opening date of the new Community Centre is scheduled for Spring 2015. This timetable will be tested within the procurement of the construction contractors.

3. The final design, which has been worked on in consultation with the community and councillors, was approved by the Project Board on the 20th December 2013. This is being issued to construction companies in January 2014.
4. A detailed communications strategy is in place which sets out the continued work with all stakeholders. This includes the participation of community groups, with a presentation planned in February on the final design to the Rose Hill Regeneration Partnership. In addition, the Council will have an opportunity to promote its brand and key messages on the hoardings that will be used on the site.
5. Further information and participation during the construction phase is planned, to give the community ownership and raise aspirations for the success of the project.
6. CEB should be aware that the residential and the community centre schemes are separate. CEB gave approval to the Rose Hill project on 19th December 2012. The project includes the development of the new Community Centre and sale of the sites of the existing community centre and the advice centre for residential development. The capital receipt from these land sales will be used to part fund the new community centre. This report deals only with the new community centre construction. The residential elements will follow separately after the new building is complete as there is a requirement for continuity of use.

Contract Award

7. The tender documents are to be issued in January 2014, with a closing date for responses in early March 2014.
8. The project plan seeks to have the construction contract in place by the end of March, with the successful contractor on site by mid-April. Delegated authority would be required to achieve this aim due to restrictions around CEB dates and timescales.
9. The tendering process is being carried out in line with Oxford City Council's procurement policy and that Business Improvement team and Legal are fully involved. The value of works is below the EU procurement thresholds. Based on expressions of interest for other recent construction projects, tenders will be invited using the open tender process.

Finance

10. The budget for the project is £4,286,000; this includes a 7.9% contingency. The budgeted build cost is £3,485,726. £322,000 of the design and consultancy costs has been spent or committed for the end

of the 2013/14 financial year. An additional £228,000 has been bid for in the 2014/15 budget now that the final scheme has been designed and an updated cost plan produced.

Risk

11. A risk register is included in appendix one.

Climate change / environmental impact

12. The new facility will be built to meet current building regulations and in line with planning policy. Officers are also seeking to maximise the use of photovoltaic (PV) panels and a combined heat and power unit is planned.

Equalities impact

13. The new Community Centre has been designed for and will be used by the whole community. The process has engaged with the wider community in line with required equality focused building regulations.
14. See report to CEB of 19th December 2012 for the relevant completed Equalities Impact Assessment.
15. The contract will have built into it a requirement for the contractor to commit to paying anyone employed under the contract the Oxford minimum living wage together with a requirement to take on a local apprentice/create training opportunities, and use local sub-contractors wherever possible.

Legal implications

16. There are no legal implications from this report.

Name and contact details of author:-

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Service Area / Department Leisure, Parks and Communities/ Communities and Neighbourhoods

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Version 1

Risk Register

Item	Description of Risk/ Opportunity	Assessment			Degree of Risk	Consequence (Cost, Time, Fitness for Purpose)	Strategy to Control Risk
		LO	CR	RRN			
1	Programme Slippage due to delay in construction contract completion	4	2	8	Very High	T	Request delegated authority for Executive Director, Community Services to sign off Tender Recommendation report
2	Budget shortfall due to slippage in programme	2	3	6	High	C	See above

Key Likelihood of occurrence			Consequence of Risk		
4	Frequent	Likely to occur frequently, many times during the period of concern (e.g. project duration, life of building)	4	Catastrophic	Major failure in meeting prime project objectives
3	Probable	Several times in the period of concern	3	Critical	Significant failure in meeting prime project objectives
2	Possible	Some time in the period of concern	2	Serious	Failure to meet major project objectives
1	Remote	Unlikely but possible in the period of concern	1	Marginal	Failure to meet lesser project objectives
0	Improbable	So unlikely that it can be assumed that it will not occur or it cannot occur	0	Negligible	Minor effect on meeting project objectives

RISK	Negligible	Very low	Low	Significant	High	Very High	Extreme	Prohibitive
RRN	0	1	2	3-4	6	8	9	12+

To: City Executive Board

Date: 12 February, 2014

Report of: Regeneration and Major Projects Manager

Title of Report: REDBRIDGE WASTE RECYCLING CENTRE,
ABINGDON ROAD – AGREEMENT IN RESPECT OF
OUTSTANDING RENT REVIEWS

Summary and Recommendations

Purpose of report: To seek approval to enter into an agreement with Oxfordshire County Council whereby the County agrees it will not be able to activate the annual rolling break clause and will be committed to operating the waste recycling centre for a period of five years as part of an agreement concerning outstanding rent reviews.

Key decision? Yes

Executive lead member: Councillor Ed Turner

Policy Framework: Vibrant and Sustainable Economy

Recommendation(s): The Council enters into an agreement with Oxfordshire County Council whereby a rent of £20,000 per annum is agreed in respect of the review due on 25th December 2011, and the earlier outstanding reviews are not pursued by the City Council. This is on the basis that the County agrees it will not activate the annual rolling break and will be committed to operating the waste recycling centre for a period of five years from the date of the agreement unless an alternative site approved by the City Council is located and made operational.

Appendices

1. Risk Register
2. Not for Publication Confidential Appendix

Background

1. Oxfordshire County Council occupies land at Abingdon Road (known as Redbridge Waste Reception Centre) under a lease from Oxford City Council dated 24th December 1982.
2. The lease is for a term of 42 years from 25th December 1981. The lease permits the property to be used as a waste reception centre.
3. Oxfordshire County Council, as the tenant, has the ability to determine the lease at any time by giving the City Council 12 months' written notice.
4. The current rent payable is £5,000 per annum and this rent was set at the last rent review on 25 December 1993.
5. There are outstanding rent reviews due on 25th December 1999, 25th December 2005 and 25th December 2011.
6. The Council obtained independent advice regarding the rental value in connection with the rent review due on 25th December 2011. Based on the advice a rent review notice was served on Oxfordshire County Council in December 2011 quoting a rent of £100,000 per annum. Further details of the advice from the consultants is detailed in the Confidential Appendix (Appendix 2).
7. The Council also obtained legal advice as to whether or not the rent reviews due on 25th December 1999 and 25th December 2005 could still be activated. The legal advice confirmed the City Council could activate the reviews if it wanted to do so. Further information regarding the legal advice obtained is detailed in the Confidential Appendix (Appendix 2).
8. Following service of the rent review notice, negotiations took place between Oxfordshire County Council and the agents acting for the City Council. However a negotiated settlement was not reached due to the large difference between the market rent and what the County feel they can afford.

Options

9. Where a negotiated settlement cannot be reached in respect of a rent review, the lease contains provisions for the review to be determined by a third party. In this case the lease confirms the third party would act as an arbitrator. Either party could, therefore, apply to the Royal Institute of

Chartered Surveyors for the appointment of an arbitrator, who would then determine the rent payable.

10. This course of action has not yet been initiated by either party, as there have been separate direct discussions between the City Council and the County Council regarding a possible compromise agreement, which would encompass the rent reviews and the 12 month break clause.

The Proposed Agreement

11. The parties will agree that the County Council will not be able to activate the annual rolling break as from the date of the agreement although the County Council will be able to determine the lease on 6 months' notice but only if an alternative site is located which has been approved by the City Council and is made operational before the closure of Redbridge.
12. For the five year period the rent payable will be £20,000 per annum.
13. It will be a requirement that the site will be operated to provide a recycling and waste centre with at least the disposal options currently provided, which is open to the public and the local authority and trade customers and with public access on the same operating hours as existing.
14. The County will carry out the works required by the HSE necessary to keep the Centre operational with public access within six months of the date of the agreement.
15. The County, in carrying out the works, would seek to find a way of accommodating the local demand for access on foot to the facilities on site.
16. At the end of the five year period there would be a rent review to the open market rent following the rent review provisions in the existing lease.
17. If the tenant complies with the above obligations, the landlord will lose the right to implement the rent reviews due on 25th December 1999, 25th December 2005, 25th December 2011 and 25th December 2017.
18. If the tenant does not comply with the above obligations during the five year period the landlord will be entitled to implement the rent reviews detailed in paragraph 17.
19. As part of the agreement, there will be express recognition in the signage to the site that the City Council has provided the site at less than market rent to enable the site to operate at a lower cost.

Benefits to the City Council of Agreeing the Proposed Agreement

20. The agreement will secure the operation of a waste recycling facility (either at Redbridge or an alternative site in the City) for a period of five years, which would not otherwise be certain if the County Council was required to pay a market rent. The County Council have indicated they would determine the lease on 12 months' notice, as they are unable to pay a market rent. The agreement does therefore secure the delivery of a very important service in the face of significant cutbacks.
21. Without the facility operating it is likely there would be increased fly tipping which is clearly undesirable for the City. Furthermore, the public would have to use alternative facilities which will involve longer journeys and increased carbon emissions.
22. There would also be potential increased costs for the City Council, due to the increased fly tipping and the need for the Council to use the nearest alternative (Stanton Harcourt) resulting in an extra round trip of 20 miles and the resulting increased costs in terms of time and fuel.
23. If the site became vacant it is unlikely a commercial waste operator would operate the site in its current use because, as currently operated, it is a free service. There would, therefore, be little commercial merit.
24. Details of these increased costs are set out in the Confidential Appendix (Appendix 2).

Financial Considerations

25. The estimated annual rent due to the Council following completion of the December 2011 review and the estimated rent if the two earlier reviews were activated is set out in the Confidential Appendix (Appendix 2).
26. It can be seen the savings achievable for the Council by having the certainty of the waste reception centre being continued to be operated by the County Council are difficult to quantify and cannot be shown to equal the lost rent as a result of entering in to the agreement.
27. The figures show that on purely financial terms, even allowing for the potential cost benefits to the city of the site continuing to run, there would still be a loss for the Council due to the level of back rent due.
28. However, if the agreement is not implemented and the County vacate it is unlikely a commercial operator, assuming one can be found, would operate the site in the same way as the County, the result of which could be significant on going costs to the City through using an alternative site.

Risk Implications

29. A risk assessment has been undertaken and the risk register is attached as Appendix 1.

Environmental and climate change implications

30. The proposed agreement will potentially avoid increased fly tipping and the potential need for increased use of special collections.
31. There are also adverse climate change implications that will be avoided if the agreement is adopted. In particular, having a waste reception centre within the city boundary will result in a reduced carbon footprint when compared to a new site which may be set up some significant distance from the city.

Equalities Implications

32. None arising out of this report.

Legal Implications

33. The proposed agreement involves documenting the December 2011 review at a below market rent and not pursuing the earlier rent reviews. This goes against the general principle of receiving the best consideration reasonably obtainable, but the Constitution does make provision for situations in which, for good reasons, the Council may wish to sell or let at less than best consideration. The Constitution confirms that in such situations the transaction must be considered and approved by CEB.
34. For the reasons set out in this report it is considered appropriate to proceed on the basis of the agreement, even though it is not possible to demonstrate best value on purely financial terms.

Conclusion

35. It is recommended the Board approve the proposed agreement to secure the operation of the Redbridge Waste Recycling Centre by the County Council for a five year period unless an alternative site is located which has been approved by the City Council and is made operational before the closure of Redbridge

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Appendix 1

Appendix 1 - CEB Report Risk Register – Redbridge Waste Recycling Centre, Abingdon Road

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness					Current Risk
Risk Score = Almost Certain		Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic							Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain					
CEB-001-CA 353	Oxfordshire County Council choose to not proceed with the proposed agreement.	I 3	P 3	Oxfordshire County Council decide the proposed terms are not acceptable.	Close contact with County and fast resolution of legal documents.	I 3	P 2	Action: Regeneration & Major Projects to instruct Law & Governance on the agreed Heads of Terms and to put in place a deadline for completion of the agreement by the County. If the deadline is not achieved, the City Council will pursue the reviews by way of arbitration. Outcome Required: Successful completion of the agreement.						
CEB-002-CA	The County does not comply with the requirements of the agreement following completion.	4	3	The County find another site from which to operate a waste reception centre	If the County does not comply with the terms of the agreement, the City Council will be able to implement the historic rent reviews and secure a market rent which the County will be liable to pay.	3	2	Action: On completion of the agreement to ensure the County Council carries out the require of works and maintains the centre as a waste reception centre. Outcome Required: Completion of the required works by the County Council and ongoing operation of the site as a waste reception centre.						

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To: City Executive Board

Date: 12 February 2014

Report of: Head of Policy, Culture and Communications

**Title of Report: PROGRESS ON EDUCATION ATTAINMENT
PROGRAMME AND SUPPORT TO DIGITALLY
EXCLUDED CHILDREN**

Summary and Recommendations

Purpose of report: To report progress on the educational attainment programme

Key decision: No

Executive lead member: Board Member Education, Crime and Community Safety

Policy Framework: Strong, Active Communities

Recommendation(s): To note progress on the City's educational attainment programme.

Introduction

1. Oxford City Council, under the aegis of the Oxford Strategic Partnership, has committed significant funding to raise attainment in primary schools in Oxford City. It has set an ambitious target of raising levels of attainment in the primaries which serve the most disadvantaged communities to 10% above the national average. This means:
 - 95% achieving level 2 in Reading at age 7 and
 - 84% achieving Level 4 in English and Maths at age 11 by 2016/17
2. The ambition is for schools in Oxford City serving the less advantaged communities to be world class in their ability to raise attainment. The programme is titled 'The Oxford Challenge: Achieving World Class Teaching.'

3. The aim of this report is to provide an update on progress on the two elements of the programme funded by the City Council.

Update on the Educational Attainment Programme in primary schools

4. There are two elements to the education attainment programme. The first, called Leadership for Learning, provides training and development to support leadership in 11 primary schools in Oxford City. The leadership development is provided through a contract with Oxford University Education Department and Oxford Brookes University in collaboration with the Oxfordshire Learning Consortium. The second element is the funding of an instructional programme to improve reading, writing and mathematics. This training and development is provided through a contract with KRM Psychological and Educational Research Consultants.

Update on the Leadership for Learning Programme

5. This programme was launched on 17 January 2013. Forty-one senior leaders from eleven City Schools, agreed to take part in the programme, and they were accompanied by eleven headteachers from Leicester who have significantly improved their schools. Each of these headteachers is linked to a City school. The programme aimed to be, *'a world-class leadership programme to assist school leaders (including governors) to deliver on the ambitions for raised attainment in the City'*. The participants from the City are shown in Table 1 below:

Table 1: Participants in the leadership for Learning programme 2013	
Bayards Hill	5
Church Cowley St James	4
Cuttesslowe	3
East Oxford	3
Larkrise	5
Orchard Meadow	2
Pegasus	6
St Francis	3
St John Fisher	4
Windale	4
Wood Farm	4

6. Each participant in the programme was able to
 - Receive support to analyse school data and identify challenges for the school;

- Attend 6 public seminars with presentations from leading education experts on topics such as leadership, inclusion and early intervention;
- Engage with other leaders in 3 core workshops focusing on leadership, coaching and analysis of data to ensure progress and accountability;
- Engage in 6 action learning set meetings;
- Work with leaders beyond their context – each school had a link with a Leicester school to undertake visits and share good practice;
- Engage in coaching activity;
- Reflect on learning and record this in a learning log and also submit a project that can be accredited;
- Report how their participation has impacted on their own practice and how far they have disseminated this practice in their schools.

Each headteacher on the programme were also offered coaching from an experienced secondary headteacher.

7. Formal evaluation of the programme is still being completed. However, the programme held a final event on 28 November 2013 when participants reported back on their experience of the programme. Feedback on the programme was very positive. Examples of developments in the schools that took part were given at this event and included the following:

- Increasing the amount of time middle leaders spent in classrooms to work alongside class teachers, which was welcomed by staff as they felt they were getting more support;
- Improving consistency in teaching by introducing lesson demonstrations, filming lessons and reflecting on them together and encouraging teachers to scrutinize each other's lesson plans
- Using coaching to help teachers develop their skills;
- Agreeing standards for teaching assistants and providing training to help them meet them;
- Increasing the number of parent workshops being run by the school, and significantly increasing the number of parents who attend;
- Developing a model to study lessons and encouraging teachers to use it to watch each other teach and give each other feedback;
- Spreading good practice across the schools. One school significantly improved behaviour by introducing a behaviour policy another school in the group had developed.

8. Three head teachers commented particularly on the difference the programme had made to them:

- One described the coaching from a secondary headteacher as brilliant and the best professional development she had experienced in a long time
- Another used the action learning set to reflect on how he could devolve leadership within the school. He moved from all staff meetings being run by him, to a team structure where change teams

- reported on improvements they were making at staff meetings.
- A third talked about the way the course had helped her to market her school more effectively by building the opportunity to be on a leadership programme into its advertising.
- The contract with the Universities funds a second year for the programme. This started on January 16, 2014 with 42 participants from 12 schools. All the schools who participated last year will be sending leaders who did not have the chance to participate in 2013 and one new school – John Henry Newman Academy, is joining the programme.
-

Update on the KRM Reading, Writing and Maths programmes

9. The KRM programme is an instructional programme established by research to particularly enhance reading, writing and numeracy skills in children from disadvantaged communities^{1 2}. The attached table shows the start dates for schools in the programme:

Table 1: Schools Participating in the Project		
School	Programme	Date Started
Larkrise	KRM Maths	November 2012
John Henry Newman	KRM Reading and Writing	November 2012
East Oxford	KRM Reading and Writing	January 2013
St Francis	KRM Maths	January 2013
Pegasus	KRM Reading	April 2013
Orchard Meadow	KRM Reading	April 2013
Windale	KRM Reading	April 2013

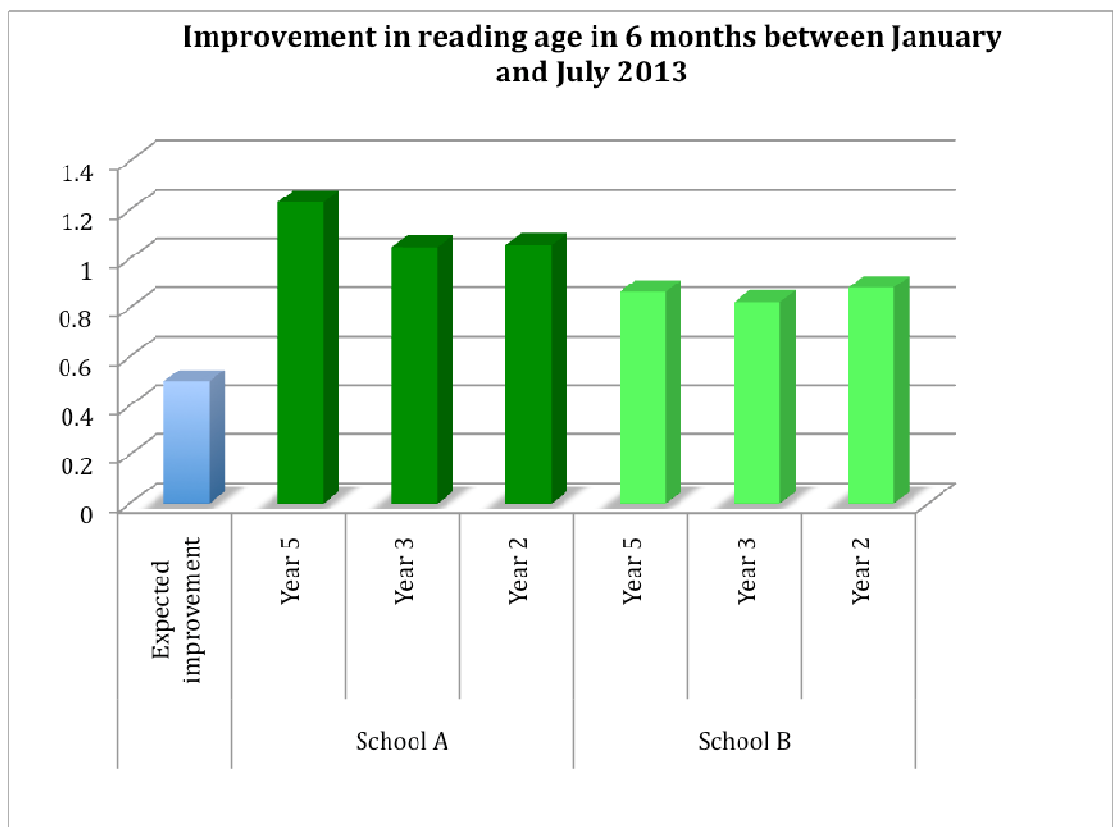
10. Teachers are trained in each programme through six after school workshops of approximately 1.5-2.0 hours. Each workshop is followed by a school visit where each teacher is observed in the classroom and given feedback on how well the KRM Programmes are being implemented in the classroom.
11. In 2012-13 103 workshops and observation visits have taken place in the schools. St John Fisher withdrew from the programme in October 2013 during the period of appointment of an interim headteacher.
12. It is too early to report comprehensively on the impact of the programme as the gains from the research are largely seen within a year to 18 months of implementation. So the first results showing the impact will be published in December 2014. However there are some

¹ Shapiro, L and Solity, J (2008) Delivering phonological and phonics training within whole-class teaching *British Journal of Educational Psychology*, 78 597-620.

² Shapiro, L and Solity, J (2009) Developing the practice of educational psychology through theory and research. In *Educational and child psychology* Vol 25, 3 119-145

early signs of progress which are very promising.

13. One of the schools implementing the Maths programme for the longest period showed significant progress in Key Stage 1 results. The number of children aged 7 achieving level 2 and above rose from 82% to 95% between 2012 and 2013 (which actually already reaches the City's target of 10% above the national average). The number of children achieving level 3 (which is an above average standard) rose from 7 to 29% - an extremely significant increase.
14. We do have access to some test results carried out on reading in the two schools that have implemented the reading programme since January 2013. The reading ages of children in years 2, 3 and 5 were assessed in January and July 2013. The results showed an average increase in reading age of 12.5 months in 6 months, almost double the expected rate of progress in reading.



15. A visit to East Oxford School in October 2013 elicited very positive feedback from staff and pupils about the programme. In November 2013, KRM Consultants organised a visit for 10 teachers from the participating schools to Christchurch School In Brixton which has been implementing all three KRM programmes for 2-3 years. This year it succeeded in getting 100% of children to level 4 and above in reading and 100% achieved level 4 and above in mathematics.

Home access for young people who are digitally excluded

16. A recent research project undertaken in secondary schools within Oxford City by the Internet Institute/Oxford Education Department has brought to our attention the plight of young people in secondary schools who have no access to the internet. The authors of *Teenagers and Technology*³ have highlighted the ways in which Oxford City teenagers without an internet connection feel shut out from their peer group and disadvantaged in their studies. A 15-year-old interviewed for the book commented, "It was hell gone and I have a lot things that I could write and I was angry that I haven't got a computer because I might finish it at home when I've got lots of time to do it." A 14-year-old boy talked about how much harder it was to complete coursework without a home computer: "People with internet can get higher marks because they can research on the internet." He added that he also felt cut off from friends because of being unable to access social networks.
17. The co-author of the book, Dr. Rebecca Eynon, is working with the City Council and the City's secondary schools on a project to give year 9 students (and in one school year 10 students) without access to the internet a laptop and broadband connection. There are approximately 10-20 students in year 9 in each school in this category. The schools have agreed to fund the laptop and software for the students. The Internet Institute is providing research funding and advice on how to support the students and the City's role would be to fund and to procure the broadband connection. The intention is to offer broadband access to 50 to 100 students across the 5 schools for 2.5 years at a cost of approximately £12,000 a year. This would take them through to year 11 when they complete their exams, and would aim to raise their attainment, social confidence and ability to use the internet post school to help them seek employment. There is sufficient funding in the City's Education budget to support this. The involvement of the Oxford University Internet Institute will ensure that the outcomes are monitored and the impact on both academic and social outcomes recorded. It is hoped that this project will provide the evidence for schools to make this expenditure part of their core funding in future.
18. 5 secondary schools have signed up to the project and Oxford University is providing significant support in terms of research time and postgraduate students to support the schools in implementing the project.
19. We are currently holding meetings in the schools with parents to secure their consent to the programme and it is proposed that the Home Access will start during March and May 2014. Pupils will be supported through a monthly session in school with a lead teacher and a postgraduate student until the end of the term in which they complete their GCSE exams.

³ Davies, C. and Eynon, R. (2012) *Teenagers and Technology*, Routledge

Risks

20. The following risks have been identified and mitigating action is outlined below:-

- Vulnerable students may put themselves at risk on the internet. The risk is low. The provider is being asked to ensure that content is filtered so that students may not access adult sites. The students will be supported by a teacher who has had training in how to keep students safe online. Students will be helped to devise a set of rules on how to keep themselves safe. Parents are being engaged as part of the programme
- Laptops may be damaged, lost or stolen. Schools are purchasing the laptops and have agreed also to take out insurance against damage and theft. Students will be helped to devise a set of rules for taking care of their laptops.
- Broadband access may not be available for some locations. Students will be offered internet access through a dongle attached to the laptop or via the landline into their home. Suppliers will need to prove that they can offer access and provide support to ensure this is available to each student at home. The supplier will not be paid if access is not achieved.
- Students will become discouraged through lack of ability to use laptops. Schools are providing monthly support for students on the programme and will also provide help when needed from their IT departments.

21. **Climate change / environmental impact:** Students will be able to access the internet at home which may reduce the need for travel. Some schools are able to use recycled/ reconditioned laptops to support the students

22. **Equalities impact:** There is likely to be a significant positive equalities impact as nominated students are more likely to be those on free school meals and have lower attainment levels.

23. **Financial implications:** These programmes can be achieved within the identified budget. Schools are funding the laptops and Oxford University is funding the research.

24. **Legal Implications.** A formal procurement process will be entered into to ensure that invitations to tender are seen by all possible providers.

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CITY EXECUTIVE BOARD

Wednesday 22 January 2014

COUNCILLORS PRESENT: Councillors Price (Leader), Brown, Cook, Curran, Kennedy, Lygo, Rowley and Tanner.

117. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Turner

118. DECLARATIONS OF INTEREST

No declarations of interest were received

119. PUBLIC QUESTIONS

Full written questions with answers were distributed at the start of the meeting. These are attached to the minutes as appendix one.

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

It was noted that Councillor Jean Fooks would speak on agenda item 5 – Northern Gateway Area Action Plan

121. NORTHERN GATEWAY AREA ACTION PLAN - OPTIONS DOCUMENT

The Head of City Development submitted a report (previously circulated, now appended) concerning the Northern Gateway Area Action Plan (AAP).

Councillor Colin Cook (Board Member for City Development) introduced the report and provided some background and context.

Councillor Jean Fooks addressed the Board, raising issues including traffic management, the importance of getting consultation right, and employment matters.

Rachel Williams (Principal Planning Officer) explained that this is the first stage in producing the AAP. There would be a 6 week period of consultation, involving workshops, exhibitions and leaflet drops. The consultation results are an important part of the next stage – producing the Draft Document; which would also be followed by a 6 week consultation period. The aim was to produce the Draft AAP in the summer, and send it to the Secretary of State in September/October; following which there would be a public examination of it. Therefore, there would be several opportunities for consultation with the public.

In answer to a question, Rachel Williams confirmed that the idea of a workplace parking levy was included in the AAP options document. There was awareness

of the wide traffic implications of the scheme that would necessitate close working with Oxfordshire County Council.

Officers recommended an amendment to the Options Document to include an additional option. An additional option would be included in the section on the Green Belt South of A40, to ensure that all options are considered.

The table on page 15 of the Options Document would be amended as follows (amendment in **bold**):-

Green Belt South of A40:

Option 1	Move the inner Green Belt boundary back to the track that runs along the AAP boundary so that there is no Green Belt to the east of the track but that the fields designated as a Site of Local Importance Nature Conservation and Public Open Space (Goose Green) are maintained within the Green Belt
Option 2	Move the inner Green Belt boundary back to the canal corridor so that there is no Green Belt to the east of the canal (although other designations would be retained; note: if this option is taken forward the AAP boundary would be amended to include this area)
Option 3	Maintain the inner Green Belt boundary at the current position so that this area continues to be within the Green Belt

Resolved to:-

- (1) Approve the Northern Gateway Area Action Plan Document for consultation, with amendment as shown above;
- (2) Approve the proposed amendment to the Local Development Scheme, and;
- (3) Authorise the Head of City Development, in consultation with the Executive Board Member, to make any necessary editorial corrections to the document and to agree the design version before publication.

122. NEIGHBOURHOOD FORUM DESIGNATIONS

The Head of City Development submitted a report (previously circulated, now appended) concerning Neighbourhood Forum Designations for Wolvercote and Summertown/St Margaret's.

Councillor Colin Cook (Board Member for City Development) presented the report to the Board and explained the background.

Councillor Jean Fooks addressed the Board and confirmed her satisfaction with this suggestion.

Resolved to designate two Neighbourhood Forums for Wolvercote and Summertown/St Margaret's as detailed in the report.

123. 23-25 BROAD STREET - LETTING

The Regeneration and Major Projects Team Manager submitted a report (previously circulated, now appended) concerning the proposed letting of the retail premises at 23-25 Broad Street. Jane Winfield (Regeneration and Major Projects Manager) presented the report to the Board.

Resolved to:-

- (1) Approve the proposed letting of 23-25 Broad Street, Oxford on the terms as detailed in the Not for Publication confidential Appendix 4 of this report and otherwise on terms and conditions to be approved by the Service Manager, Regeneration and Major Projects.
- (2) Give authority to the Service Manager, Regeneration and Major Projects, to vary the proposed letting or tenant party as detailed herein provided the transaction continues to represent best consideration.

124. FUTURE ITEMS

Nothing was raised under this item.

125. MINUTES

Resolved to confirm as a correct record the minutes of the meeting held on 11th December 2013.

126. MATTERS EXEMPT FROM PUBLICATION

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

Summary of business transacted by the Board after passing the resolution contained in minute 123

The Board received and noted the contents of not for publication appendix to the reports at agenda item 7 (minute 123 refers).

127. 23-25 BROAD STREET OXFORD - LETTING

The Board received and noted the contents of a not for publication appendix (previously circulated, now appended) to the report at agenda item 7 (minute 123 refers)

The Board decided not to release the appendix from confidentiality because the information contained within it was, and remains, commercially sensitive.

The meeting started at 5.00 pm and ended at 5.15 pm

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of the Local Government Act 1972.

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