

Agenda

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City Executive Board

Date: **Thursday 12 March 2015**

Time: **5.00 pm**

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

For any further information please contact:

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As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

City Executive Board

Membership

Chair	Councillor Bob Price	Corporate Strategy, Economic Development and Planning
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Dee Sinclair	Crime and Community Response
	Councillor Christine Simm	Culture and Communities
	Councillor Susan Brown	Customer Services and Social Inclusion
	Councillor Pat Kennedy	Educational Attainment and Youth Ambition
	Councillor Mark Lygo	Sports, Events and Parks
	Councillor Mike Rowley	Leisure Contract and Community Partnership Grants
	Councillor Scott Seamons	Housing and Estate Regeneration
	Councillor John Tanner	Cleaner, Greener Oxford, Climate Change and Transport

The quorum for this meeting is three, substitutes are not allowed.

Future items to be discussed by the City Executive Board can be found on the Forward Plan which is available on the Council's [website](#)

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 PUBLIC QUESTIONS

When the Chair agrees, the public can ask questions about any item for decision at the meeting for up to 15 minutes. Questions must have been given to the Head of Law and Governance by 9.30am 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

The following Scrutiny Committee reports will be submitted to this meeting as a supplement:-

Discretionary Housing Payment Policy
The Culture Strategy 2015-18
Living Wage

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

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

6 DISCRETIONARY HOUSING PAYMENT POLICY

7 - 30

Lead Member: Councillor Brown, Executive Board Member for Customer Services and Social Inclusion

The Head of Customer Services has submitted a report which details the revised Discretionary Housing Payments Policy

Officer Recommendation: That the City Executive Board approve the revised Discretionary Housing Payment Policy at Appendix 1

7 HOMELESSNESS GRANTS ALLOCATION

31 - 42

Lead Member: Councillor Seamons, Executive Board Member for Housing and Estate Regeneration

The Head of Housing and Property has submitted a report which details the allocation of homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy.

Officer Recommendations: That the City Executive Board:

1. Allocate the full sum of the funds associated with 'Preventing Homelessness Grant' to the Homelessness budget, the majority of which shall commission services to prevent homelessness.
2. Agree the allocation of the Homelessness Grant Budget for 2015/16 as detailed in paragraph 23.
3. Delegate authority to the Head of Housing and Property Services in consultation with the Board member for housing and estate Regeneration to allocate the balance of the Preventing Homelessness Funds.

8 AWARD OF A SINGLE HOMELESSNESS AND OUTREACH SERVICE

43 - 52

Lead Member: Councillor Seamons, Executive Board Member for Housing and Estate Regeneration

The Head of Housing and Property has submitted a report which seeks authorisation to award a contract to deliver the Council's single homeless outreach and assessment service.

Officer Recommendation: That the City Executive Board award the Single Homeless Outreach and Assessment Service to St Mungo's Broadway for a period of 3 years initially with the possibility of an extension for up to 2 years.

9 APPROVAL OF THE CULTURE STRATEGY 2015-18

53 - 96

Lead Member: Councillor Simm, Executive Board Member for Culture and Communities

The Head of Policy, Culture and Communication has submitted a report which details the development of the draft Culture Strategy 2015 – 18, an overview of its vision and priorities and reports on the results of public consultation. It proposes approval of the strategy in the light of consultation.

Officer Recommendation: That the City Executive Board considers the draft Culture Strategy 2015 – 2018 as set out at Appendix 1 and recommends it to Council for approval.

10 INTEGRATED PERFORMANCE REPORT QUARTER 3 2014/15

97 - 118

Lead Member: Councillor Turner, Executive Board Member for Finance, Asset Management and Public Health

The Heads of Finance and Business Improvement and Technology have submitted a report which details the Council's Finances, Risk and Performance as at the end of Quarter 3, 31st December 2014

Officers Recommendations: That the City Executive Board:

- Note the projected outturn for finance (showing a favourable General Fund position of £1.267 million, a favourable Housing Revenue Account position of £2.565 million and a favourable Capital Position of £3.890 million) and performance as well as the associated risk position as at December 2014;
- Recommend to Council a supplementary capital budget £200,000 for welfare facilities at Cowley Marsh depot as detailed in paragraph 5;
- Note the risks and potential financial penalties relating to Homes and Communities Agency Grant Funding as outlined in paragraphs 6 and 7; and
- Recommend to Council that all end of year revenue surpluses from 2014/15 be transferred into a property investment reserve, subject to c) above, in order that the funds can be invested to provide future income streams or to further policy objectives including the allocation of £550,000 in relation to the purchase of the freehold of St.Aldate's Chambers.

11 MINUTES

119 - 128

Minutes of the meeting held on 12 February 2015

Recommendation: That the City Executive Board NOTE the minutes of the meeting held on 12 February 2015 as a true and accurate record.

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.

To: City Executive Board
Date: 12 March 2015
Report of: Head of Customer Services
Title of Report: Discretionary Housing Payments Policy

Summary and Recommendations

Purpose of report: To approve the revised Discretionary Housing Payments Policy

Key decision? Yes

Executive lead member: Cllr Susan Brown, Board Member for Customer Services and Social Inclusion

Policy Framework: None

Recommendations: That the City Executive Board approve the revised Discretionary Housing Payment Policy at Appendix 1

Appendices to report –

Appendix 1 – Revised Discretionary Housing Payments Policy

Appendix 2 – Risk Register

Appendix 3 – Equalities Impact Assessment

Introduction

1. On 12 June 2013 the City Executive Board (CEB) approved a new Discretionary Housing Payment (DHP) Policy. The most significant change to the new policy was to award DHP only where agreement is reached for the applicant to work on an action plan to reduce their reliance on DHP. Against a backdrop of significant welfare reform and consequent reductions in benefit entitlement, this approach was introduced to ensure that people being supported with DHP's were also taking steps to find more sustainable solutions to their situation.
2. Reductions in Housing Benefit made as part of the government's Welfare Reform programme have resulted in a significant increase in the number of applications for DHP's. The government temporarily increased DHP grants to Local Authorities in the last two years to meet this need. However, without supporting applicants to reduce their reliance on DHP's, there was a risk of

creating a dependency on this support, and creating demand which could not be met once the additional government funding was reduced.

3. The government announced a significant reduction in the national grant for DHP's on the 2nd February. From 2015/16 Oxford City Council's grant will reduce from £514,496 to £288,092, a reduction of 44%. However this is still well above the grant of £229,846 received in 2012/13 after the Local Housing Allowance reforms had been introduced.
4. The government has distributed the DHP grant on the basis of need, in relation to the impacts of the Benefit Cap, Bedroom Tax and Local Housing Allowance(LHA) changes. London Authorities and Northern LA's are more severely affected by the first two measures and receive the majority of those elements of the DHP grant. Perversely, the unaffordability of the private rented sector in Oxford means that we have seen a reduction in our LHA caseload in that sector, and consequently receive a lower allocation of DHP funding.
5. The reduction in funding requires the current policy to be reviewed. The main changes are outlined below. Appendix 1 contains the revised DHP Policy. Appendix 4 provides some information on the background and purpose of DHP's.

Expenditure

6. The policy change introduced in 2013 helped to manage the increased demand for support arising from the introduction of the Benefit Cap and the Social Sector Size Criteria (known as the Bedroom Tax). Demand for DHP's had already increased as a result of the reduction in Local Housing Allowance (LHA) rates from 2011 (LHA is the name for Housing Benefit paid to private sector tenants).
7. In 2013/14 we spent £431,244.10 on 802 awards (82% of our grant) even though the government did not introduce Universal Credit during the course of the year which was anticipated when the budget was set. In 2012/13 we spent £196,371.81 on 373 awards, which was 85% of our grant. Expenditure in the current year, up until the end of December was £327,579 on 761 awards which represents 64% of our grant for the year. The projected outturn for 2014/15 is currently £481,000
8. The following table compares the details of DHP awards and expenditure by benefit category for the year to date with 2013/14. Please note that the category of "Other" relates to circumstances where an applicant is not entitled to full Housing Benefit. This will usually be as a result of having greater income than the minimum level which attracts full Housing Benefit or, due to deductions made in respect of non-dependant adults living at the property.

Breakdown of DHP applications

Reason for Claim	2013/14			2014/15 (1st 6 months)		
	Apps	Awards	Amount of awards	Apps	Awards	Amount of awards
Benefit Cap	226	215	£213,064.96	169	155	£166,208.80
Bedroom Tax	474	379	£124,386.18	267	223	£47,767.06
Local Housing Allowance	232	180	£93,005.42	176	141	£38,812.72
Combination	7	3	£1,681.36	3	3	£4,295.22
Other	67	25	£12,549.96	39	22	£3,410.28
Totals	1006	802	£444,687.88	654	544	£260,494.08

NB: The figures quoted in paragraph 6 above, are taken from the Benefits system, and are different from those in the above table. This is because the benefits system takes account of awards for claims which end prematurely, or where there are minor adjustments to the amount of benefit claimed, but cannot easily record the reason for the claim. Hence the reason for claims is recorded manually in a spread sheet together with the original award amount (the figure shown in the table).

9. 212 applications were turned down in the six months to 31.12.14. The main reason being that it was determined that the customer was able to afford their rent. In a small number of circumstances applications were turned down because the customer was not willing to undertake activities to help them find a more sustainable solution. However, often in such cases, the customer changes their mind once they start to accrue rent arrears.

Reasons for refusal:

Excess income	55
Failed to supply requested information	36
No rent shortfall	36
Unwilling to accept conditions of award	15
Failed to meet conditions of previous award	13
Means tested shortfall only	11
Other	10
Ineligible rent costs	9
DHP would not sustain tenancy	7
No longer affected by welfare reform	6
No HB entitlement	5
No long term plan to reduce DHP reliance	4
Expensive rent	3
Home Choice paying top up	2
Total:	212

10. The 761 awards made to the end of the December include 570 individual customers. 236 customers have received multiple awards during the year. Customers receiving a larger number of repeat awards tend to have complex needs. Analysis of DHP awards made over the last two years identifies 115 customers who have received multiple awards over both 2013/14 and 2014/15. Expenditure on these cases this year is £195,929, with the forecast expenditure for the year on these cases being approximately £250,000. This represents the minimum amount of DHP expenditure that the Council will need to make on an ongoing basis. The figure is likely to increase year on year as a result of rent increases exceeding the increase in housing support paid.
11. The analysis of repeat awards clearly demonstrates the importance of minimising dependency on DHP's wherever possible. Awards require action plans to be agreed so that customers are supported to manage their shortfalls themselves. Action plans have been agreed with applicants in 720 awards made this year. The top five actions are shown in the table below. An action plan would not be agreed for awards made for a short fixed period, such as supporting someone as they move into employment.

Reason	Total
Find work	329
Apply for another benefit	133
Debt Advice	132
Downsize*	105
Find cheaper accommodation	46

*Downsizing is applied to people occupying property which is larger than they need whereas "Find cheaper accommodation" is applied to people who are in the right size accommodation, but which is unaffordable.

2015/16 Grant

12. Oxford's DHP grant for 2015/16 is £288,092. Regulations put a ceiling on the amount of additional funding a local authority can spend on DHP; this is 2.5 times the central government grant. Therefore for 2015/16 the ceiling is £720,230. Any expenditure over and above the grant, up to the ceiling, is a direct cost to the Council.
13. The Housing Service is committed to providing an additional £150,000 from Homelessness Prevention funding to supplement the DHP grant. This means there is a total fund of £438,092 to spend on DHP's in 2015/16.

Policy Changes

14. The policy has been amended to give priority to applications from households with children and from people who have limited scope to change their circumstances. This helps to reduce child poverty whilst ensuring the Council supports people who are victims of circumstances, such as disabled people affected by the Bedroom Tax who have had adaptations made to their home.

For the latter group, it would not be cost effective for them to move due to the adaptations required at any new property.

15. Analysis in December of live Housing Benefit claims which have received a DHP this year shows that 52% of recipients have children and 10% have an additional premium relating to long term illness or disability, and are affected by the Bedroom Tax. Restricting the majority of DHP payments to these groups should result in the following amounts of expenditure:

Reason for DHP	2015/16 Expenditure
Benefit Cap	£250,000
Bedroom Tax	£30,000
LHA Changes	£50,000
Total	£330,000

16. A new policy aim has been added which is to support people who are transitioning into work, particularly those at the risk of homelessness. This helps to support the aim of the DHP policy which is to support people finding long term, sustainable solutions which prevents dependency on DHP's.
17. In determining awards, the policy has been changed to make the main consideration in making an award the scope which people have to reduce their reliance on DHP. With the government grant reducing it is important that DHPs are used to effect change in people's lives and enable them to become financially sustainable. Aligned to this is a requirement for repeat applicants to show the progress they are making in respect of any action plan agreed, and to be clear about what their next steps are. The policy also now says that where work is a reasonable outcome for someone, this will always form part of any action plan agreed with them.
18. Minor administrative changes have also been made to reflect the fact that the Welfare Reform Team now assesses all DHP's and to state how recipients of Universal Credit will be treated.

Monitoring

19. The consistency of decision making will be monitored by continuing to undertake a 10% check of all applications, whether successful or unsuccessful. In 2013/14 and 2014/15 regular reports have been made to Scrutiny Committee on DHP expenditure, and it is anticipated this will continue in 2015/16. Such monitoring will include detail of the amount of expenditure being made in respect of different Welfare Reform measures, and the number of cases receiving multiple awards throughout the year. Both actual and forecast DHP expenditure will be reported so that pressures can be identified as early as possible.

Risk

20. An evaluation of the risks associated with the implementation of this policy has been carried out. A detailed Risk Register is attached at Appendix 2.

Environmental Impact

21. No impact

Equalities Impact

22. An initial impact assessment has been carried out and is attached at Appendix 3. No undue, adverse impacts have been identified. However as the DHP budget is finite, and needs to be allocated within set guidelines, monitoring will be carried out to ensure there are no unintended consequences of the policy to any specific group of customers.

Financial Implications

23. By making effective use of the Discretionary Housing Payment budget, and targeting awards effectively, the Council will save the costs of placing people in temporary accommodation or dealing with people who are homeless. Typically the cost of placing someone in temporary accommodation can be 18 times that of sustaining a tenancy using DHPs. There is a risk that the £438,092 of financial resources available to the Council will be insufficient to meet the level of eligible applications for DHP. Going forward officers will be carefully monitoring the situation, looking for additional funding and targeting awards to those least able to effect a change in their circumstances.

Legal Implications

24. The recommendations of this report are within the scope of the Child Support, Pensions and Social Security Act 2000 and The Discretionary Financial Assistance Regulations 2001 (SI2001/1167), and subsequent amendments. Whilst the regulations give a very broad discretion the Council has a duty to act fairly, reasonably and consistently. Each case must be decided on its own merits, and decision making should be consistent throughout the year.

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Background Papers: None

Oxford City Council's Discretionary Housing Payment Policy

1. Aims

- 1.1. The overarching objective of this policy is to distribute funding granted under the Discretionary Housing Payment scheme (DHP) in order to prevent homelessness. This will be achieved by providing short term relief to applicants in order to give them time to find more sustainable solutions to their financial arrangements. The policy is also intended to support people who have little scope to change their personal circumstances.
- 1.2. Demand for support through awards of DHP has increased since 2013/14 as a result of the introduction of under occupancy criteria in the social sector, and the Benefit Cap. These measures together with the reduction in the Local Housing Allowance rates are estimated to reduce the amount of Housing Benefit paid in Oxford by £5.6 million annually.
- 1.3. In addition to the overarching objective of the policy outlined in 1.1, the policy also aims to:
 - alleviate child poverty and keep families together
 - support vulnerable young people in the transition to adult life, including young people leaving care; and
 - support the vulnerable in the local community
 - support the transition into work, particularly for people at risk of homelessness

2. Determination of Applications

- 2.1. Applications for DHP awards must be made on the form shown at Appendix A. The Welfare Reform Team will consider all applications for DHP on their individual merit.
- 2.2. DHP's can not be awarded in the following circumstances:
 - To top up an award made under the Council Tax Reduction Scheme¹.
 - To contribute to the cost of ineligible service charges
 - To assist in paying for rent increases imposed as a result of incurring rent arrears
 - To assist in paying for rent costs which arise from the imposition of sanctions or reductions in Housing Benefit. These include any reduction made as a result of not complying with work related conditionality, or in arranging maintenance as directed by the Child Support Agency, or breaching a community service order.

¹ Section 13A of the Local Government Finance Act 1992 provides for Local Authorities to make reductions in the amount of Council Tax owed by an individual.

- 2.3. It is not intended to award DHP in the following circumstances, unless to do so would strongly support the policy objectives outlined above:
- To support households without children, where applicants have scope to improve their situation themselves
 - Assistance with moving costs, rent in advance, and deposits (unless moving to more affordable accommodation)
 - Shortfalls caused by a non-dependent deduction.
 - Where a DHP is requested for a backdated period
 - Where Capital in excess of £6,000 is held for people of working age, or £10,000 for those of pensionable age
 - Where the tenancy was not affordable when it was taken on.
 - Where an applicant has multiple outstanding debts, and professional debt advice has not been sought, nor a plan put in place to deal with the debt
 - Where there is affordable and suitable available alternative accommodation.
 - Where applicants have not taken steps to reduce or remove their need for DHP, and/or state the period of time they require the DHP.
 - Where multiple family units or households are living in one property, and another household could be expected to make additional contributions to the rent
 - Where fraud has been admitted or proven in relation to claims for Housing Benefit, Council Tax Benefit, Council Tax Reduction Scheme or Discretionary Housing Payments.

2.4 In deciding whether to award a DHP, the consideration will be given to:

- how the award will meet the policy objectives, with priority being given to:
 - households with children
 - applicants who have limited scope to change their circumstances (e.g. a disabled applicant affected by the underoccupancy rules who has had adaptations made to their property)
- the shortfall between Housing Benefit and the rental liability (unless Universal Credit is in payment, in which case the award can be any amount up to the amount of eligible rent);
- any steps taken by the claimant to reduce their rental liability;
- any steps taken by the claimant to find work, or increase their hours of work
- the financial and medical circumstances (including ill health and disabilities) of the claimant, their partner and any dependants and any other occupants of the claimant's home;
- the income and expenses of the claimant, their partner and any dependants or other occupants of the claimant's home. (All applicants will be required to complete an Income & Expenses Form.) Where it is felt that expenditure is inappropriate or incompatible with award of a DHP, the claimant will be referred for debt advice or financial capability support.
- any savings or capital that might be held by the claimant or their family;
- the level of indebtedness of the claimant and their family;
- the exceptional nature of the claimant and his / her family's circumstances;
- the amount available in the DHP budget at the time of the application;
- the possible impact on the Council of not making such an award, e.g. the pressure on priority homeless accommodation;

- any other special circumstances brought to the attention of the Welfare Reform Team.

3 Amount and condition of awards

3.1 The Welfare Reform Team will decide how much to award based on all the circumstances. However, the main determining factor will be a consideration of the applicant's scope for reducing their reliance on DHP's in the future. Where this is possible, awards will usually be made for a maximum of three months. If an applicant has limited options for making changes in their circumstances awards will be made for longer periods, of up to 12 months. An award of a DHP does not guarantee a further award at a later date even if the claimant's circumstances have not changed.

3.2 . The start date of the award will normally be:

- the Monday after the Welfare Reform Team receives the written claim for a DHP; or
- the date on which entitlement to Housing Benefit starts; or
- another date, where this fulfils the objectives of this policy better than the dates above.

3.3 An award of DHP will have conditionality attached to it in the majority of circumstances. Any conditionality will be linked to increasing the applicant's income, reducing their rental liability or reducing other outgoings. Examples of types of conditionality could include:

- Attending work related coaching with one of the Council's partners
- Actively looking for work, with or without the support of the Council, or one of our partners
- Registering for housing and bidding for suitable properties in each cycle
- Seeking assistance to manage debts
- Paying rent arrears
- Engaging with specialist support services

The intention of any conditionality is to assist the customer in improving their circumstances, it is not a punitive measure. However an award of DHP can be cancelled if a customer has not undertaken the agreed activity. Where employment is a reasonable outcome for someone, a condition related to moving into work will always be applied.

3.4 Where an application for DHP is made by a recipient of Universal Credit, the DHP award will be calculated in one of two ways. If an Alternative Payment Arrangement (APA) is in place to the applicant's landlord, the award will be the shortfall between the payment to the landlord and the applicant's rent (taking into account paragraph 2.2 above). This amount will be converted from a monthly to a weekly amount. Where an APA is not in place, the shortfall will be determined with reference to the applicant's income and expenditure details.

3.5 When making a repeat application for an award, the customer must have met the conditions applied to their previous award, be able to set out what actions they have undertaken as a result of that support, and explain their next steps in order to reduce their reliance on DHP awards. Such applications will require an interview with a Council officer before an award can be made.

4 Administration of Payments

4.1 Where the applicant appears to be entitled to another state benefit that they are not receiving, they will be advised to make a claim, and provided with details of other

agencies in the city who may be able to help with such a claim. Any DHP will be reviewed in light of the result of this claim.

- 4.2 The Welfare Reform Team may need to revise an award of a DHP where the claimant's circumstances have materially changed. Any revision to the award will take effect from the same day as any change to the Housing Benefit award. If a revision of an award leads to an overpayment then steps will be taken to recover this money if it is reasonable in the circumstances to do so.
- 4.3 A DHP will normally be made payable to the person receiving the Housing Benefit payment. Where Housing Benefit is paid to the landlord, and a DHP award is made for more than three months, the Welfare Reform team will review the claim to ensure that payment should continue to be made to the landlord.
- 4.4 DHP will be paid by the most appropriate means available. This will normally be by BACS transfer. The payment frequency will normally be made in line with payments of Housing Benefit.
- 4.5 Decisions regarding DHPs will be notified to the claimant within 10 working days of receiving the last piece of information required to determine the application, and will include:
 - Reasons for the decision
 - The start and end date of the award
 - The amount of the award
 - Conditions attached to the award
 - The claimants right of review
 - Advice that future awards may not be made
- 4.6 A more senior officer will review any DHP decision that is disputed by the claimant. If the decision is still upheld, any further dispute must be dealt with through the Councils complaints procedures and ultimately by judicial review.
- 4.7 Where a customer has a complaint in the way we have applied our policy, they may ask the Local Government Ombudsman to look at their case, after exhausting the Council's own complaints procedure.

5 Fraud

- 5.1 Oxford City Council is committed to the fight against fraud in all its forms. A claimant who tries to fraudulently claim a DHP by falsely declaring their circumstances, or providing a false statement or evidence in support of their application, may have committed an offence under section 2 of the Fraud Act 2006. Where the Welfare Reform Team suspects such a fraud may have occurred, the matter will be investigated and this may lead to the instigation of criminal proceedings.

6 Monitoring

- 6.1 Reports will be extracted from the DHP software on a monthly basis to ensure that expenditure is within budget and is correctly profiled to ensure no overspend at the end of the financial year. Overpayments will be reconciled on a monthly basis. A 10% check will be made of all DHP applications, whether successful or not, to ensure that decision making is consistent.
- 6.2 The reasons for making a DHP award will be monitored and reported based on the following list:

Benefit Cap
LHA Reductions
Housing Benefit reductions due to under-occupation
Combination of reforms
Other

This will be reported back to DWP in accordance with their requirements.

7 Communication of Policy

7.1 The Welfare Reform Team will publicise the scheme and will work with all interested parties to achieve this. A copy of this policy statement will be made available for inspection and will be posted on Oxford City Council's website.

8 Review

8.1 This policy is effective from 12 March 2015. It will be reviewed no later than 1 April 2017.

Application for Discretionary Housing Payment (DHP)

Section 1: About you

We may need to contact you to discuss your claim further. To help us to process your claim quicker, please give us your current contact details.

Full Name:

.....

Address:

.....

.....

..... Post Code:

Claim reference number: 80-

Home number: Mobile:

Email address:

Tick this box if you do not want us to contact you by text or email.

Section 2: About your circumstances

1. Why are you applying for DHP e.g. bedroom tax, local housing allowance (LHA) shortfall, benefit cap, personal circumstances?

2. What is your tenancy type?

Council Tenant Housing Association (please specify):

.....

Private Rented Other (please specify):

.....

3. Are you getting help from anyone at the moment e.g. Tenancy Sustainment, Connection, Crisis, Aspire, Mind, Advice Centre, Citizens Advice Bureau, Job Clubs, Social Services, etc?

4. Are you at risk of eviction? Please tell us what action your landlord is taking against you.

5. Have you applied for DHP before?

- Yes- please answer question 6A No- Please answer question 6B

6A. Please tell us what are you doing to meet the conditions of your last award?

6B. Please tell us what have you tried to do to improve your current situation?

7. Is there anything else you would like us to know about when we are considering your claim e.g. health, pregnancy, addiction issues.

Section 3: About your new DHP award

8. DHPs provide short term financial help for people who are working towards improving their situation so they can afford to pay their rent without this support in the future. Which of the following options are you taking or are you prepared to take to improve your situation?

- Employment/training towards work
 Downsizing (moving to a smaller home)
 Increasing working hours
 Debt/money advice
 Moving to cheaper accommodation
 Lodger
 Other (please specify below):

Section 4: About your financial situation

Please give us details of your Income and Expenditure as accurately and completely as you can. This information is needed to make a decision about your Discretionary Housing Payment. You may be asked to provide proof of the amounts declared.

Please state period as Y = yearly or Q = quarterly or M = monthly or W = weekly

Income					
Income Type	Period	Amount	Income Type	Period	Amount
Wages			Rent from lodger		
Wages (partner)			Industrial Injuries Benefit		
Jobseeker's Allowance			Pension Credit		
Income Support			State Retirement Pension		
ESA – Work Group			Occupational Pension		
ESA- Assessment Phase			Sick Pay		
ESA- Support Group			Maternity Pay		
Child Tax Credit			Carer's Allowance		
Child Benefit			Attendance Allowance		

Disability Living Allowance			Student Income/ Loans		
Personal Independence Payment (PIP)			Savings/ Investments		
Maintenance			Armed Forces Independence Payment		
Working Tax Credit			Universal Credit		
Money from Non-Dependant			Other (please specify)		

Bills					
Expenses	Period	Amount	Expense	Period	Amount
Rent (after HB*)			Pay TV/ Internet/ Phone Package		
Council Tax (after CTRS*)			Maintenance Payments		
Water Rates-metered			Service Charges		
Water Rates-not metered			Repairs		
Gas			Private Pension payments		
Electricity			Insurance e.g. contents, life, pets		
Coal/Wood/Other Heating			Other (please specify)		
TV Licence					
Mobile Phone 1					
Mobile Phone 2					

Travel					
Expenses	Period	Amount	Expense	Period	Amount
Public Transport			Disability Related Mobility Expenditure		
Petrol			Breakdown Cover		
Car/Van Insurance			MOT		
Road Tax			Other (please specify)		
Taxi					
Motorbike Insurance					

*HB- Housing Benefit

*CTRS- Council Tax Reductions Scheme

Please state period as Y = yearly or Q = quarterly or M = monthly or W = weekly

Housekeeping					
Expenses	Period	Amount	Expense	Period	Amount
Food			Childcare		
Takeaway			Healthcare Prescriptions		
Meals on Wheels			Health & Beauty (please		

Baby Food/ Milk			specify)		
Toiletries			Clothing		
Nappies			Disability Related Care		
Laundry/ Dry Cleaning			Expenditure		
Cleaning Materials			Haircuts		
School Uniform			Gym Membership		
School Meals			Other		
School Trips			(please specify)		

Other costs					
Expenses	Period	Amount	Expense	Period	Amount
Going Out/ Entertainment			Gambling		
			Holidays		
Savings			Investments		
Pets e.g. food, vets			Bank Costs		
Pocket money			Meals at work		
Afterschool Activities Clubs			Newspapers/ Magazines		
			Memberships/ Subscriptions		
Birthdays			Online Subscriptions		
Religious Holidays e.g. Christmas, Eid			Charities		
			Other (please specify)		
Cigarettes					
Alcohol					

Debt			
Expenses	Period	Amount	Total amount of debt
Personal Loans e.g. family, friends			
Pay Day Loans			
Credit Cards			
Rent Arrears			
Utility Arrears e.g. gas, water, electrics			
Council Tax Arrears			
Student Loans			
Hire Purchase			
Court Fines			
Maintenance Payments			
White Goods/ Furniture Loans			
Catalogue Payments			
Other (please specify)			

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Section 5: About a backdate

If you want to request a backdated DHP, please answer the questions below. You may be asked to provide evidence.

1. What period do you want the payment to cover?

2. Why did you not make your claim earlier? Please give any other information you would like us to take into consideration when assessing your request for a backdate.

Section 6: Your declaration

I declare that the information I have given on this form is correct and complete.

I understand the following:

- If I give incorrect or incomplete information, the council may take action (including court action) against me;
- The council will use the information that I provide on this form in accordance with the Data Protection Act 1998;
- The council will use the information I have given to assess my claim for Discretionary Housing Payment, and I agree that the council can verify this if needed;
- I will tell the council about any changes in my circumstance that may affect my claim.

You can view the council's data protection policy and privacy notice at www.oxford.gov.uk/privacy

Your signature:

Date:

If you had help filling in this form or someone filled it in for you, please ask them to complete the next section.

I can confirm that I have completed this form on behalf of the claimant. The information contained within the form has been given to me by the claimant. The claimant confirms that this information is correct.

Name and relationship to you of the person who filled in the form:

Signature of the person who filled in the form:

Date:

**Appendix 2
Risk Register**

Nos.	Raised by	Date Raised	Probability	Impact	Gross Risk Score	Proximity	Description	Mitigation	Owner	Target Date	Revised Probability	Revised Impact	Residual Risk Score
25 DHP001	PW	22/1/15	3	4	12	Short term	Those most in need of support don't receive it due to budget being spent before EOY	Monitor expenditure monthly. Consider changing length and amount of awards during year to target those most in need	PW	31/3/16	3	3	9
DHP002	PW	22/1/15	4	3	12	Short term	Council challenged on application of policy by unsuccessful applicants.	10% check of applications carried out to ensure decision making is consistent	PW	31/3/16	2	3	6
DHP003	PW	22/1/15	2	4	8	Short term	Unintended negative impact on specific customer groups	Monitor successful and unsuccessful applications against the criteria established in the policy	PW	31/3/16	1	4	4

Appendix 3

Initial Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The changes proposed in the new DHP policy give priority to households with children and people with limited scope to change their circumstances. This latter group tends to comprise mainly people aged 45 to pension age, without children. A new policy aim has been added which is to support people who are transitioning into work, particularly those at risk of homelessness. This group tends to comprise mainly of single males. As such the groups who may be potentially disadvantaged by the changes in policy will be couples without children (both in work and out of work), and singles without children who are in work.

The Discretionary Housing Payment policy is intended to support those who are disadvantaged by changes to Housing Benefit rules, specifically the under occupation rules in the social sector, the Benefit Cap and the changes to Local Housing Allowance rates. The under occupation rules disproportionately impact older customers (from 45 to pension age) and people with a disability. The Benefit Cap affects mainly households where there are lots of children (and in most cases a single parent). The Local Housing Allowance changes impact mainly on households with children. As such, if the DHP policy is not applied correctly, these groups could be disadvantaged.

The CAB have expressed concern at the treatment of income related to disability benefits (Disability Living Allowance, Personal Independence Payment and Attendance Allowance). They believe that taking such income into account when determining DHP applications could be discriminatory as such income is intended to meet costs related to the illness or disability concerned. The Council's view is that it is reasonable to take such income into account provided that any expenditure related to such income is also taken into account. The presence of such income prompts officers to ask specific questions related to expenditure on care costs and related items.

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 aim of amending the DHP policy is to maximise the number of families and individuals who are able to retain their tenancies in light of a reduction in the DHP grant provided by the government. In addition to the financial support that we can provide, our Welfare Reform team will assist customers in negotiating new rents with landlords, and in trying to find alternative accommodation if the rent is unaffordable. For people affected by the under occupancy rules in the social sector we will explore whether taking a lodger is an appropriate solution. Where this can not be found, we will continue to support them in their existing accommodation as far as the DHP budget allows.

The Welfare Reform team have developed strong partnerships with a wide range of support organisations. Where financial support cannot be provided, customers will be referred to appropriate organisations for support..

As the policy is discretionary people who are in groups at risk of being disadvantaged can still receive DHP awards if to do so meets the policy's broader objectives.

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

We are not consulting externally on the change to the DHP policy. There is no fundamental change being proposed to the DHP policy. As such the process of consultation may raise unrealistic expectations and would be an unproductive exercise at this point, as it would not generate any information that the Council hasn't already anticipated or did not know.

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

As this policy is discretionary, all applications will be considered on their merit. Where an application meets the aims of the policy, it is intended to provide support.

The policy is a fairly straightforward one to apply. CEB should note that, as it is a discretionary payment the Council are not intending to set out any circumstances in which we definitely wouldn't support someone. If an application meets various policy aims, it will be successful.

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

A 10% check of applications will be carried out to ensure consistency of decision making. This will be done for both successful and unsuccessful applications. Monitoring will be carried out on a monthly basis, and this will also include the reason for the application being made. Regular reports have also been provided to Scrutiny Committee in the last two years. It is expected that this will continue.

Appendix 4

Discretionary Housing Payment – Background Document

Discretionary Housing Payments (DHP's) are monies allocated by local authorities under legislation set out in the Child Support, Pensions and Social Security Act 2000 and The Discretionary Financial Assistance Regulations 2001 (SI2001/1167). In summary, the funds can be used to meet eligible rent for people already in receipt of housing benefit. The customer must make an application for the payment, and the council must consider the applicants financial need if an award is to be made. In effect, the fund allows some local discretion to meet the needs that are not covered by the national Housing Benefit scheme.

In the interests of administering the fund fairly and consistently, it is recommended that the Council has a clear policy and criteria on which to base these decisions. This should take into account the local housing situation and other significant factors. The amended policy is set out in Appendix 1 to this document.

Guidance from the Department of Communities & Local Government (DCLG) and the Department for Work and Pensions (DWP) recommends using the DHP fund as one way of preventing and tackling homelessness. On occasions a small increase to Housing Benefit payments via the DHP fund can secure adequate housing at a much lower cost to the Council than dealing with the same customers as homeless. The guidance also advises that support from the DHP fund, should generally be temporary in nature.

Oxford City Council pays out around £67 million per annum in Housing Benefit to around 12,500 households. The majority of this is claimed back in subsidy from central government. Many of these households receive sufficient Housing Benefit to cover their rent in full. Those who do not, fall into the following categories:

1. Those that are working or have other income above the basic minimum levels. Their benefit is reduced in proportion to their income and capital.
2. Private sector tenants in properties considered too large by the national scheme for the household or more expensive than the average for Oxford.
3. Social sector tenants in properties considered too large by the national scheme.
4. People impacted by the Benefit Cap Families will be restricted to a total of £500 per week in benefits. This will be £350 for individuals. The following benefits are included in the Cap:
 - i. Bereavement Allowance
 - ii. Carer's Allowance
 - iii. Child Benefit
 - iv. Child Tax Credit
 - v. Employment and Support Allowance
 - vi. Guardian's Allowance
 - vii. Housing benefit

- viii. Incapacity benefit
- ix. Income Support
- x. Jobseeker's Allowance
- xi. Maternity Allowance
- xii. Severe Disablement Allowance
- xiii. Widowed Parent's Allowance (or Widowed Mother's Allowance or Widows Pension you started getting before 9 April 2001)

To: City Executive Board

Date: 12 March 2015

Report of: Head of Housing and Property

Title of Report: Allocation of Homelessness Prevention Funds in 2015/16

Summary and Recommendations

Purpose of report: To agree the allocation of homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy.

Key decision: Yes

Executive lead member: Councillor Scott Seamons, Board member for Housing and Estate Regeneration

Policy Framework: Meeting Housing Needs

Recommendations: That the City Executive Board:

1. Allocate the full sum of the funds associated with 'Preventing Homelessness Grant' to the Homelessness budget, the majority of which shall commission services to prevent homelessness.
2. Agree the allocation of the Homelessness Grant Budget for 2015/16 as detailed in paragraph 23.
3. Delegate authority to the Head of Housing and Property Services in consultation with the Board member for housing and estate Regeneration to allocate the balance of the Preventing Homelessness Funds.

Appendices

Appendix 1 – Risk Register

Background

1. In September 2014, the Department of Communities and Local Government (DCLG) confirmed Oxford City Council's Preventing

Homelessness Grant for 2015/16 at £942,403. The money is paid within the Business Rate Retention Scheme (BRRS); this is a change to the funding mechanism rather than the grant itself.

2. This budget is identified in the Council's medium term financial plan and is included in the Council's overall budget agreed on 18/2/15.
3. The grant is not ring fenced; however Oxford City Council remains committed to ending rough sleeping within the City by supporting homeless people, those threatened with homelessness or rough sleeping into sustainable accommodation.
4. A further commissioning budget is also available from the City Council's own grant funds of £442,279.
5. The strategic framework within, which both these funds are allocated is the same and therefore funds will be considered as if they are from one budget.
6. In order to deliver its work, the Council will continue to explore the strategically relevant opportunities to jointly commission with our partners at Oxfordshire County Council's Joint Commissioning Team, Oxford Health and the Clinical Commissioning Group.
7. In light of the cross-commissioning agenda and cross-strategy advantages, a multi-agency steering group is responsible for advising on and monitoring these budgets. The group comprises of representatives from Oxford City Council, Oxfordshire County Council's Joint Commissioning Team, Joint Housing Team and Public Health (Drug and Alcohol Team), and the Clinical Commissioning Group.

**Key Developments over the past 12 months.
No Second Night Out (NSNO), Sit-Up service**

8. Throughout the year we have reviewed our front line services that work with rough sleepers and other single homeless groups. Having reviewed the needs and the resources available we plan to remodel services to ensure they are efficient and effective. Procurement for a revised service has been completed which is the subject of a separate report to CEB.
9. No Second Night Out continues to provide a rapid response to new rough sleepers as well as those who are entrenched on the streets. The success of the response in the past year has been restricted due to the lack of 'move on' from the supported housing projects in Oxford. As a result we have introduced the 'Sit-Up Service' where individuals are allowed to access a place of shelter away from the streets whilst an assessment is taking place. Currently this service operates from O'Hanlon House. Provision consists of roll mats and chairs. Once suitable options are identified clients are expected to move on to hostels, other supported housing or private rented accommodation.

10. The average number of nights a newly verified rough sleeper has to wait in order to access a NSNO bed has increased from last year primarily as a result of there being a lack of move on from supported housing projects. For this reason we have offered a private rented sector solution to hostels to move clients outside of the County where private rented properties are more affordable.
11. Oxfordshire County Council have been consulting on a reduction of Housing related support grants (previously known as Supporting People grant), which has an impact on services we commission. The consultation closed in September 2014 and the reductions were approved by the County Council Cabinet on the 27th January 2015. Oxford City Council has taken part in discussions looking at the design of the pathway for the next three years. Oxfordshire County Council have specified that the pathway needs to be fully commissioned by themselves including the NSNO hub, NSNO team and the Sit-up service. This means that Oxford City Council will continue to fund these services for the transitional year, with a possible transfer of the commissioning role to Oxfordshire County Council next year.

Mayday Trust Pilot (jointly commissioned with the County Council)

12. The aim of this pilot project was to test out a new model of working with the non-statutory single homeless individuals. It is a model imported from the US and evidence shows that it works well with young people. Mayday Trust approached both Oxford City Council and the Oxfordshire County Council to look at the opportunity to test this on an adult cohort. The pilot project is for a period of 2 years; funded by Oxford City Council, Oxfordshire County council, Mayday Trust and Lankelly Chase Trust. This pilot project will not require further funding for the duration.

Making Every Adult Matter

13. Making Every Adult Matter (MEAM) is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – formed to influence policy and services for adults facing multiple needs and exclusions. Adults with multiple and complex needs often :-
 - **experience several problems** at the same time, such as mental ill health, homelessness, drug and alcohol misuse and offending.
 - **have ineffective contact with services.** People facing multiple needs usually find that one service is unable to deal with all their needs, which means other needs are missed or not addressed.
 - **live chaotic lives.** Facing multiple problems that exacerbate each other, and lacking effective support from services, which ends up with people living chaotic lives where escape seems difficult.

14. Oxford City Council submitted an expression of interest to the MEAM coalition in early 2013 to become a pilot area for the South East and was successful.
15. During the year we have been working with local partners and the MEAM coalition service to develop and implement a MEAM pilot, which would meet our unique needs. As such our pilot aims to place a focus on a client's primary support worker. They are afforded the freedom to work additional time and have access to personalisation funds to aid engagement and motivation. It is hoped that learning from this pilot will support fundamental changes within services that operate in this sector and quite possibly the County.

Other Key considerations

16. The staffing costs for the Rough Sleeping and Single Homelessness team will now be fully funded from the combined budgets of the Preventing Homelessness Grant and Oxford City Council grant.
17. Young Person's Co-ordinator; this function will be undertaken differently going forward with external funding ceasing from March 2015. The service is likely to be delivered by Oxford City Council's Options Service from April 2015 – this will be in line with how the other districts in Oxfordshire deliver this service.
18. Pre-Tenancy course; this service aims to provide personalised training for tenants who need to learn the different elements to maintaining a tenancy. Funding for the pilot may be reviewed dependant on a positive review of this service in May 2015.
19. Oxfordshire County Council have re-commissioned the Young Persons pathway during 2014 with a view to having new services operational by April 2015.
20. Supported independent living pathway has been commissioned during 2014 within outcomes based framework. Both the Young Person and the Supported independent Living pathways will interact with the adults homeless pathway and therefore we need to ensure that where they interact in the smoothest possible way.
21. It is proposed to set aside a provision of £150,000 to top up Discretionary Housing Payment (DHP). This is in light of the recent DWP settlement, where Oxford City's DHP allocation has significantly reduced, from £514,496 in financial year 2014-15, to £288,092 in 2015-16.

Strategic Framework for Commissioning and Funding in 2015-2016

22. Significant consideration is given to the national rough sleeping strategy entitled “No One Left Out – Communities Ending Rough Sleeping” and “Vision to end rough sleeping: No Second Night Out Nationwide” which signalled a new energy and renewed focus to end rough sleeping. The Council’s priorities in terms of rough sleeping and single homelessness are set out in its Homelessness Strategy 2013 – 2018 as follows:-

- Prevent and Respond to Rough Sleeping
- Deliver and review the impact of No Second Night Out
- Develop services to tackle the issue of entrenched rough sleepers
- Improve pathways through supported specialist accommodation for former rough sleepers
- Ensure sufficient specialist accommodation and support to meet the needs of single homeless clients in the City
- Review anti-begging campaigns and message and support organisations who work to get people off the streets

Allocation of the Homelessness Budget 2015-2016

23. It is proposed that the following specialist services and posts be funded for 15/16.

Organisation and Purpose of Grant	Allocation for 15/16
<p>Assertive Outreach, Reconnection, Move-on</p>	
<p>Single Homeless Outreach and Assessment service – a team of 9 FTE with a combination of a Project manager, Outreach workers, Assessment workers and trainees.</p> <p>This service will incorporate the functions previously carried out by Oxford City Outreach, the NSNO Pathway Leader, NSNO Assessment Worker and the advice services for single homeless people who may be in precarious housing.</p>	<p>£350,893</p>
<p>Specialist Homelessness Liaison service (Thames Valley Police) We have taken a different approach to last year where we are commissioning a service to be delivered by the City Centre Unit as opposed to a specific post holder. This may be delivered by the same individual but the focus will be for the unit to deliver specific outputs such as, number of outreach shifts, key meetings attended, tackling begging and anti-social behaviour, attending rough sleeping hot-spots and so on. This means that going forward the problems that need tackling are measured against their organisation as opposed to one individual. This allocation is on a yearly basis and the</p>	<p>£40,000</p>

council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	
O'Hanlon House (Oxford Homeless Pathways) This grant jointly commissions the service with Oxfordshire County Council. The money specifically commissions the day service that works with vulnerable adults who present with needs such as substance misuse, mental health and alcohol needs. The day service aims to provide a bridge between the service users and other meaningful services such as GP practices, Social services, DAAT teams and mental health teams. There is a reduction of £8k to reflect the reduction that County council have made. However the saving from this will be used to develop alternative initiatives with other day centres.	£124,756.92
Sit-Up service The Sit-up service was commissioned to mitigate for the lack of move on from the Adults homeless pathway. This function will be taken into account when the new pathway/service is commissioned. The cost attached is only for a year and will end on in March 2016.	£54,903
Severe Weather Provision This funding is to cover the cost of running additional services for rough sleepers during periods of severe weather.	£15,000
Housing First Project Housing First will be commissioned for the next year; the project has shown that it can work with some of the most complex/entrenched clients and deliver positive outcomes.	£47,800
Improving Mental Health/Complex Trauma	
Mental Health Practitioner (Luther Street Medical Centre) This post has continued to be a success and it is recommended that funding in partnership with Oxford Health and Oxford Homeless Medical fund is continued for this post. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	£25,000
Complex Needs Service This funding has been allocated to fund a joint project next year. The service will funded in conjunction with CCG and Public Health department to cater for a cohort whose needs are not met by both the Adults homeless pathway and the supported independent living pathway.	£40,000
Elmore In-reach (1 month) This service is being decommissioned but will be given a one month extension to ensure they have a 3 month period for a closedown period.	£3,394.40

Tackling Worklessness and Improving Positive Activities	
<p>Aspire Oxfordshire Aspire provide social enterprises, work placements, employment opportunities and benefits' advice to Oxford's homeless network in order to develop progression pathways into sustainable independent living.</p> <p><i>We also fund Two FTE Education, Training and Employment Workers</i> to further develop Aspire's social enterprises, work placements, employment opportunities to Oxford's homeless network in order to develop progression pathways into sustainable independent living.</p> <p>This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.</p>	£88,691.50
<p>Emmaus Oxford Furniture Store This money supports Emmaus to provide accommodation for homeless people but also gives them an opportunity to work in their social enterprise; a second-hand furniture store. They have plans to taper the grant they receive from us; however this can only happen once they are operating their store from the new site on Barns Road.</p>	£25,000
<p>The Gatehouse Café This provides some core funding to the Gatehouse daycentre. They open six evenings a week and engage with the hard to reach clients that traditionally do not use mainstream services.</p>	£5,580
<p>Steppin Stone Day Centre This provides core funding to the Steppin Stones daycentre to work with vulnerable adults who are aiming to get back into training, education and employment. Steppin Stones also provide individuals with an opportunity to train in their social enterprises; their allotment, the daycentre kitchen or Porch Pickle enterprises. The daycentre is based away from the city centre, which allows for individuals to move away from the street activities such as begging, drinking and other anti-social behaviour.</p>	£55,000
<p>One FTE Service Broker (Big Issue Foundation) This post tackles the lack of engagement of Big Issue sellers with accommodation offers and to improve the partnership working with this organisation. This contract will continue to be within a payment by results framework this year, where 25% of the total grant is paid out only upon evidencing certain set outcomes. This allocation is on a yearly basis and the council have</p>	£25,000

the right to terminate funding if the grant is stopped or reduced beyond March 2015.	
Priority Services for Young People	
Young Persons Pathway This grant is part of Oxford City Council's contribution to joint commissioning of the Young Persons pathway (for vulnerable & homeless 16 – 22 year olds) with the County Council.	£42,992
Prevention of Eviction Young People Beds To cover the shortfall in DWP benefits received by someone under the age of 25 and those over the age of 25 in order to ensure under 25s can afford to paid their rent/service charge and thus prevent eviction. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	£5,000
Emergency Bed (within Oxford City) This funding provides one emergency bed for use by Oxford City.	£6,134.28
Homelessness Prevention	
Welfare Reform Outreach Team This funding contributes towards the work of the team focussing on the impact of welfare reform on the City Council and its tenants.	£75,188.15
Discretionary Housing Payments This money has been allocated to ensure that we can mitigate the impact of welfare reform.	£150,000
Target Hardening/Sanctuary Scheme Provided to ASBIT, this is a service for victims of domestic abuse to enable them to stay in their own homes.	£30,000
Elmore Community Services This funds one post within the Elmore team; the post is called a Tenancy Sustainment officer. The officer works with residents of OCC who are finding it difficult to manage their tenancies. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	£35,630
Business Rates at the Old Fire Station As required by previous CEB report to provide financial relief to Crisis and the Arts at the Old Fire Station in the first years of service.	£3,152
Pre-tenancy course As mentioned before; this will be subject to a review of the service. Should the outcome be positive this will be renewed for the year 2015/2016.	£16,000
MEAM pilot project This amount will be set aside to provide flexibility in extending the pilot project.	£20,000
CHAIN	£8,093

The web-based database management system that currently collates all data and provides monitoring reports on rough sleepers. This service is being extended for a year with the expectation that this will be paid for by the County council as it will be used for the Adults pathway in its entirety.	
Single Homelessness The funding is to be used to contribute towards the Council's operational activity supporting the work assisting Rough Sleeping and Single Homelessness activities.	£100,000
Total	£1,393,208.25

24. The report also recommends that the Head of Housing and Property has the delegated authority - in consultation with the Board member - to administer the budget provisions within this framework.

25. Any unspent funds, will be carried forward in Council reserves. In the case that in-year spend exceeds the relevant budget, funds will be drawn down from an earmarked reserve to cover the discrepancy. Any movements of funds to or from reserves will be made in conjunction with the Head of Finance. The Council is taking a prudent approach in light of the re-commissioning of the Adult Homeless Pathway and other pressures on rough sleeping services. Funding possibilities will be investigated when we are better aware of how the cuts from the County council affect the single homeless sector.

Level of Risk

26. Please see attached matrix (Appendix 1)

Climate Change/environmental impact

27. There are no significant climate change or environmental impact issues related to this report.

Equalities Impact

28. All services in receipt of funding are subject to rigorous monitoring which includes equality and diversity.

Financial Implications

29. The expenditure identified within this report can be met from the allocated budgets and there is some scope for further allocations if new priorities emerge.

Legal Implications

30. In distributing this budget the Council should ensure that organisations are clear as to the outcomes that the Council expects them to achieve and these specifications and targets are monitored through service agreements.

Staffing Implications

31. All external staff are employed by external organisations for whom the Council has no liability.
32. There will be quarterly performance monitoring meetings with Oxford City Council's Preventing Homelessness Grant Steering Group to review and ensure the delivery of services, and that outcomes and targets are achieved
33. This budget is managed by the existing Rough Sleeping and Single Homelessness Manager in Housing and Property.

Name and contact details of author:
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Shaibur Rahman Rough Sleeping and Single Homelessness Manager Tel: 01865 252825 Email: srahman@oxford.gov.uk
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List of background papers: None

APPENDIX 1 - SINGLE HOMELESS OUTREACH & ASSESSMENT SERVICE CONTRACT

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Agreement of contract terms	Grant funding awarded is not spent on the activity or items it was awarded for	Threat	Terms & conditions for grant awarded not clear.	This will result in the organisation delivering a service that is not strategically relevant for Oxford City council and/or against what we are aiming to achieve.	01/03/2015	Rough Sleeping and Single Homelessness Manager	2	2	2	2			Suppliers have agreed in principle to the draft terms and conditions; meetings have taken place to discuss expectations and SLA's have been shared before hand.	Maintain good working relationship; holding regular meetings with organisations. Closely monitor the quarterly reports	Ongoing		50%	Rough Sleeping & Single Homelessness Manager (Contract Manager)
Contractual Issues	Commissioned organisations unable to deliver service or project they have been funded to deliver	Threat	Loss of other funding to continue delivery or if they deviate away from the aims of the service.	This will result in the organisation being unable to deliver what we have asked them to do; therefore working against our aims/objectives.	01/03/2015	Rough Sleeping & Single Homelessness Manager	2	3	2	3				Maintain good working relationship; holding regular meetings with organisations. Closely monitor the quarterly reports	Ongoing		50%	Rough Sleeping & Single Homelessness Manager (Contract Manager)

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To: City Executive Board

Date: 12 March 2015

Report of: Head of Housing and Property Services

Title of Report: Single Homeless Outreach and Assessment Service

Summary and Recommendations

Purpose of report: To seek authorisation to award a contract to deliver the Council's single homeless outreach and assessment service.

Key decision: Yes

Executive lead member: Councillor Scott Seamons, Executive Member for Housing and Estate Regeneration

Policy Framework: Meeting Housing Needs.

Recommendation: That the City Executive Board award the Single Homeless Outreach and Assessment Service to St Mungo's Broadway for a period of 3 years initially with the possibility of an extension for up to 2 years.

Appendices

Appendix 1 - Outreach Tender Scored

Appendix 2 – Risk Register

Summary

1. This report requests approval to award a contract to St Mungo's Broadway, with a total contract value of £1,052,679.

Background

2. The Council currently provides services for the most vulnerable people in Oxford by way of commissioning a number of frontline services. Although they are not statutory services, they are considered an essential service when we are aiming to tackle rough sleeping and the issues surrounding it.

3. The services are as follows:

- Oxford City Outreach (Current costs £235,000 per year)
- No Second Night Out team (Current costs £72,000 per year)
- Single Homeless Service (Current costs £52,000 per year)

4. The Rough Sleeping and Single Homeless Team have carried out a review of current service provision.. This includes a prevention service to help divert clients away from rough sleeping, an Outreach service working with people on the streets and an Assessment team who work with clients when they enter the No Second Night Out (NSNO) hub.

5. The Outreach service was tendered on a contract term of 3 + 2 years in 2011/12. The other listed services were commissioned separately following the introduction of NSNO and a later review of NSNO. This has resulted in different providers delivering parts of what is now considered to be a single service

6. The Rough Sleeping and Single Homelessness team has investigated the options of bringing all these services under one service contract. Given that it is not possible to vary the existing main contract to incorporate the smaller ones the remaining procurement options are:

Option 1

7. Do nothing and continue the existing services. This would result in extending the larger contract by 2 years and the smaller contracts by a year in order to bring the contract end dates in line and retender the whole service.

Option 2

8. Start the tender process with the aim of creating a single holistic service.. The NSNO or the Single Homeless Service can be terminated without penalty under their service level agreements. Having evaluated the business case of such a change, it was considered that that option 2 would yield the most benefits for the single homeless clients.

9. Bringing together services into one contract will deliver efficiencies by streamlining the Council's business processes.

10. It is envisaged that similar efficiencies will be achieved by the single service provider.

Budget

11. The Rough Sleeping and Single Homelessness Team revenue budgets include £1,052,679 for these services for three years starting in April 2015.

Tender Process

12. The service held a bidders' day, attended by 15 organisations, to consult and ensure that the proposed changes to the service delivery were in line with best practice..

13. After analysing the information gained at the bidders day and further refining the service specification, an (EU, Part B) open tender process was conducted using the South East Business Portal.

14. 22 organisations expressed an interest in providing their services to carry out Single Homeless Assessment and Outreach service.

15. Three tenders were received and evaluated by an officer panel

The panel recommends that St Mungo's Broadway as being the organisation best suited to meet the needs of this contract.

Evaluation Criteria

Criteria 1: 40%

17. Financial Proposal – Bidders were asked to submit an annual price for each of the three years..

Criteria 2: 60%

18. The Quality of the Proposal was assessed as follows:

Tenderers were asked to explain how they would deliver the service, with evidence from case studies of current or previous contracts, future developments, and how they contribute to this sector as an organisation. The tender documentation also questioned their financial projections, efficiencies and the value they would add to this contract. The documentation probed them on their procedures on monitoring the quality of work. Details were required on where they would locate the service, their implementation plan, their involvement of service users in the development and how they would adapt in the light of changing budgets and client groups.

Tenderer Proposals

19. All 3 tenders passed the first stage minimum selection criteria and went on to stage 2 assessment.

20. The tenders were ranked as follows (a more detailed list of scores can be found at appendix 1):

Tenderer	Overall weighted score achieved (quality and price)	Overall ranking
St Mungo's Broadway	80.9	1
Tender 2	79.6	2
Tender 3	72.35	3

21. All Providers attended tender clarification interviews.

22. St Mungo's Broadway further increased confidence in their ability to carry out the services to a high standard in responding to the tender questions. They demonstrated their desire to continue to provide the excellent service and committed to enhance this through new innovative and creative approaches. They demonstrated a good understanding of how they would re-structure the service incorporating the other contracts. This contract would be placed in their new organisational Directorate, which would be focused on this area of work. They confirmed that additional management resources have been brought in to boost their capacity and they also committed to recruit a further trainee to the contract, resulting in 2 new apprenticeships. This meets with the Council's priority to create new jobs and apprenticeships

Contract Rules Compliance and Financial Assessment

23. This is a fixed price contract and Payment is made on a quarterly basis.

24. A financial assessment on St Mungo's Broadway has been carried out which confirms that the company represents a low risk to the Council.

25. The contract is using Oxford City Council Standard terms and conditions.

Savings

26. The fixed price tender submitted by St Mungo's Broadway is £1,052,679.00, which will deliver an estimated saving of £24,321 over a three year period.

Contract Management

27. The Council's Rough Sleeping and Single Homelessness Manager will be responsible for the contract.

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List of background papers: None

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APPENDIX 1 - FINAL SCORING FOR SINGLE HOMELESS OUTREACH AND ASSESSMENT SERVICE TENDER

Question	Weighting	Tender 1		St Mungo's		Tender 3	
D1.1	15%	5	7.5	8	12	7	10.5
D1.2	8%	5	4	7	5.6	8	6.4
D1.3	6%	5	3	7	4.2	7	4.2
D1.4	1.50%	6	0.9	5	0.75	4	0.6
D1.5	3%	6	1.8	7	2.1	6	1.8
D1.6	2%	7	1.4	7	1.4	6	1.2
D1.7	2.50%	7	1.75	7	1.75	6	1.5
D1.8	2%	5	1	7	1.4	6	1.2
D1.9	2%	6	1.2	6	1.2	7	1.4
D1.10	2%	5	1	6	1.2	7	1.4
D1.11	1.50%	5	0.75	7	1.05	5	0.75
D1.12	2%	5	1	6	1.2	5	1
D1.13	2%	3	0.6	6	1.2	7	1.4
D1.14	5%	6	3	7	3.5	7	3.5
D1.15	1.50%	7	1.05	5	0.75	7	1.05
D1.16	2%	6	1.2	7	1.4	8	1.6
D1.17	2%	6	1.2	6	1.2	7	1.4
Total	60%		32.35		41.9		40.9
Price	40%		40		39		38.7
TOTAL	100%		72.35		80.9		79.6

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APPENDIX 2 - SINGLE HOMELESS OUTREACH & ASSESSMENT SERVICE CONTRACT

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Agreement of contract terms	Unable to agree mutually acceptable contract terms with the preferred supplier.	Threat	Supplier suddenly decides that the contract terms are unacceptable	Contract is not signed and service provision is delayed / cancelled	01/03/2015	Contracts and Procurement Specialist	4	2	3	2	1	2	Suppliers have agreed in principle to the draft terms and conditions, however there will be some negotiation needed surrounding a performance linked to pay mechanism.	It is hoped that this risk can be mitigated through the tender process and through reference checks with other local authorities. The recommendations in this report also seek to ensure that the Council is in a position to award a contract.	31/03/2015		50	Contracts and Procurement Specialist
Contractual Issues	Oxford City Council needs to cancel or vary the contract for any reason.	Threat	There is a change in the funding stream.	The contract rolls on and the Council are left with filling the funding gap.	01/03/2015	Rough Sleeping & Single Homelessness Manager	2	3	2	3	2	3	This will only be considered if Oxfordshire County Council re-organise current arrangements.	The contract allows for sufficient flexibility to help overcome this. There will also be appropriate break clauses in the contract for non-performance, as well as the option for the Council to exit the contract at the annual review stage with termination clause inserted.	Ongoing		0	Rough Sleeping & Single Homelessness Manager (Contract Manager)

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To: City Executive Board

Date: 12 March 2015

Report of: Head of Policy, Culture and Communications

Title of Report: Culture Strategy 2015-18: Consultation Responses

Summary and Recommendations

Purpose of report: This report provides background to the development of the draft Culture Strategy 2015 – 18, an overview of its vision and priorities and reports on the results of public consultation. It proposes approval of the strategy in the light of consultation.

Key decision: No

Executive lead member: Cllr Christine Simm, Board member for Culture and Communities

Policy Framework: Corporate Plan 2015-2019: Strong, Active Communities and Vibrant, Sustainable Economy.

Recommendations: That the City Executive Board considers the draft Culture Strategy 2015 – 2018 as set out at Appendix 1 and recommends it to Council for approval.

Appendices to report

Appendix 1: Draft Culture Strategy 2015-18
Appendix 2: Consultation process and events
Appendix 3: Initial Equalities Impact Assessment
Appendix 4: Risk Assessment

Background

1. The 2015-2018 Culture Strategy will play an important role in developing partnerships, enhancing cultural provision for Oxford's communities and highlighting the Council's commitment to cultural regeneration through new projects.
2. Since the publication of the Council's current Culture Strategy there have been substantial changes to Government policies, restructuring of the national development agencies including the addition of museums, libraries and archives to the Arts Council England portfolio and reduced national funding for arts and culture. Cultural organisations find themselves competing locally and externally for ever-decreasing pots of money.
3. It will become increasingly important to identify efficiencies and explore delivery models over the next three to five years. The Council's draft Culture Strategy is ambitious and also realistic in its ability to support and innovate.
4. The levels of disadvantage in the city underpin the City Council's belief that access to high quality cultural experiences can play a significant role in social as well as economic regeneration. The Council aims to work through partnerships to create a truly "joined-up" Oxford for our local communities.

Draft vision and priorities set out in in the draft Culture Strategy 2015 – 2018

5. The Council's vision for culture is:
To work in partnership with key stakeholders to deliver and support affordable and excellent cultural activities and events; enhance and leave a legacy in the lives of Oxford's individuals and communities; encourage youth attainment; engage our diverse communities; and develop skills and businesses in the city's creative sector.
6. The Council's three key priorities are to:
 - I. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
 - II. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
 - III. Improve opportunities for young people to access and actively participate in cultural activities.
7. The draft Culture Strategy (Appendix 1) sets out objectives for each of these priorities. Underpinning each of these priorities is a commitment to work in partnership, explore the barriers to participation faced by

different sectors of the community and find ways of removing these barriers to cultural engagement.

Consultation

8. The draft strategy was open to public consultation from the end of October to December 2014. The views of the Scrutiny Committee have also contributed to the development of the plan.
9. The priorities and objectives in the draft Culture Strategy 2015-18 derive from the Council's Corporate Plan. Those who responded to the consultation were very supportive of the priorities and objectives set out in the draft Culture Strategy, particularly those relating to young people. The consultation invited organisations and members of the public to contribute their views as to how these priorities and objectives could best be delivered.
10. In the light of consultation, the draft Culture Strategy has been amended to reflect the following issues:
 - Over 2015-18 Arts Council England (ACE) wants to see – and to be part of – highly collaborative approaches to tackling some of the ongoing opportunities/challenges for the culture sector in Oxford. ACE stressed the importance of influencing high level strategic partnerships – e.g. the Oxfordshire LEP – as a means of opening up funding opportunities for culture in Oxford. ACE argued that the Oxford Cultural Partnership should continue to act as the key strategic partnership for culture in Oxfordshire over 2015-18 and become even more focussed on how the sector can work together to seize joint opportunities e.g. shared audience development or cultural tourism initiatives.
 - Most respondents agreed with the need for new kinds of collaboration and digital approaches to achieving strategic aims.
 - Cultural organisations across Oxford each have their own areas of expertise and individuals with specific skill sets. Further integrated workshops such as the HLF workshop held at the Museum of Oxford and training in digital skills would be helpful.
 - University of Oxford is now providing funding for events such as the Cowley Road Carnival and Alice's Day
 - The first draft of the strategy did not adequately reflect the role that the Oxford Preservation Trust plays in the cultural life of the city, particularly through the annual Open Doors event, and the work of Oxford Castle.
11. Full results of the public consultation are set out in Appendix 2.

Level of risk

12. The draft Culture Strategy is low risk, although its non-adoption might result in the reduction or loss of funding to arts partners and City

Council cultural programmes such as the Museum of Oxford. A summary risk assessment is set out in Appendix 3.

Climate Change/Environmental impact

13. The strategy adheres to the City Council's policy on climate change. In 2013, the Culture team worked with Environmental Development to make Oxford City Council the first council in England to require funded cultural organisations to develop environmental sustainability action plans, measuring and reducing their energy use. This initiative has been nationally recognised and praised by Arts Council England.

Equalities impact

14. An initial Equalities Impact Assessment is provided at Appendix 2. The City Council's overriding concern in formulating its Culture Strategy has been to engage communities currently excluded from participation in the city's cultural life.

Financial implications

15. The Culture Strategy can be delivered through existing financial resources and through partnership agreements.

Legal Implications

16. Issues relating to governance and/or contractual matters may arise where cultural partners assist with delivery of objectives within the strategy. There are no other current legal implications.

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Background Papers: None

Culture Strategy 2015-18

1. Introduction

This strategy, developed with the support and engagement of the cultural sector and community groups in our city, explicitly links the City Council's vision for culture and the arts with the needs of the city's communities. There are significant levels of disadvantage in the city and the City Council believes that access to high quality cultural experiences - creating more quality cultural experiences for more people, more often - can play a vital role in regenerating communities and sustaining the city's economy.

The City Council develops and invests in cultural experiences that enrich people's lives. We deliver and support a range of arts and heritage activities in Oxford, including dance, music, theatre, literature, film, digital art, the Museum of Oxford and the city's archives.

In 2013/14, the City Council invested a budget of £389,000 to develop and sustain these cultural experiences for as many residents as possible. This investment helped leverage in an additional £6.6 million to the city's economy from grants, donations and earned income. In the same year, the cultural organisations and activities supported by the Council engaged audiences of more than 700,000 people, including 114,000 for cultural events organised by the City Council's Culture Team and 85,000 visitors to the Museum of Oxford.¹

This strategy:

- Provides demographic and other contextual information about Oxford
- Details the contribution of culture and the arts to the delivery of the City Council's Corporate Priorities, in particular Vibrant, Sustainable Economy and Strong, Active Communities
- Outlines the City Council's priorities for culture and the arts over the next three years
- Sets out objectives for each of the priorities and information about how progress will be monitored.

The City Council has three key priorities for culture:

¹In 2013/14, commissioned organisations reached an audience of 483,847, received total of £274,262 grants and leveraged in an additional £6,114,276. Culture Fund Round 1 projects reached an audience of 7130, were awarded total £5,820 grants and leveraged in an additional £125,887. Culture Fund Round 2 projects were awarded total £5,163 grants. Round 2 data on leveraged income and audiences will be received by October 2014. Programming Grants projects reached an audience of 4,086, were awarded total £5,600 and leveraged in an additional £4,570. The Museum of Oxford reached an audience of 85,421, cost the Council £35,014 and leveraged in an additional £131,078 towards delivery. Cultural City Events reached an audience of 114,000, cost the Council £56,223 and leveraged in an additional £150,943 towards delivery. Dancin' Oxford's 2013 programme reached an audience of 6955, cost the Council £7,095 and leveraged in an additional £67,421 towards delivery. 2013/14 Totals (excluding Culture Fund Round 2 leveraged income and audience data): Audiences 701,018, Council investment (grants and project delivery) £389,177, Leveraged income £6,594,175.

1. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
3. Improve opportunities for young people to access and actively participate in cultural activities.

The strategy's time-span reflects national funding arrangements. The funding for Arts Council England's National Portfolio Organisations (NPOs) ends in March 2018 and their delivery programmes and 3-year targets also run to this timetable. As this will mark a time of change for cultural funding at a national level, we will update Oxford's Culture Strategy in 2018.

2. Our vision for culture and the arts

Our shared vision for culture is:

To work in partnership with key stakeholders to deliver and support affordable and excellent cultural activities and events; enhance and leave a legacy in the lives of Oxford's individuals and communities; encourage youth attainment; engage our diverse communities; and develop skills and businesses in the city's creative sector.

This vision will be delivered through partnership working, high quality cultural experiences and a commitment to accessibility.

Partnership

The City Council is committed to retaining a partnership model for delivery of culture and the arts. Oxford City Council directly delivers some cultural services, for example the Museum of Oxford, city events and culture forums for skills development. We also help develop and sustain the city's cultural sector through the provision of core and project funding and by supporting cultural partnerships. Partnership working with the city's major stakeholders (the two Universities, County Council, the Oxford Strategic Partnership and the LEP) will enable us to create a collective vision of Oxford's cultural offer for its residents, artists, businesses and tourists. Working together already has and will continue to create more and better cultural opportunities, reduce duplication, and maximise funding potential.

This has been demonstrated through the activities of the Cultural Partnership Group, which fulfils a key strategic leadership role for culture in the city. This group comprises the various Oxford-based organisations core funded by Arts Council England (ACE) and the City Council, as well as the city's other cultural funders; Oxford University, Oxford ASPIRE Museums Consortium and Oxfordshire County Council. Current members are: Oxford Playhouse, Pegasus Theatre, Modern Art Oxford, Oxford Contemporary Music, Film Oxford, OVADA, Arts at the Old Fire Station, Ark T, Fusion, Cowley Road Works, the Story Museum, Oxford Philomusica, and Experience Oxfordshire. See Appendix 1 for full details of members. The City Council is working with the Cultural Partnership Group and Arts Council England to

share best practice and develop sustainable projects with arts and cultural organisations. Working in partnership enables organisations to make the most of public funding and ensures arts and culture in the city can be world-class and available to all.

In the period 2015-18 Arts Council England wants to see – and to be part of – highly collaborative approaches to tackling some of the ongoing opportunities/challenges for the culture sector in Oxford. Arts Council England is working to influence high level strategic partnerships – e.g. the Oxfordshire Local Enterprise Partnership – as a means of opening up funding opportunities for culture in Oxford. Arts Council England believes that Oxford’s Cultural Partnership Group should be the key strategic partnership for culture in Oxfordshire over 2015-18 and become even more focused on how the sector can work together to seize joint opportunities.

Cultural organisations across Oxford each have their own areas of expertise and individuals with specific skill sets. Collaborative approaches to sharing knowledge in areas such as grant applications, audience development and digital technology will contribute to achieving joint strategic aims.

In 2013, the Culture Team worked with the City Council’s Environmental Development team, Julie’s Bicycle and Arts Council England to become the first UK Council to require funded arts organisations to develop environmental sustainability plans to reduce energy use in the sector. We will continue to co-ordinate with other City Council departments – particularly Licensing, Direct Services, and Planning - to enhance sustainability, overcome practical barriers to delivering cultural activity and to embed the arts in future Council infrastructure development.

Quality

The City Council and its partners believe that cultural provision – whether it takes the form of museums that reflect our past and present, or the artsthrough which we share and celebrate our experiences – plays a profound role in shaping people’s attitudes and aspirations. As such, the quality of cultural provision can benefit our communities and economy as well as providing opportunities for creative work. Excellent cultural provision reflects the talent, ambition and skill of our cultural sector and the diversity of our communities.

National funders such as Arts Council England make evidence of quality a prerequisite for their grants; an approach which also underpins funding decisions made by the City Council. We will continue to work closely with key national agencies such as Arts Council England and we support their strategic aims.

“The importance of the relationship between excellence and engagement cannot be understated. For example, the value of museums is generated not only by the excellence of their collections, but by how these collections are interpreted, how they inspire, and how they change the people that visit or

encounter them. Arts organisations also achieve excellence when their work fully engages with, challenges or connects with an audience."

Great Art and Culture for Everyone, Arts Council England

Accessibility

We believe that access to high quality cultural experiences is the right of all our citizens. We are committed to providing and supporting opportunities for all of Oxford's residents to engage with arts and cultural events and activities, with a particular focus on work which reaches and represents our young people and diverse communities. We want to ensure that more people of all ages, ethnicities and locations within Oxford have the opportunity to engage in great cultural experiences, particularly those people who are currently least engaged with arts and heritage.

The City Council and its partners believe that access to excellent cultural experiences can be a significant driver of regeneration, economic sustainability and community cohesion by encouraging different groups to enjoy and share their different traditions. Our aim - working with our partners in the cultural sector - is to increase access from all our communities to good quality cultural opportunities and events, at affordable prices, in a range of venues and locations.

The City Council will continue to work closely with other regional funders and authorities to identify collaborative opportunities to enhance and ensure access to culture. In particular, we will work with Arts Council England and Oxfordshire County Council through the Cultural Partnership Group, Oxfordshire Arts Partnership, Oxford Strategic Partnership and the Oxfordshire Local Enterprise Partnership.

3. Building a world class cultural offer for everyone

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring media images are of historic Oxford, where much of the city's heritage environment and many of its cultural attractions directly reflect the University of Oxford's influence on the development of the city.

Oxford's rich cultural heritage does not derive only from the University. It also includes the motor industry and other developments that have shaped modern Oxford. However, these images of historic Oxford are central to our flourishing tourist industry because it is the historic heart of Oxford that millions of tourists visit every year.

Oxford has a long history of cultural innovation. The country's first Botanic Garden, the world's first public museum (the Ashmolean in 1682) and the world's first music room (Holywell) are part of the city's cultural heritage. Oxford's contemporary cultural sector is also innovative, rich and diverse. It is not the purpose of this strategy to (attempt to) set out a complete picture of Oxford's cultural offer and the following paragraphs merely hint at the richness of this offer Oxford.

The offer includes national museums and world-famous heritage sites. The annual Oxford Open Doors event, a partnership between the Oxford Preservation Trust and Oxford University, plays an important role in enabling local people to access these heritage sites and a cross-section of the city's treasures. It includes a commercial creative sector, and a myriad of voluntary arts organisations, folk and dance and literary festivals. The Sunday Times Oxford Literary Festival, for example, is an annual event where people can listen to and meet authors discussing a wide variety of topics. Oxford has thriving contemporary art and theatre produced and showcased by nationally-recognised organisations such as Oxford Playhouse, Modern Art Oxford, Oxford Contemporary Music, and Pegasus. The Oxford Castle Quarter, including Oxford Castle Unlocked and the O3 Gallery, has been part of a consistent city cultural offer since the site was redeveloped in 2006 and has hosted events such as the Ghost Fest, Folk Festival, Dancin Oxford, Theatre Performances, a Medieval Fair, and the Britain/Earth from the Air exhibition.

Oxford's world class music scene provides music for all tastes. Oxford Philomusica, The City of Oxford Orchestra and others play to enthusiastic audiences. Franz Schubert has been at the core of the Oxford Leier Festival since 2002 and in 2014 the festival presented the first complete performance of his body of songs over a three week period. Oxford has a strong reputation as a source of innovative new music and Oxford Contemporary Music, for example, is a leading commissioner of new music. While Radiohead and Foals are international rock names, new local talent is always being encouraged. The Oxford Punt festival, organised by *Nightshift* magazine, offers an annual showcase of Oxford's best new unsigned music, featuring twenty acts across five venues in the city centre on one night. The city also hosts vibrant community events such as the Christmas Light Festival, May Morning, Alice's Day and the Cowley Road Carnival.

The combination of prestigious, world-famous institutions alongside a more informal, but still high quality, network of smaller venues and organisations is central to Oxford's cultural identity and strength. Appendix 1 includes details of the organisations we fund which contribute to the city's vibrant cultural scene.

Historic Oxford is only one part of our city's story. Contemporary Oxford is a densely packed urban space, with a population of around 152,000 living in an area of only 17.6 square miles. Oxford's population grew by 12% over the decade 2001–2011, making it the sixth fastest growing English city. The population is projected to continue to grow, reaching 161,000 by 2019. There are very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups.

There are major inequalities in life chances and life expectancy in our city. 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 children 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 qualifications and this is linked to lower incomes, poor health and child poverty. Oxford has over 9,000 working-age residents claiming benefits –the highest percentage in the county. Life expectancy in the most deprived areas is up to ten years less than in the wealthiest areas.

Our diverse communities

We are committed to engaging Oxford's diverse communities with the city's cultural opportunities and consider diversity not only in terms of ethnicity, but also age, disability, and economic circumstances.

The 2011 Census showed that 16,000 Oxford residents were retired, 21,000 were self-employed or working part time, 43,000 worked full time, 33,000 were full time students over the age of 16, and 25,000 were children up to the age of 15. According to the 2011 Census, 12% of Oxford's population (18,850 people) said they suffered from a limiting long-term illness or disability; 3,100 people aged 16-74 years said they were permanently sick or disabled and therefore not working or looking for work (3% of this population); and 11,700 people said that they had caring responsibilities.

According to the Office of National Statistics 2012 mid-year estimate, 24% of Oxford residents (36,507) were over the age of 50. A Needs Assessment for Older People in Oxford undertaken in October 2013 included feedback from older people which confirmed that they have a huge variety of interests and social preferences. The report also highlighted a strong sense that mental health issues among the older population are often directly linked to isolation and loneliness. Research in the report demonstrates that tackling isolation is fundamental to fully addressing all other need relating to income, employment, health, safety, security and access to information.

In marked contrast to the surrounding county, Oxford is an ethnically and internationally diverse city. 22% of residents were from a black or minority ethnic group in 2011, compared to 13% in England. An additional 14% of residents are from a white but non-British ethnic background. Ethnic diversity increased markedly between 2001 and 2011; the number of people from all ethnic groups increased, with the exception of people in the White British and White Irish ethnic groups. The largest non-white ethnic groups represented in Oxford are Pakistani, Indian, Black African, 'other Asian' and Chinese ethnic groups. The child population is considerably more ethnically diverse than the older population, which is one reason why the population is expected to become more ethnically diverse in the future.

Oxford has long been a destination for international migrants, be it for work or study. There are over 30,000 students studying full-time at the two universities, and there is significant annual turnover in their number. The 2011 Census showed that

28% of Oxford's population was born outside the UK. The most common countries of birth were Poland, USA, Germany, India and Pakistan. In 2011, 6,800 people - 4% of the city's population - said they had moved to Oxford from outside the UK in the last 15 months.

Our young people

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

This is particularly important for our young people in Oxford, where there are major inequalities in life opportunities. For a long time, attainment levels of pupils in Oxford's state schools have been significantly lower than the national average. Although they have been improving in recent years the performance of Oxford pupils – particularly those in economically deprived areas - is still below the national average. Pupils living in economically deprived areas have particularly poor results. Improving educational attainment and access to cultural education and experiences are integrally related and are key priorities for the City Council.

The City Council has invested in improving educational attainment in the city, particularly in the more deprived neighbourhoods. Access to quality cultural experiences and exposure to the practical skills that the arts require play a key role in high performing educational environments and this will also be the case in Oxford.

4. Public Attitudes to Cultural Facilities and Services

According to Arts Council England Stakeholder Focus Research from April 2014, the majority of the general public support public funding of the arts, with levels of support at their highest level since records began. When asked what public funding of the arts should achieve, the three objectives considered to be most important are;

- Giving every child the opportunity to access arts and culture
- Enabling access to arts and culture for people who would not normally have that opportunity
- Encouraging more ordinary people to engage with arts and culture

This increase in support for public funding is mirrored by an increase in levels of arts engagement. According to national Taking Part Survey results, in 2012/13, 9 in 10 children aged 5-15 had engaged with the arts in the last week, marking a significant increase since 2008/09. Levels of adult engagement with the arts are also increasing year on year. Cultural events such as the Christmas Light Festival received almost three times as many visitors in 2013 compared to 2012, while the majority of Oxford's adult residents have attended a theatre performance in the previous year. Adults from black and minority ethnic communities, however, continue to have lower levels of engagement with museums, galleries, or the arts than white adults.

According to the City Council's Living in Oxford Talkback Survey in Spring 2014, an increasing proportion of Oxford residents consider cultural facilities to be among the most important attributes in making the city a good place to live, and satisfaction with these facilities is improving. Satisfaction with Museums and Galleries is amongst the highest of all City Council services.

Nationally, Museum and Gallery attendance rates are also at their highest since surveys began, with the majority of adults having visited a museum or gallery in the last 12 months. The Museum of Oxford has experienced this increase in visitor numbers, with a 20% increase in attendance in 2013/14.

With increasing levels of demand and interest in arts and heritage activities, along with recognition of the educational, health and wellbeing benefits of cultural engagement, there has never been a stronger need to deliver and support high quality cultural activity in order to make it accessible for all.

5. Culture and community benefit

Corporate Priority: 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.

Culture has the potential to bring people together from all areas of life, break down barriers, and build strong communities by increasing the sense of local identity and belonging. Oxford City Council works with its cultural partners to co-ordinate and strengthen cultural provision, working particularly with the more deprived communities of the city.

The success of the Christmas Light Festival, which received 100,000 visitors in 2013, and the Cowley Road Carnival, which was attended by 45,000 people in 2014, strongly illustrate the value and popularity of opportunities for people to come together through community events and festivals. It is particularly positive to note that 68% of respondents to the Talkback Survey in Spring 2014 agree that Oxford is a place where different nationalities and ethnicities get on well together.

Many of the city's cultural organisations already offer successful and well-resourced outreach services. The Museum of Oxford received 85,000 visitors in 2013/14 and runs formal and informal learning programmes which reach almost 4,000 residents each year. Funded organisations including Film Oxford, Modern Art Oxford, Pegasus and Oxford Playhouse provide free cultural activities in leisure centres as part of the council's Youth Ambition programme. The City Council's Christmas Light Festival in 2013 worked with almost 800 young people from 27 city schools and community groups to create a spectacular lantern parade inspired by Oxford's industrial and cultural heritage, from William Morris' cars to CS Lewis' Narnia characters.

CASE STUDY: Health and Wellbeing / Dance for Parkinson's

The City Council's Dance for Parkinson's Project is run in partnership with English National Ballet, engaging with 21-25 participants on a weekly basis. ENB commissioned a Roehampton University research study into the effects of dancing with Parkinson's, and the results were compiled into a BUPA award-winning study. That study concluded that dancing positively affects people with Parkinson's, enabling them to achieve more physically and helping them to rise above some of the limitations of their neurological condition. Participants relish the social interaction and, in some, it encourages a more positive outlook on their lives. One of the most noticeable aspects of the project was how it engenders confidence, as well as body awareness and relative physical dexterity. The study argues that faced with an unpredictable disease, a project that encourages confidence, greater awareness of one's own movement potential, social interaction and communal bonding is vitally important to those who live with Parkinson's.

CASE STUDY: New models for social inclusion / Arts at the Old Fire Station

The Old Fire Station is a flagship project for the City Council. One of the most innovative projects in the country, it brings together the Crisis Skylight Centre – a training centre for homeless people - and Arts at The Old Fire Station – a professional arts centre for the public. The centre combines a theatre, dance and artists' studios, a cafe, a gallery and a shop selling hand-made contemporary craft and design. It also provides training and support to help homeless people into further training or work. This is a unique model of social inclusion bringing artists, homeless people and the public into the same space. Over the coming years, the Old Fire Station will extend its offer to the public, support more emerging artists and find more ways to include vulnerable adults in making, presenting and supporting high quality work. They will also be evaluating impact and the significance of including marginalised people in a high quality, highly valued public arts centre.

CASE STUDY: International connections / Pegasus

Pegasus, Oxford's theatre for young people in East Oxford – consolidated by a £4m rebuild – continues to go from strength to strength. Since 2011, Pegasus has led Mesh, Oxford's first International Youth Arts Festival. Mesh is co-planned, run and hosted by and for young people from Oxford, France, Germany, the Netherlands, Croatia, Lithuania and Russia. Mesh 2014 was made possible by the support of many individuals and organisations including British Council Youth in Action Programme, Oxford City Council, Oxfordshire County Council and Oxford Bus Company. This project complements the work done through the City Council's own international links programme and offers opportunities for exchange projects involving young people from our twin cities.

6. Culture and economic benefit

Corporate Priority: Vibrant, Sustainable Economy
Our ambition: A strong local economy, supported by effective education and training.

The cultural sector benefits Oxford's economy through direct job creation and skills development, attracting other businesses and their employees to locate in a world-class cultural environment, and using City Council support to leverage income from other funders and visitors.

Every £1 of City Council investment in cultural organisations in 2013/14 equated to more than £22 of extra funding and benefit.²

With high levels of economic as well as social return on investment, the City Council is committed to supporting Oxford's creative and cultural industries. The UK's Creative Industries are the most successful in Europe. They contribute more than £8m per hour to the UK economy, generate more than £70bn a year, and are outperforming all other sectors of the UK economy. Jobs in the creative and cultural sector are expected to increase up to a third by 2020, while volunteering in the sector continues to provide skills development opportunities and enhance community engagement.

In keeping with this national trend, Oxford's cultural sector contributes significantly to building a vibrant and sustainable local economy. Culture has a strongly positive economic impact on Oxford, with cultural events attracting secondary spend up of more than £1million over a single weekend, tourists to the city spending £721million in 2012, and arts organisations funded by the City Council leveraging more than £6million of additional funding from grants, donations, sponsorship and earned income with our support.³

CASE STUDY: Creative Economy jobs

Total Creative Economy employment across the UK increased by 8.8% from 2.4 million jobs in 2011 to 2.6 million jobs in 2013. This increase compares with a 2.4 per cent increase in the total number of jobs in the wider UK economy over the same period. By 2013, one in every 10 jobs in the South East was in the Creative Economy, with 50,000 of these jobs in Music, Performing and Visual Arts, 40,000 jobs in Publishing and 16,000 jobs in Museums, Galleries and Libraries. Oxford is recognised internationally for its cultural sector which provides employment for thousands of the city's talented workers. The challenge over the next three years will be in supporting the resilience of cultural sector organisations and ensuring our current and future workforce is appropriately skilled to sustain and grow the sector.

CASE STUDY: Cultural Events

The Christmas Light Festival in November 2013 attracted an audience of more than 100,000 people over three days, making it the largest annual cultural event in the city and generating a total gross expenditure of £1.8million. The festival weekend also resulted in an increase in footfall of 20,750 people in Cornmarket compared to

²Commissioned cultural organisations received total of £274,262 grants and leveraged in an additional £6,114,276 in 2013/14. Every £1 of grants awarded enabled organisations to leverage £22.29 from other sources.

³ The total gross expenditure generated by the 2013 Christmas Light Festival was estimated at £1.8million.

the previous, non-festival weekend. Audience data revealed an average spend of £17 per person, with an estimated transport spend of £102,000 by festival audiences. The event secured funding from Arts Council England, MINI Plant Oxford, British Gas, Westgate and the University of Oxford, as well as a range of local businesses. With events such as the Light Festival, Cowley Road Carnival and OxfordOxford attracting large audiences, the city's economy will continue to benefit from cultural events as long as we work with partners to enable them to happen.

CASE STUDY: Cultural Tourism

Oxford's dazzling architectural heritage, and the rich offerings of the Ashmolean and other museums, means that tourism plays a key part in the local economy. In 2013, Oxford was the seventh most visited city in the UK and is the tourism gateway to the rest of Oxfordshire. We attract approximately 9.5 million visitors per year, generating £770 million of income for local Oxford businesses. We would like visitors to stay longer in the city and to explore areas beyond the city as well. In order to facilitate this we worked with partners to set up Experience Oxfordshire, an organisation working to improve the management and marketing of tourism in Oxford and throughout Oxfordshire. Oxford led the way in formalising the link between culture and tourism, acknowledging that culture is an attraction for visitors and that tourism can be an audience development tool for the cultural community. Currently, cultural tourism tends to focus on historic Oxford. While Oxford's heritage will always be the primary attraction, Oxford also has a thriving contemporary cultural scene which is under-represented in the tourist offer.⁴ We are working with Experience Oxfordshire and cultural partners to maximise the role that culture can play in Oxford's tourism offer. This has the potential to bring further benefit to the local economy.

7. Funding

Since 2010, the Government - while acknowledging the ability of the cultural sector to deliver economic, social and wellbeing benefits - has cut funding to arts and heritage and is promoting philanthropy and increased earned income as the solution to this funding gap. In reality, many cultural organisations lack the capacity and connections to make philanthropy work for them, despite the fact that their work can have a transformative effect on the communities they engage. Even regional organisations with the skill and time to secure corporate and donor support struggle with 68% of all business investment and 90% of individual giving in the arts going to London. Continuing reductions to local government funding are also impacting on the ability to fund culture (and other services). Cultural organisations find themselves competing locally and externally for ever-decreasing pots of money.

Despite the current context of reduced national funding for culture, the City Council remains committed to funding arts and cultural organisations in Oxford, as well as supporting them to diversify their income streams and enhance their sustainability. Core funding from public sources helps to encourage innovation and new initiatives

⁴ See Appendix 1 for examples.

at the grass-roots level and to ensure that engagement with and participation in cultural activities is available to everyone, not just the wealthy.

Oxford City Council core-funded 10 cultural organisations in 2013/14 at a total cost of £274,000. With this support, these organisations leveraged in more than £6 million of additional funding from other sources, including sponsors, national funding bodies and earned income. In 2014/15, the City Council added 2 organisations to the core funded group and increased the total awarded to £278,000.

Art projects and activities funded through Oxford City Council's open bidding, small grants and ward member budgets in 2013/14 totalled £17,761.20, providing support for activities including dance sessions for older people, free film screenings in parks and a women's music project in Cowley. In 2012/13, the City Council piloted the Culture Fund, awarding £6,000 to 6 projects that contributed to the delivery of the Culture Strategy. This support enabled these projects to leverage an additional £85,188 from other sources, equating to more than £14 of extra funding and benefit for every £1 of Council investment. Results for 2013/14 Culture Fund grants are currently being collated. Since 2013, Oxford City Council has also allocated between £21,000 and £25,000 per year to Culture Fund grants and cultural development projects, supporting skills development and training for artists and funding projects which contribute to delivering Culture Strategy priorities. The City Council will build on these successful initiatives over the next three years.

CASE STUDY: Arts Council England investment in Oxford

Between 2015 and 2018, Arts Council England will invest £5.4m in its Oxford NPOs and a further £4.4m in the Oxford ASPIRE museum consortium. This investment will make a significant contribution to Oxford's economy and is dependent on the City Council's support for many of these organisations. Arts Council England explicitly state that they will not enter a position where they become the sole public funder in a local authority area. It is extremely positive to see City Council funding enabling Oxford's cultural organisations to leverage in such significant investment, providing jobs as well as high quality cultural activity for our residents and visitors.

CASE STUDY: Investing in High Speed Broadband

The City Council's Super Connected Oxford team have worked with cultural partners to raise awareness of the opportunities afforded by this DCMS funding to boost wireless infrastructure and broadband speeds, with museums and galleries in the city looking set to benefit from approximately £300,000 of support by the time the project is complete in 2015. Making wireless broadband freely available to the public in the city's cultural venues is expected to enable new types of audience engagement from internet of things installations to bespoke app tours.

CASE STUDY: Investing in Oxford's cultural infrastructure

Four members of the Cultural Partnership Group - The Museum of Oxford, the Story Museum, Oxford Playhouse and Modern Art Oxford - will be undertaking capital developments over the next three years, which will further enhance Oxford's cultural

infrastructure and provide more opportunities to engage with the city's arts and heritage offer. It has already been confirmed that three of these developments - Modern Art Oxford, Oxford Playhouse and the Story Museum - will benefit from a total of more than £4.6m in Arts Council England Capital Grants. This funding will enable these organisations to develop inspirational spaces and programmes. City Council support contributed to the ability of these organisations to leverage this additional funding, which will in turn contribute to their future sustainability. The planned Westgate development also looks set to further strengthen and connect cultural organisations and heritage sites including Oxford Castle with the city's retail centre.

8. Our priorities for culture

The City Council has three key priorities for culture:

1. Support the sustainability of Oxford's cultural organisations and improve the skills and diversity of the city's current and future creative workforce.
2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
3. Improve opportunities for young people to access and actively participate in cultural activities.

Underpinning each of these priorities is a commitment to work in partnership to explore the barriers to participation in cultural activities confronted by different sectors of the community and find ways of removing them.

1. Support the sustainability of Oxford's cultural organisations and improve the skills and diversity of the city's current and future creative workforce.

Oxford's vibrant cultural sector makes a valuable contribution to the city's economy, providing local employment and attracting tourism income as well as creating world-class arts and heritage experiences for our residents. While national funding for arts and museums is under pressure, opportunities are growing for cultural organisations to diversify their audiences and incomes through digital engagement. The City Council is committed to supporting initiatives which embed resilience and enhance sustainability in our cultural organisations, develop a skilled workforce and provide diverse entry routes into cultural careers.

Objectives:

- I. Invest in cultural organisations and projects that contribute to the sustainability, resilience and growth of the city's creative economy
- II. Support the cultural sector to develop expertise and share best practice in areas of shared interest, for example, securing additional funding through philanthropy, developing a wider offer for cultural tourism, enhancing environmental sustainability.
- III. Support the growth of a diverse cultural workforce through initiatives such as creative and digital skills training, mentoring, professional development,

volunteer schemes, creative apprenticeships and paid bursary/internship schemes.

- IV. Identify and broker opportunities for cultural organisations to deliver projects that contribute to City Council and County Council objectives or collaborate with Oxford's two universities, particularly in regards to education and libraries, health and social care, and strong and active communities.

2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.

The City Council is committed to supporting cultural representation and engagement opportunities for all of Oxford's communities, whatever their age, physical ability, economic circumstances and ethnicity. Audience development and engagement is therefore central to the work of the City Council's Culture team and the city's cultural organisations. We support and create cultural activities which celebrate the diversity of our audiences and contribute to social inclusion and community cohesion.

Objectives:

- I. Support and deliver high quality cultural activities and events that engage and celebrate Oxford's diverse communities, with a focus on increasing the number of people experiencing culture.
- II. Increase the amount of cultural activity that is captured, created, produced, shared and archived through digital technologies and platforms, and support partnerships which will enable more people to access this activity.
- III. Invest in projects and organisations which encourage diverse communities to shape and create their own arts and cultural activities.

3. Improve opportunities for young people to access and actively participate in cultural activities.

Engagement with culture offers opportunities for young people to share their experiences with others, and can help to build social cohesion. Participation in arts and heritage activities can develop creative and technical skills, ambition, discipline, and the confidence necessary for future success. With the growth of cultural and creative industries providing exciting opportunities for youth employment, the City Council is committed to supporting Oxford's young people to be culturally engaged and creatively skilled. In order to maximise opportunities for Oxford's young people, the delivery of the Culture strategy will align with complementary Council programmes, for example the Youth Ambition strategy.

Objectives:

- I. Support and deliver cultural activities for young people to increase levels of youth engagement with culture and enhance youth ambition.
- II. Invest in projects and organisations which provide opportunities for young people to create cultural programmes and participate in cultural planning.

- III. Encourage the take-up of Arts Award (both primary and secondary) by young people in the city and support schools wishing to become Artsmark accredited.

9. Monitoring and Evaluation

The Culture Team's Service Plan, including milestones and performance indicators to measure success linked to the objectives of City Council staff and the Service Level Agreements of commissioned organisations, will underpin the Strategy. Delivery will be monitored monthly through CorVu targets, through 6-monthly reporting from funded organisations and quarterly updates from members of the Cultural Partnership Group. The Cultural Development Manager will undertake an Annual Review of activity to evaluate performance against the Culture Strategy objectives.

10. Conclusion

Oxford City Council and its partners believe that culture and the arts play a profound role in shaping people's experiences and attitudes. We believe that access to high quality cultural experiences across a wide range of forms is the right of all our citizens. We believe that the proposals in this strategy will contribute to ensuring that these opportunities are open to all our citizens and not just the few.

DRAFT

Appendix 1

Cultural Partnership Group members

Oxford City Council Culture Team

Cultural Development

We provide core and project funding to cultural organisations and numerous arts and heritage activities each year through our Commissioning and Culture Fund grants. We introduced our CREATE crowdfunding events in March 2013, which have awarded more than £4,000 to winning pitches for cultural projects in Oxford, leveraging in audience donations and sponsorship from host venues. The team run Culture Forums to provide free skills development and training for the cultural sector in areas of shared interest such as fundraising. Working with Arts at the Old Fire Station, we also introduced the Arts Marketing Group in early 2014, which is a networking event designed for the sharing of best practice and identification of joint promotional campaigns.

Cultural outdoor events

Large scale outdoor and site specific events play an important role in building cohesion and celebrating life in our city. The Christmas Light Festival grew in 2013 to be the largest free event in the city. The City Council worked with more than 25 cultural organisations to engage 100,000 people over three days with hundreds of free arts and heritage activities across the city. Up to 20,000 people attend the city's May Morning celebrations each year, which are co-ordinated by the City Council with key partners. We also deliver the Lord Mayor's Celebrations in Gloucester Green, which has become a popular summer event for families, attracting more than 5,000 people each year.

Dancin' Oxford

Dancin' Oxford festival continues to receive enthusiastic support from partners including Oxford Playhouse, Pegasus and Oxford Castle, and has secured a £129k Arts Council England grant for 2014-16. The festival's year-round programme of work includes a Spring Festival, Summer outdoor programme and Autumn Family Dance Week. Baby Boogie, a fun and informal disco dance event for under-5's and their families, is a key feature of the festival's year-round programme. It has grown in popularity to become a bi-monthly event at Pegasus, alongside a growing outreach programme in Family Centres in Blackbird Leys, Barton, Donnington and Northway. In the first half of 2014, 85% of audiences for these events were first-time engagers in dance activity. Other dance development projects include Get Moving! (a project for over-50's which improves health and reduces isolation), Oxford Dance Forum's professional development programme and Dance for Parkinson's classes (in partnership with English National Ballet). The dance programme engages more than 7,000 people annually.

Museum of Oxford

The only museum dedicated to telling the story of the city and its people, the Museum of Oxford is undertaking a major capital development in order to meet increased demand for its services, represent the heritage of our diverse communities and enable public engagement with the City's Archives. Thanks to support from the Heritage Lottery Fund and Arts Council England, the Museum will celebrate its 40th Anniversary in 2015 with a year-long season of high quality arts events. The Old Museum space, which launched in January 2014, will showcase events to drive capital fundraising for the new museum during this anniversary season. Our plans for the Museum have attracted more than £85k in grant support from external funders to date. Cultural Development Manager Ceri Gorton, who will be leading on the museum's development, has been awarded the Arts Council England Museums Fellowship for the 2014/15 Clore Leadership programme. The Museum is a development partner in the Oxford University Museums consortium.

The Oxford University Museums Partnership

The University of Oxford is home to the Ashmolean Museum, Museum of the History of Science, Museum of Natural History and Pitt Rivers Museum. Free to enter, these museums welcome 2 million visitors through their doors each year and are the public face of the university. Custodians of vast and varied collections representing the natural world and the majority of world cultures, Oxford University Museums bring internationally significant cultural experiences to the city of Oxford. The museums recently secured renewed funding from Arts Council England as a Major Partner Museum service, with a mandate to facilitate broad access and play a leadership role within the cultural sector.

As part of their Major Partner Museum programme, Oxford University Museums work in a delivery partnership with the Museum of Oxford. The museums work collaboratively to engage Oxford's diverse community and realise the city's ambitious cultural aspirations. Having worked directly with every primary and secondary state school in Oxford in the last year, the partnership will actively reach into schools and communities, raising aspirations and supporting educational attainment across the curriculum and across all ages.

Oxford's Universities

The University of Oxford has continued to make a strong contribution to the cultural life of the city and the region, working in collaboration with cultural organisations in the city including Pegasus Theatre and Modern Art Oxford. The Bodleian and University libraries receive over 100,000 visitors annually and take part in events such as World Book Day. Oxford University Press has partnered with the National Literacy Trust to develop innovative schools programmes aimed at raising boys' literacy levels and improving behaviour and engagement. Oxford Brookes University's Poetry Centre hosts an annual programme of events including exhibitions and community projects in the areas of poetry and science; poetry and the environment; poetry and business; and performance poetry in Oxfordshire. The City Council works with Oxford Brookes University to co-ordinate the city's Youth

Ambassador for Poetry, a position held by Azfa Awad in 2013/14. The city also benefits from a range of educational outreach activities in the city, organised through the widening participation teams at The University of Oxford and Oxford Brookes University.

Oxfordshire County Council

The County Council's cultural services – libraries, museums, archives and arts – remain committed to actively working in partnership with the city to improve children's and adults' literacy and skills; provide curatorial expertise to the Museum of Oxford and its redevelopment; help conserve and provide access to the city's archives; support the jointly funded organisations of Pegasus and OVADA; and work closely with members of the Cultural Partnership Group, in particular to strengthen the relationship with the LEP to emphasise the economic benefit of culture in the county and city. A significant improvement to the library provision in the city will be the presence of the county's Central Library (3rd busiest in the country) as part of the redevelopment of the Westgate Centre.

Arts at the Old Fire Station

Arts at the Old Fire Station focuses on great art for the public, professional development for artists and building the confidence and skills of homeless people. Since opening in November 2011, the centre has developed an eclectic programme of events ranging from new writing to comedy to jazz nights to contemporary dance. They have produced ground-breaking visual and performing arts work for the public created by professional artists with homeless people. Exhibitions in the gallery prioritise work by early to mid-career artists and the shop sells unique hand-made work by designer-makers. Now a significant local venue for festivals and conferences, the Old Fire Station also offers a programme of regular events for artists of all disciplines to share ideas and works in progress. Over the coming years, they will launch a new 'Making Space' Programme which will explore the process of making; present more of the best theatre, music, dance and work which crosses art forms; and put down roots as a sustainable social enterprise.

Oxford Contemporary Music

OCM is an Arts Council England National Portfolio Organisation, producing some of the highest quality and most innovative new music and sound events in the UK. It engages diverse local and national audiences with its work and aspires to deepen understanding and appreciation of musical cultures from within the UK and worldwide. Its raison d'être is to bring music, artists and audiences together in ways that encourage and create memorable and meaningful experiences for all. It aims to do this by presenting concerts, producing new work and programming education and outreach activity in Oxford, the UK and abroad. Working in partnership with the City Council's Culture team, OCM bring world-class contemporary music to Oxford audiences through free events such as the Christmas Light Festival and Lord Mayor's Celebration. Recent achievements include Mira Calix's *Nothing Is Set In Stone* (2012),

Audible Forces (2013), and Nathaniel Mann's SAM Embedded residency (2013/14). Future plans include increased investment in new projects and the launch of OCM's associate artist and producer scheme. www.ocmevents.org

Film Oxford

Film Oxford is a centre for film and digital media committed to building a strong community of local filmmakers and digital creators through its 'Learn, Network, Create. Exhibit' programme. The centre provides a range of accessible training for all and particularly invests in developing projects with marginalised communities. Over the last 5 years Film Oxford has built a reputation for its ground breaking work with artists with disabilities as well as its work with young filmmakers and digital creatives. A strong partnership with the BFI through 'Youth Academies' and 'Into Film' has offered unprecedented opportunities for a new emerging generation of young talent in the area. Film Oxford supports a number of local network groups, offers a production service for charities and 'not for profit' organisations and runs Location Oxfordshire - the locations website and information service for film and television companies looking to film in the area.

Ark T

The Ark T Centre is a creative arts project with a recording studio for young musicians, rehearsal space for dance, artist studios, a café and an outdoor creative play garden. Opened in 1997, it is based at John Bunyan Baptist Church in Cowley. Nurturing the courage to create, and providing the right support to let freedom of expression flourish are central to the projects which attract around 700 people each week. The Centre employs six staff, has four resident artists and a team of sessional workers. It runs a volunteer programme for skills-training and rehabilitation and works in close partnership with agencies which make referrals to its various programmes. The 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. Volunteers provide food every day in the cafe; learn administrative and customer service skills; garden, and support creative workshops. 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. Through their work at Ark T, they acquire skills and training as well as re-finding social and personal confidence to move on from challenging circumstances.

OVADA

Established in 2004, OVADA is a dynamic, artist-led organisation, passionately committed to the development of creative practitioners and promoting access to high quality arts for all. From a designated warehouse space in central Oxford, OVADA creates a supportive environment for the transfer of skills, knowledge and experience. OVADA's artistic programme enables students to work alongside professional artists and practitioners through workshops, professional development

talks and exhibiting opportunities. OVADA offers volunteering opportunities for people who are not in education or employment to gain experience in Arts Management, alongside formal work experience placements for City of Oxford College students. With support from Oxford City Council, OVADA is in the process of registering as an Arts Award provider. OVADA runs continuing practice courses through the alternative Warehouse Art School and weekly Drawing Classes for the community. Hosting four artist's studios and a multi-use project space, OVADA provides a base for Oxford Hackspace and collaborate with them on digital projects and public lessons in new technologies. OVADA also contributes to major Festivals such as Audiograft (Sonic Arts), Artweeks and the Christmas Light Festival.

Oxford Playhouse

Oxford Playhouse is an Arts Council England National Portfolio Organisation. Positioned at the cultural heart of Oxfordshire, with the drive to inspire, engage and entertain a wide-reaching and diverse audience, Oxford Playhouse brings together artists and audiences to experience great live performance. Over 150,000 people each year experience the Playhouse's world class programme. The Playhouse plays an active role in the arts ecology within Oxford, the wider region and national cultural sector; presenting, producing and touring the highest quality middle-scale, small-scale and off-site theatre, developing relationships and partnerships which enable artists to make work and develop their practice, creating imaginative and ambitious opportunities for children and young people and embracing involvement by all in exceptional cultural experiences.

Cowley Road Works

Cowley Road Works is a small, community based charity, which produces the annual Cowley Road Carnival in July and associated activity during the year. Its mission is to present Carnival in East Oxford as a means of celebrating community through culturally diverse arts, events and education. The Carnival held on 6 July 2014, from 12 noon to 6pm, attracted 45,000 people to the Cowley Road for wide range of music, dance, family activity, food and other stalls and the Carnival procession. The charity works in partnership with a number of arts and community organisations, individual artists, and businesses to prepare for and produce the event, and welcomes new collaborations in order to enrich the quality of the Carnival experience and deepen its impact in the local and wider community.

Experience Oxfordshire

Experience Oxfordshire is a not-for-profit partnership of businesses and organisations committed to realising Oxfordshire's potential as a cultural tourism destination. The mission is for Oxfordshire's name to be known throughout the world; to be synonymous with our rich, distinctive cultural heritage, our world class arts, tourism offer and welcome. Because of this people will want to enjoy more of the Oxfordshire experience, spend more and invest more. The aim is to achieve twice the forecast UK tourism growth rate, creating 5,800 new jobs by 2025.

Experience Oxfordshire operates the Oxford Visitor Information Centre and undertakes a range of leisure and business tourism marketing activities reaching around 2.5 million customers a year. Improving cultural marketing and promotion, ticket sales, and helping organisations tap into the wider visitor market are priorities from 2014.

Modern Art Oxford

Modern Art Oxford is an Arts Council England National Portfolio Organisation. Located in a rare industrial building in the centre of the City, Modern Art Oxford is one of the UK's leading contemporary art spaces with an international reputation for innovative and ambitious artistic programmes and community outreach. Celebrating the relevance of contemporary visual culture to society and Oxford today, the programme is shaped by a belief in dialogue between contemporary art, ideas and society. Celebrating its 50th anniversary in 2016, the gallery seeks to create new relationships between artists, audiences and communities at the beginning of the 21st century.

Pegasus Theatre

Pegasus Theatre is an Arts Council England National Portfolio Organisation. Situated on Magdalen Road in East Oxford, Pegasus is a theatre with young people at its heart. In everything it does, Pegasus considers how to attract, engage and spark the imaginations of young people. This includes families with young children, schools, teenagers and students. Yet the work has a wider, crossover appeal, so that people of different ages can experience together art that is vibrant, inspiring, urgent and exciting. Pegasus is a meeting place between generations, cultures, artists and participants, a place of creative exchange and community. Within its 50 year history Pegasus has produced and programmed diverse and inspiring performances; pioneered the field of participatory arts; played a special role in supporting new and emerging artists; and provided training, education and career paths for young people.

The Story Museum

The Story Museum celebrates stories in all forms, harnessing their power to teach and delight. Since 2005 we have been running storytelling projects in schools and the local community with proven impacts on language, empathy, confidence and imagination. In April 2014 we opened the first phase of our most unusual museum in Oxford in which people of all ages and abilities enjoy stories through exhibitions, talks and performances, and create stories of their own. Part of Oxford's West End regeneration, the museum is already a hub for our wider work with partners across Oxford city, county and beyond. Given successful completion of our £8m capital development by 2017/18, The Story Museum will be an international centre of literature inspiring present and future generations and reaching well over 100K visitors annually.

Appendix 2

Reference Documents

Arts & Business Private Investment in Culture Survey Report 2011/12, May 2013
Arts Council England Report 'The Role of Diversity in Building Adaptive Resilience', May 2011
Arts Council England Stakeholder Focus Research, April 2014
Arts Council England Strategic Framework 2010-2020 'Great Art and Culture for Everyone', October 2013
Audience Agency Area Profile Report for Oxford, May 2013
Christmas Light Festival 2013 Evaluation Report, February 2014
DCMS Report 'Creative Industries: Focus on Employment', June 2014
DCMS Statistical Release 'Creative Industries Economic Estimates', January 2014
Insight Oxford 'Needs Assessment for Older People in Oxford: A research project for Oxford City Council', October 2013
Living in Oxford Talkback Survey Report, Spring 2014
Oxford City Council Children and Young People's Plan 2014-17
Oxford City Council Corporate Plan 2014-18
Oxford City Council Youth Ambition Strategy 2013-17
Oxford Strategic Partnership - Oxford Economic Growth Strategy, January 2013
Taking Part Survey 2012/13 Annual Child Report, August 2013
Taking Part Survey 2012/13 Quarter 4 Report, June 2013

Appendix 2 - Consultation Process and Events

1. Consultation process

The consultation went live on 17th October 2014, when it was made available on the Council's website home page. The consultation close date was extended by one week to 24th December 2014.

Invitations were sent via the eConsult portal to the 499 people and organisations that were invited to take part in consultation for the current Culture Strategy 2012–15.

The url to the eConsult portal was also sent to 30 people and organisations that are part of the Youth Engagement Officer's network. In addition the Culture Manager requested that her staff provide the url to their respective networks.

2. About the respondents.

In addition to extensive discussion with interested parties – all broadly supportive of the strategy - 13 formal responses were submitted – 12 online and one via email. The email response is added at the bottom of this report.

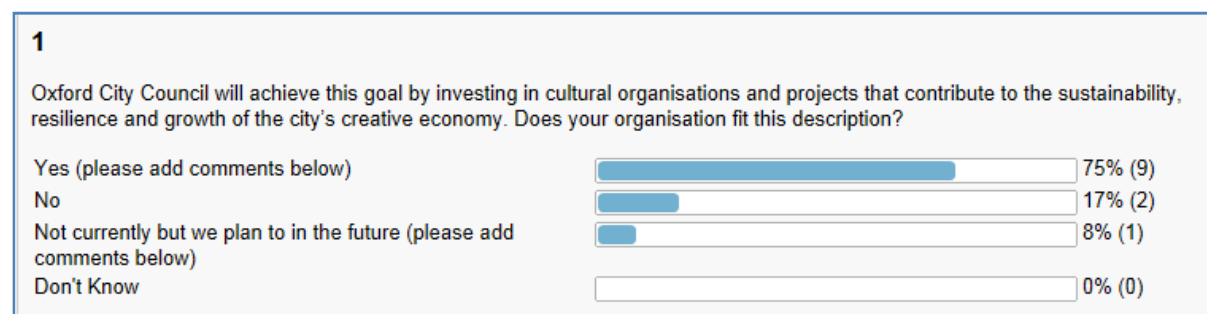
The respondents are from the following organisations: Arts Council England; 13th Theatre Co; Cowley Road Works; Folk Arts Oxford; University of Oxford, Dept of Education; Oxford Castle Ltd; Wesley Memorial Methodist Church; Innovista International; The Story Museum; Justice in Motion; and Oxford Preservation Trust.

3. Responses in the eConsult system.

The survey questions and responses are presented below. The survey questions were aligned to the three priorities set out in the draft Culture Strategy. Given the nature to the responses, it seemed helpful to present the comments verbatim.

Priority One: To support the sustainability of Oxford's cultural organisations and improve the skills and diversity of the city's current and future creative workforce.

Question 1 and comments.



13th Theatre Company. We are a social enterprise theatre company. We deal with

<p>social issues of disability, bullying and self-esteem. Our motto is why fit the mould when you can create it. We are an equal opportunities company and socially inclusive. We also run drama workshops for people 50+ called Never Past the Sell by</p>
<p>Wilson (Freelance). As a freelance theatre/dance artist I am a small part of Oxford's creative economy, but represent a significant proportion of frontline individuals who initiate and deliver cultural projects.</p>
<p>Oxford Methodists. We currently offer space to cultural events, and would like to increase this. We also plan to develop a heritage interpretation centre, drawing out Oxford's part in the story of the worldwide Methodist movement.</p>
<p>Oxford Castle Quarter is a cultural hub within Oxford. With an art gallery, visitor attraction, museum and education centre it offers a variety of cultural and educational experiences to a diverse audience.</p>
<p>The Story Museum. After completion of our capital development The Story Museum will employ 27 people to run a six-day a week venue programming original creative content and be largely self-supporting through ticket income and associated sales. Since opening in April we are attracting visitors from outside Oxfordshire</p>
<p>Arts Council England. Co-investment between ACE and Oxford City Council is essential to the sustainability of the city's creative economy. The Council's ongoing investment in culture is hugely significant to leveraging funding from ACE and other sources, at all levels.</p>
<p>Cowley Road Works. Cowley Road Carnival provides opportunities for established, new, emerging, young and diverse artists and organisations to perform/exhibit/engage/showcase their work to a large and diverse audience, and to work in partnership with Cowley Road Works on pre Carnival events and activities.</p>
<p>Justice in Motion is a multidisciplinary company, which is dedicated to creating issue-based work, inspired by true accounts of social injustice. Through a dynamic fusion of physical theatre, dance, music, multi-media and spoken word, the company presents a variety of engaging and thought-provoking performances. Our ambition is to operate as a creative ambassador that will impact our culture and society - calling forth change and transformation towards a life of freedom and justice.</p> <p>As a young and developing company, one of our goals is to secure our reputation within the Oxfordshire theatre and dance community. As such we create high quality performances and host dance classes for professionals (weekly), workshops and events – all of which contribute to the city's creative economy. When employing performers, artists, and teachers we strive to pay them a competitive fee, which will encourage and facilitate their continued work in our area. We regularly hire and pay venues for rehearsals or performance. The larger we grow, the more productive we are, and the more we can and do contribute to Oxfordshire's creative economy.</p>

Question 2 and comments.

2

Oxford City Council will support the cultural sector to develop expertise and share best practice in areas of shared interest, for example, securing additional funding through philanthropy, developing a wider offer for cultural tourism, enhancing environmental sustainability. Do you have any suggestions as to how we can provide this support?

Yes (please add detail below) 75% (9)
No 25% (3)

13th Theatre Company. We give a percentage of our profits to charity, we are working in partnership with the TVACAA. We are also producing a musical called Hooked on Oxford, the musical, it is created to attract tourism to Oxford.

Wilson (Freelance). Addressing the needs of the large proportion of freelance artists (across all disciplines - music, theatre, dance, visual arts). To do this free (or heavily subsidised) training/up-skilling is needed in these areas.

Oxford Methodists. Networking opportunities for those already involved, with scope to share best practice.

Oxford University. Advice and support and other "help in kind"

Oxford Castle Quarter. The HLF workshop at the Museum of Oxford was extremely useful. The cultural organisations across Oxford each have their own area of expertise and individuals with specific skill sets. Further integrated workshops would be helpful. A more comprehensive strategy for data sharing would also be useful.

The Story Museum. Offering grants as matched funding is helpful as well as supporting city-wide collaborative events such as Alice's Day and Christmas Light Festival. Promotion of the city's cultural offer to both tourists and residents is also very valuable.

Arts Council England. The Oxford Cultural Partnership should continue to act as the key strategic partnership for culture in Oxfordshire over 2015-18 and become even more focussed on how the sector can work together to seize joint opportunities e.g. shared audience development or cultural tourism initiatives.

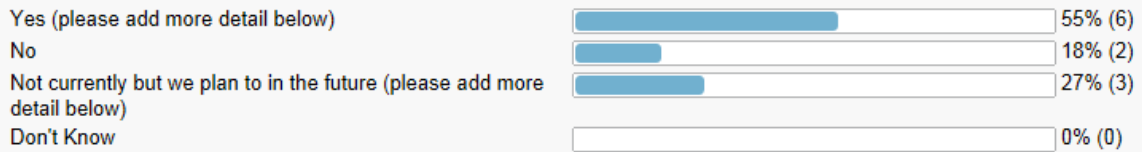
Cowley Road Works. Improve OCC's Streetscene's ability to effectively collect and recycle waste at outdoor events. Provide more and affordable banner and poster sites across the city to enable publicity for events of all kinds. The costs of current provision & commercial distribution are out of reach of many.

Justice in Motion. At this point we do not have suggestions for how the Council can further provide this support. For our purposes the city has been extremely helpful in helping us find funding.

Question 3 and comments.

3

Oxford City Council will support the growth of a diverse cultural workforce through initiatives such as creative and digital skills training, mentoring, professional development, volunteer schemes, creative apprenticeships and paid bursary/internship schemes. Does your organisation promote or deliver such initiatives?



Folk Weekend. Oxford offers volunteer on the job training in various arts management roles, as well as providing general volunteering opportunities during the festival.

Oxford Methodists. We use volunteers to support our existing programmes, and deploy and develop staff to enhance what we are able to do.

Oxford Castle Quarter. O3 Gallery provide volunteer and internship schemes. Oxford Castle Quarter plan to introduce volunteer schemes in 2015.

The Story Museum. employs 6 full-time equivalent staff, several freelance experts, and c100 volunteers donating 60-300 hours a week. We provide work experience placements for 12 local secondary school children and around 8 intern placements for college leavers annually.

Arts Council England. NPOs/MPMs produce diversity action plans and data will be collected annually. The Creative Employment Programme is open till Nov ' 15. ACE is committed to fair payment for artists. Grants for the arts continues to thrive and we are keen to support first-time and diverse applicants.

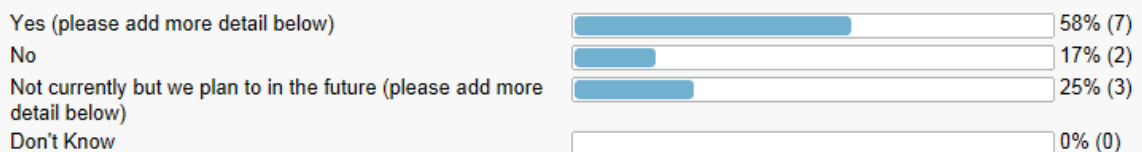
Cowley Road Works. Yes, we work with volunteers & can offer practical professional development. The time & cost of supporting apprentices and providing effective mentoring must be recognised. All of this requires additional financial support. Specific training for mentors & digital skills would be helpful.

Justice in Motion We are looking into providing a paid internship scheme within our company. We are currently in the process of identifying and sourcing payment via grant proposals for this. If there is any financial support from the city for these schemes, we would happy to learn more about that.

Question 4 and comments.

4

Oxford City Council identifies and brokers opportunities for cultural organisations to deliver projects that contribute to City Council and County Council objectives or collaborate with Oxford's two universities, particularly in regards to education and libraries, health and social care, and strong and active communities. Does your organisation deliver such projects?



Wilson (Freelance). I have in the past been involved in these activities.
Folk Weekend. We work in partnership with Oxford Brookes providing work experience for their sound technician students
Oxford Methodists. We are already committed to strong and active communities, and support this through our own activities and through provision of space to other groups.
Oxford University. It would be useful if the strategy could recognise the funding now provided by the University of Oxford for such things as the Cowley Road Carnival and Alice's Day.
Oxford Castle Quarter are working with Oxford University to deliver projects in 2016 with regards to education, outreach, and strong and active communities.
The Story Museum. We enrich children's lives through story with associated benefits in literacy levels. We frequently work in partnership with organisations such as the University Museums, the Bodleian library and the central library. We also co-create new work to deepen young people's involvement with culture.
Arts Council England. We are in discussions with Oxfordshire LEP towards a 'creative and cultural investment plan' and with the University of Oxford about co-investment in culture. We want to influence high level strategic partnerships and funding opportunities for culture in Oxford through various means.
Cowley Road Works. We have worked with students from both universities and seek to do more with them. We work with community groups & would welcome further opportunities to help build strong & active communities.
Justice in Motion We certainly aim to work closely with the health and social sector of Oxford and are very keen on forming relationships to both Universities in that respect too. We are interested in forming stronger connections with researchers and experts from both Brooks and Oxford University. To date, we had several collaborations and will deepen those as well as identifying further ones down the line. Artistic director AnjaMeinhardt also works closely with the Oxford University Drama Society and has been involved in several University productions, which allowed her to form valuable links.
Whilst we do not currently collaborate with Oxford's two universities as such, we do perhaps contribute to the City and County Council objectives as related to the cultural economy. We are not sure however if these objectives are the same as the priorities outlined in this document.

Priority Two.To improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.

Question 5 and comments.

5

Oxford City Council will support and deliver high quality cultural activities and events that engage and celebrate Oxford's diverse communities, with a focus on increasing the number of people experiencing culture. Does your organisation deliver or support such activities and events?

Yes (please describe below)		82% (9)
No		18% (2)
Don't Know		0% (0)

13th Theatre Company. We fully support such activities and will gladly become a part of them.

Wilson (Freelance). As a freelance performer I have performed in & produced a variety of high-quality cultural events, in partnership with other organisations.

Folk Weekend runs a ceilidh for children with Special Needs - in 2015 we hope to run two, and are also in the early stages of a project combining Makaton signing with performance.

Oxford Methodists. We provide space for a wide variety of groups and individuals.

Oxford Castle Quarter

2015: Oxford Art Prize

2016: Fields of Battle - Centenary project

The Story Museum. We offer workshops, creative activities, performances, skills building, holiday courses and resources for all ages. We anticipate reaching 20,000 people in the first year of opening (April 14- April 15) plus over 5,000 school children and teachers including targeted schools from disadvantaged areas

Arts Council England. NPOs/MPMs will have audience development plans in place for 2015-18. We recognise the importance of large-scale, community events e.g. Christmas Light Night, Alice's Day and welcome conversations with OCC and partners about plans for 2015-18.

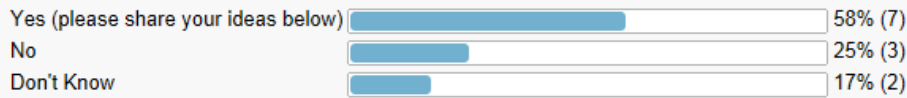
Cowley Road Works. Cowley Road Carnival specifically seeks to address this priority, with 45,000 people of all ages and social and ethnic backgrounds attending Carnival 2014.

Justice in Motion is proud to work a little differently than other Oxfordshire theatre and dance companies. Our work is specifically aimed at issues of social injustice and as such our target audience engages community activists, policy changers and their constituents, and people who may be vulnerable within our society. In engaging these communities we are actively bringing a new audience into the creative fold, building a bridge between the arts and campaigns. We currently deliver a series of events about socially relevant issues, and facilitate workshops in the genres that influence the style of our work, supported by the Oxford City's Culture Fund. These events and workshops are open to the wider public.

Question 6 and comments.

6

Oxford City Council will increase the amount of cultural activity that is captured, created, produced, shared and archived through digital technologies and platforms, and support partnerships which will enable more people to access this activity. Is your organisation interested in this activity?



Wilson (Freelance). At present I do not have the capacity to deliver digital projects. Though many freelancers may well be interested in this area.

Oxford Methodists. We plan to develop our existing website to support heritage interpretation and to enable virtual tours.

Oxford University. Could provide partnerships with the University

Oxford Castle Quarter. We are working with Oxford University ITC department and Europeana. We're very pleased to see this is part of Oxford City Council's Cultural Strategy.

The Story Museum is currently planning an exhibition for 2015 in partnership with local digital games companies including Natural Motion, Sega and Rebellion. This will enable us to build new audiences and pilot innovative ways of using digital technologies in our building for the future.

Arts Council England. Oxford is a dynamic hub for the creative industries. We encourage the cultural sector (and this strategy) to position themselves strongly within Oxford's creative economy as a whole and to make the most of new kinds of collaboration and digital approaches to achieving strategic aims.

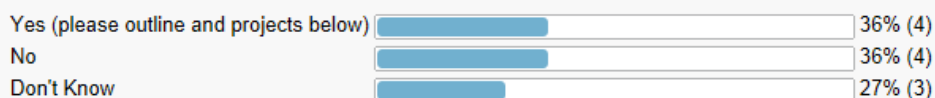
Cowley Road Works. The output of Carnival is particularly strong visually and we are very interested in harnessing the many images and films which are created by the public during the event to share these. Carnival provides opportunities to show case musicians at the event & digitally before & after the event.

Justice in Motion is a multidisciplinary company and as such we work with many artists across many fields. We work with several filmmakers to document our work through a series of short trailers and documentaries, as well create visual projections that are combined with our live performances. We are currently looking at creating another three short trailers that will capture the research and re-development phase for BOUND, while getting ready for our 2015 national tour.

Question 7 and comments.

7

Oxford City Council will invest in projects and organisations which encourage diverse communities to shape and create their own arts and cultural activities. Does your organisation or project fit this description?



13th Theatre Company. Yes, we encourage social inclusion and we are an equal

opportunities theatre company. Our aim is to use drams to break down the barriers caused by discrimination.

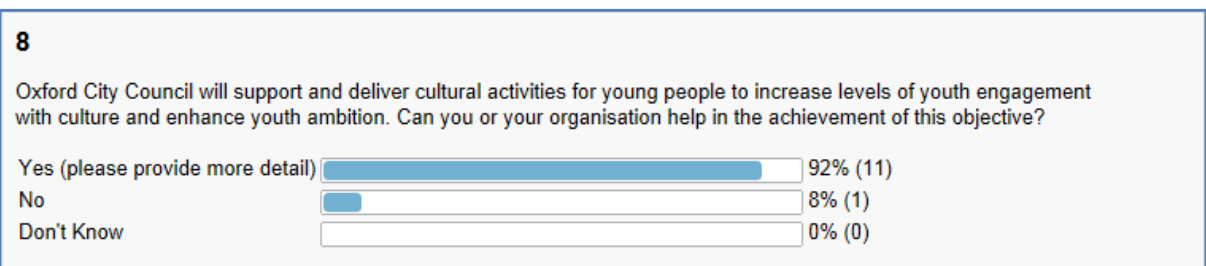
The Story Museum. We are running a pilot project with a group of local teenagers programming a season of events aimed at their peers. Our next major exhibition (summer 2015) will involve a substantial co-curation element and we are holding an access day in January to involve and consult with those with specific needs

Arts Council England. Good practice in Oxford e.g. Old Fire Station, Story Museum, Pegasus, Museum of Oxford and further afield e.g. ACE-funded Creative People and Places projects. Our Engagement & Audiences team can advise further. Libraries should be key partners and our Libraries GFTA fund continues.

Cowley Road Works. Cowley Road Carnival invites diverse communities to show & celebrate their identities through participation in the procession, through food, music, dance and other activity, both at the event and in the lead up to it.

Priority Three. To improve opportunities for young people to access and actively participate in cultural activities.

Question 8 and comments.



Dr Hafiz We can circulate it among young people within BME communities.

Wilson (Freelance). I also work as a lecturer in a UK drama school and have experience in mentoring and training young artists (18-25) inside and outside of my institution.

Folk Weekend. has always held a series of concerts featuring young performers - we have just engaged a new committee member who is planning on expanding this area for 2015. We also run a programme of family events during the festival.

Oxford Methodists. Several of our young people are already engaged with film and music at a high level.

Innovista. We work with disengaged and hard to reach young people, to increase ambition, aspiration and achievement. We'd be very open to exploring how cultural activities could help us do this.

Oxford University. We are looking in to the provision of college and other university space for the communities of Oxford.

Oxford Castle Quarter. The Key Learning Centre within Oxford Castle Quarter is an ideal environment for these activities and we'd be very keen to work with Oxford City Council in developing an outreach programme.

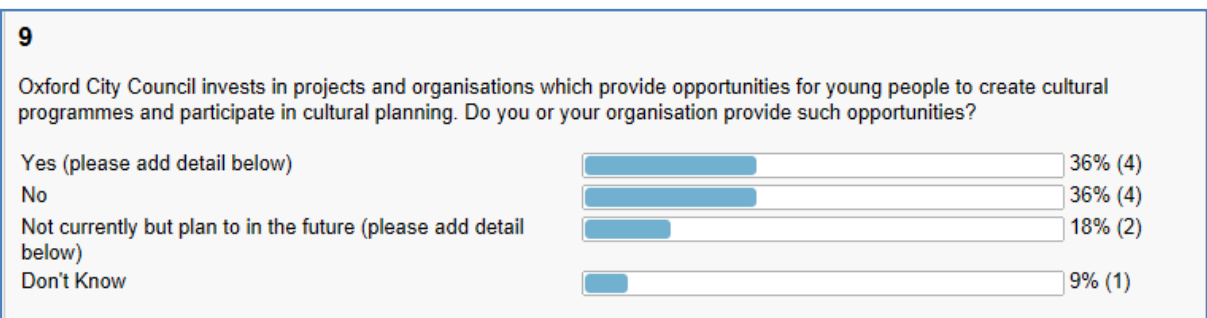
The Story Museum. As well as co-curation projects at the Museum we run outreach projects in schools and community groups. We are in active discussions

with the local library service to run a project with young people celebrating the Magna Carta in 2015 and with the Bodleian Library to celebrate Shakespeare 2016

Arts Council England. Work with young people is a strength in Oxfordshire. We are promoting 7 'quality principles' for CYP work at this time. Artwork continues as the Bridge organisation for the South East over 2015-18 – a key partner. We are positive about the development of the Oxfordshire Youth Arts Network.

Cowley Road Works. The Carnival procession & preceding workshops led by artists & dancers in schools gives hundreds of children the opportunity to take part with confidence & pride in their work. The established youth music stage at Carnival offers young musicians a profile & audience which they really appreciate.

Question 9 and comments.



13th Theatre Company. Young people need support and encouragement and that is an aim of our company to help young people achieve their goals.

Oxford Methodists. See question 8 above.

The Story Museum. We plan to build on our pilot teenage co-curation project for future programming, as well as establishing a young curators group to provide regular input into the Museum's programming

Arts Council England. is funding good models for youth-led cultural planning and participation in Oxford e.g. Pegasus, Oxford Playhouse, University Museums, and further afield e.g. the Art31 Youth Arts programme in Kent. Bicester also aims to develop a youth-led cultural plan.

Cowley Road Works. We would very much like more young people to be involved in the planning of Carnival & seek ways to do this. We work with key partners, Pegasus and Fusion Arts, who are specialists in working with young people. We seek young trustees.

Justice in Motion. We are anticipating working with a younger community as well, and our workshops are open to people from age 14+.

We are likely to be going into schools as well to deliver workshops and meet them where they're at, inviting them too to engage in the debate about relevant issues. We do see the possibility of reaching out into schools in conjunction with OXCAT (Oxfordshire Community against Trafficking) for example, who are planning on educating young people in more creative ways

Question 10 and comments.

10

Oxford City Council encourages the take-up of Arts Award (both primary and secondary) by young people at both primary and secondary schools in the city and support schools wishing to become Artsmark accredited. Is this something that you or your organisation are involved in or interested in pursuing?

Yes - already involved (please add detail below)		9% (1)
Yes - interested in pursuing (please add detail below)		27% (3)
No		45% (5)
Don't Know		18% (2)

13th Theatre Company. Yes, we would gladly be involved in this project, please consider us for this project.

Folk Weekend. We have someone who is trained in Arts Award but don't really know how to persue this as a fairly small, voluntary organisation.

The Story Museum. Our Head of Learning is trained to deliver Arts Award. We made 7 Discover awards through our Digital Storytelling course in the summer and plan to deliver Bronze awards through our teen co-creation project in Spring 2015.

Arts Council England. Arts Award and Artsmark are funded by Arts Council England and a key strategy for increasing youth participation in arts and culture. NPOs/MPMs have objectives related to Arts Award & Artsmark. Artwork as the Bridge organisation can support organisations working with these schemes.

Cowley Road Works. Through partner organisations such as Pegasus, Fusion and OYAP.

Any other comments?

Wilson (Freelance). Key to delivery at ground level will be supporting the range of freelance artists who often undertake this work. Ways to address the development of these artists, in response to their needs, will be key in extending and consolidating current practice.

Oxford University. In all of these priorities the University would be interested in developing advice/support/joint working.

The Story Museum's mission to inspire learning and improve well-being through story, especially for the young and those facing disadvantage, puts us in an ideal position to deliver on all 3 priorities, plus our use of volunteers means that we offer many opportunities for skills development

Arts Council England. 2015-18 ACE Strategic funds (TBA) may offer opportunities for joint approaches from Oxford and Oxfordshire. Over 2015-18 ACE wants to see – and to be part of – highly collaborative approaches to tackling some of the ongoing opportunities/challenges for the culture sector in Oxford.

Justice in Motion. It seems that as a company, JUSTICE IN MOTION, best suits priorities one and two. As we grow in reputation and productivity, we are keen to engage and work with more artists helping to grow Oxford's creative economy. We have been thankful for the city's support we've received so far and are proud to say we've only grown more and more since. We are happy to be engaged and active in the city's support of its creative sector and will help out however we can!

5. Responses via email.

Giles Ingram, Experience Oxfordshire

I thought you may be interested in headline stats from a new VisitBritain survey of international visitors – ‘Leveraging our Heritage & Culture’. 53% of respondents state culture and heritage as their main motive for visiting Britain.

Response from Oxford Preservation Trust

Oxford Preservation Trust is pleased to comment on Oxford City Council’s Draft Culture Strategy 2015-18 and have completed the on-line questionnaire. We would however like to take the opportunity to make the following points.

We welcome Oxford City Council’s vision for culture and the arts and its 3 key priorities for culture and are in accord with the vision which will be “*delivered through partnership working high quality cultural experiences, and a commitment to accessibility.*”

However we are concerned that there are some key gaps and omissions within the delivery mechanisms which could impact on the quality of the cultural experiences and the overall success and sustainability of the strategy. In addition we are concerned that these omissions may also have a negative impact on the success and sustainability of OPT’s own core activities and projects going forward.

Partnership

Given the importance of partnerships to the delivery of the strategy we are extremely concerned to note that Oxford Preservation Trust have not been recognised as a key Cultural Partner and that our projects and Oxford Open Doors in particular is not identified as a major potential vehicle for delivering the strategy nor referenced within any of the case studies – especially the sections on *Cultural Tourism* and *Cultural Events*.

Oxford Preservation Trust has an extensive track-record in delivering cultural partnership projects including; as a key partner in the redevelopment of Oxford Castle; as creator and organiser of Oxford Open Doors as well as project partner and supporter for many national and individual projects including Portrait of a Nation ‘Car to Spire’ (Oxford Centre of Culture 2009) for Discovering Places (Engaging places /Cultural Olympiad 2010-12).

Working in partnership with Oxford University since 2008 we have created the largest Heritage Open Days festival in the country attracting c22, 500 visitors in 2014 the majority of whom were local. The cultural event is recognised for providing a broad showcase for many if not most of the city’s cultural partners who open their doors alongside community faith and businesses to engage with local people and provide access to a cross-section of the city’s tangible and intangible treasures alongside contemporary art, architecture and performance. We work already with both universities on this ‘Festival of Oxford’ and have had considerable support from the County Council. It would

be a major missed opportunity not to endorse and use this city-wide community festival as an important showcase for Oxford's culture and as a vehicle for community engagement. We have had several recent discussions with the City Council about support for Open Doors both financial and in terms of policy and we have raised our concerns that the continued lack of perceived city support will impact on our ability to leverage funds and sustain confidence from potential backers going forward.

We are also disappointed to note that there is limited mention of Oxford Castle (Oxford Castle Quarter, Oxford Castle Unlocked and the O3 Gallery) within the strategy. The Castle has been part of a consistent city cultural offer since the site was redeveloped in 2006 (Ghost Fest, Folk Festival, Dancin Oxford, Theatre Performances, Cinema, Medieval Fair, Britain/Earth from the Air). The redevelopment of the castle has also most importantly created new public space for the city while unlocking the origins of the town story that it contains providing balance and much needed links to the more familiar University story. We have been increasingly concerned that the historic connection between the site and the County Council has meant that the castle is seen as more of a county concern and has not been fully embraced by the city to the detriment of the Castle Quarter and for those for whom Oxford is their city or county town regardless of administrative boundaries.

Building a world class cultural offer for everyone

We welcome the City Council's commitment to building a world class cultural offer for everyone but would wish to see the Cultural Strategy make full reference to the importance and scale of Oxford's rich heritage as a resource for achieving this. Oxford Preservation Trust has been working on a Heritage Plan Framework for the city in partnership with Oxford City Council funded by English Heritage. Oxford City Council, Oxford Preservation Trust and English Heritage *"believe that Oxford's heritage is more than just a tourist attraction; it is an important resource that adds to the quality of our lives in many ways, providing an attractive environment, generating tourism, a catalyst for regeneration and stability in times of change"* (Oxford City Council Website) .

We believe that by understanding more about the history and the development of the city and sharing what they value within it local people will feel a sense of community and belonging and be more connected to their city.

We are also concerned by the definition of arts and culture in the Strategy and the place of heritage within this. It is important that Oxford's cultural heritage is not seen as belonging only to the University and tourists at the expense of local people and the important 'town' story or that contemporary arts are positioned against the city's rich cultural heritage whether that of the University or of the motor industry, May Morning and Cowley Road Carnival. We are keen that the strategy should draw on the widest resource for the cultural offer and provide a full range of opportunities for it to inspire and feed into creative activity and industries.

The Cultural Strategy demonstrates the huge amount that the city council has achieved to date and we are keen to discuss ways going forward how Oxford

Preservation Trust can join up with the city in this endeavour as a proper Cultural Partner.

Appendix 3 Initial Equalities Impact Assessment screening form

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 specifically consider whether:

- (A) The policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults*
- (B) The proposed policy / service is likely to have any significant impact on mental wellbeing / community resilience (staff or residents)*

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **The decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **The duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. The decision maker must be **aware of the needs of the duty.***
- 4. **The impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?*
 - a. **Collection and consideration of data and information;***
 - b. **Ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **Proper appreciation of the extent, nature and duration of the proposal or decision.***

7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).
 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider
<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>
1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Council's has three key priorities for culture and is committed to high quality experiences and accessibility:

- I. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
- II. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
- III. Improve opportunities for young people to access and actively participate in cultural activities.

These priorities will be delivered through a strong partnership model and the Cultural Partnership Group will continue to fulfil a key strategic role: ensuring the development of sustainable initiatives, supporting strong cultural outreach services, increasing (year on year) levels of arts engagement, and financing arts organisations to help them leverage in significant additional funding.

The strategy will have a positive impact on direct job creation and skills development in the creative/ culture/ arts and cultural tourism sectors (through volunteering, community engagement and supporting the development of appropriate skills to expand the sector), the potential to break down cultural barriers at grass roots levels (enabling access to arts and culture for people who would not normally have that opportunity) and increase the sense of local identity and belonging, implement new models for social inclusion, and have a transformative effect through continuing to fund arts and cultural organisations.

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

In order to support its long-term vision the Council will continue to deliver the following mitigating actions:

- Invest public money to help create and sustain cultural experiences and to add two more organisations to the core-funded group in 2014/ 2015 (raising the total funding to £278,000), e.g. in 2013/ 2014 the Council core-funded 10 cultural organisations at a total cost of £274,000, enabling these organisations to leverage in more than £6 million from other sources
- Invest in improving educational attainment
- Continue to invest in Council run cultural facilities so that current trends in increases of visitor numbers (for instance a 20% increase at the Museum of Oxford) are maintained
- Co-ordinate and strengthen cultural provision and strong outreach services through cultural partnerships and share best practice across these organisations
- Support the growth of a diverse cultural workforce through initiatives such as creative & digital skills training, mentoring/ creative apprenticeships, volunteer schemes et al
- Encourage the take up of Arts Award by young people (both primary and secondary) and support schools to become Artsmark accredited

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

Consultation will take place from 17 October – 17 December 2014

Stakeholders have been engaged through the Cultural Partnership Group. The draft Strategy will be available for review by other stakeholders, and interested parties will be able to respond via questionnaire.

The level of impact varies from very high (people whose jobs/ deliverables are affected by the strategy) to no impact (people who do not engage with culture at all). This is reflected in the approach to public involvement.

The priorities in the Culture Strategy have been decided and are derived from the previous Culture Strategy, the City Council's Corporate Plan, independent national research and current Arts Council England priorities. We are consulting in order to solicit comments on how we can best achieve these priorities and objectives over the next three years.

We will develop mechanisms to enable input to the consultation from communities diverse in age, location and ethnicity.

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 Culture Strategy is explicitly about investing in cultural experiences (through significant funding and partnership working) to create more quality cultural experiences for a more diverse range of communities to actively engage with and participate in cultural activities. No adverse impacts are anticipated, unless there is a significant reduction in arts funding locally or nationally.

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

Delivery will be monitored monthly through CorVu targets, bi annual reporting from funded organisations, and quarterly updates from members of the Cultural Partnership Group

The Council's Cultural Development Manager will undertake an annual review of activity to evaluate performance against the Culture Strategy objectives

Lead officer responsible for signing off the EqIA: Jarlath Brine

Role: Organisational Development & Learning Advisor/ Equalities & Apprenticeships

Date: 18.8.2014

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)
- Consultation
- 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 or Oxfordshire data observatory information where relevant)

**Appendix 4
Risk Assessment**

Risk Score Impact Score: 1=insignificant; 2=Minor; 3=Moderate; 4=Major; 5=Catastrophic Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain															
No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action Owner:	Outcome required:	Q1	Q2	Q3	Q4	I	P
1.	Change in Central Government and national and regional policy direction	3	4	Central Government policy changes	Mitigating Control: Keep up to date and monitor potential changes and the impact on the Oxford Strategy	2	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	4
2.	Change in Local Government	3	2	Elections	Mitigating Control: To work closely with all members and Groups	3	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	2
3.	Lack of resources to deliver strategy	4	3	Staff member/s leaving	Mitigating Control: Appoint new staff Maximise revenue potential and external funding opportunities	3	3	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	3
4	Full Council not approving strategy	4	2	Lack of communication with members	Mitigating Control: Continued liaison with key members. Document is properly prepared, consulted upon and supported by evidence.	2	2	Action Owner: Democratic Services Manager	Outcome required: Approval of Culture Strategy					2	2

To: City Executive Board
Council

Date: 12 March 2015
13 April 2015

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

Title of Report: Integrated Performance Report for Quarter 3
2014/2015

Summary and Recommendations

Purpose of report: To update Members on Finance, Risk and Performance as at the end of Quarter 3, 31st December 2014

Key decision: No

Executive lead member: Councillor Ed Turner, Board member for Finance, Asset Management and Public Health

Policy Framework: Efficient and effective Council

Recommendations: That the City Executive Board:

- a) Note the projected outturn for finance (showing a favourable General Fund position of £1.267 million, a favourable Housing Revenue Account position of £2.565 million and a favourable Capital Position of £3.890 million) and performance as well as the associated risk position as at December 2014;
- b) Recommend to Council a supplementary capital budget £200,000 for welfare facilities at Cowley Marsh depot as detailed in paragraph 5;
- c) Note the risks and potential financial penalties relating to Homes and Communities Agency Grant Funding as outlined in paragraphs 6 and 7; and
- d) Recommend to Council that all end of year revenue surpluses from 2014/15 be transferred into a property investment reserve, subject to c) above, in order that the funds can be invested to provide future income

streams or to further policy objectives including the allocation of £550,000 in relation to the purchase of the freehold of St.Aldate's Chambers.

Appendices

Appendix A – Corporate Integrated Report

Appendix B – City Regeneration Integrated Report

Appendix C – Organisational Development and Services Integrated Report

Appendix D – Community Services Integrated Report

Appendix E1 – General Fund December Forecast Outturn

Appendix E2 – Capital Programme December Forecast Outturn

Appendix E3 – HRA December Forecast Outturn

Executive Summary

1. This report sets out the projected outturn position for finance and performance for 2014/15 as at the end of the third quarter, together with the risks faced. A brief summary is as follows: -
 - **General Fund** – the outturn position is estimated to be a favourable net variance of £1.267 million. Key variances are £0.114 million adverse on Private Sector Housing; £0.553 million favourable commercial rental income; £0.400 million favourable contribution from Direct Services; £0.275 million in Customer Services including an increase in court costs income of £0.150 million; and £0.168 million favourable variance in Human Resources. If the achievement of savings and efficiencies continues as expected, the contingency held against them will be freed up at the end of the year. More detail is available in Appendices A to E1).
 - **Housing Revenue Account** – the HRA is similarly projected to show a favourable variance against the latest budget of £2.565 million. £2.057 million favourable variance relates to reductions in capital financing directly related to slippage in the HRA capital programme; £0.254 million proposed transfer into earmarked reserves; and £0.762 million favourable variances in operating expenditure and income. More detail is available in Appendices B and E3.
 - **Capital Programme** – the capital outturn position shows a net forecast favourable variance against the latest budget of £3.890 million. Key variances are £0.900 million slippage relating to Superconnected Cities; £0.547 million net favourable variance and savings on planned works to the Council's portfolio of property; and £1.548 million slippage relating to re-profiling the Rose Hill Community Centre scheme. More detail is available in Appendix E3.
 - **Performance** – Performance against corporate targets is good with 13 (65%) being delivered as planned, 2 (10%) below target but within acceptable tolerance limits and 4 (20%) not meeting their target which are listed in paragraph 10 and detailed in Appendix A.

- **Risk Management** – there were no corporate red risks and 6 amber risks as at 31st December 2014 which are listed in paragraph 12 and detailed in Appendix A.

Background

2. Finance, Performance and Risk information is reported in an integrated format to the City Executive Board on a quarterly basis.
3. Reports as at the 31st December 2014 are attached at Appendices A to E. The reports use a Red, Amber and Green (RAG) reporting methodology. These reports are available to Members on line via the intranet.

Financial Dials

4. The following tolerances apply to the financial dials in the summary reports:
 - Green** – Forecast outturn is within 100% of the latest approved budget.
 - Amber** – Forecast outturn is within 100% - 105% of the latest approved budget.
 - Red** – Forecast outturn is over 105% of the latest approved budget. Performance in this area is a potential concern and will be commented on within the report.

General Fund Revenue and Capital

5. There is an issue of note relating to the General Fund Capital Programme:

Direct Services is currently forecasting a favourable overall revenue variance of £0.400 million. It is recommended that £0.200 million of this is used to finance a supplementary estimate to enable improvement works to Cowley Road Depot. The improvements would deliver a new First Aid room, additional office space and meeting rooms for one to ones and appraisals in order to continue to improve staff performance.

Housing Revenue Account Revenue and Capital

6. There is an issue of note relating to the Housing Revenue Account Capital Programme:

Appendix E2 indicates that the revised 2014/15 projected outturn for the Homes and Communities Agency New Build scheme is now £11m. This represents a reduction of £2.100 million from the original estimate. A revised completion schedule suggests the following:

- Leiden Road – All units - 16th February 2015
- Cardinal Close – All units 23rd March 2015
- Lock's Court (Bury Knowle)– All units 30th March 2015
- Minchery Farm
 - Phase 1 units 27 to 42 – March/April

- Phase 2 flat blocks - April
- Phase 3 units 9 to 20 – April/May
- Phase 4 units 1 to 8 – April/May
- Bradlands House – May/June

7. The slippage on the Programme potentially puts at risk payment of the remaining £1.2 million grant which has yet to be received. This is because the grant conditions require that all of the units are practically complete by 31st March 2015. Mitigating action has been put in place, such as phased handover of Minchery Farm, to reduce the impact and there is close communication with the Homes and Communities Agency over progress. If grant is lost then the HRA Capital Programme will need to be cut in 2015/16 to cover the shortfall; projects are currently being identified.
8. The slippage on this scheme and on the Rose Hill Community Centre scheme gives rise to the favourable variance to the Revenue Contributions to Capital budget for 2014/15 as reflected in the revenue monitoring statement at Appendix. This position will need to be reviewed if there is any adverse impact arising on the Homes and Communities Agency Grant position detailed in the paragraph above.

Property Investment Reserve

9. The Council from time to time has opportunities to increase its property portfolio to bring the future revenue streams or to further its policy objectives. Due to the nature of these opportunities it is not always possible to obtain explicit budgetary approval from Council on each deal within the timeframes dictated by the market. It is therefore proposed to set up a property investment reserve from some of the current year's revenue savings.

Performance

10. Corporate and Directorate performance is reported within Appendices A to D. Corporate Performance Indicators that are not meeting their targets are listed below. More detail is contained in Appendix A.
- Affordable homes for rent
 - Council's CO2 emissions
 - Rough sleepers second night out
 - Tenant satisfaction with their estates

Risk

11. Corporate and Directorate risks are reported within Appendices A to D. Risks are measured according to the matrix shown below:

Probability							
>90%	Almost Certain	5	5	10	15	20	25
50-90%	Likely	4	4	8	12	16	20
30-50%	Possible	3	3	6	9	12	15
10-30%	Unlikely	2	2	4	6	8	10
<10%	Rare	1	1	2	3	4	5
			1	2	3	4	5
		Impact	Insignificant	Minor	Moderate	Major	Catastrophic

12. There are no red Corporate Risks. The six amber Corporate Risks are listed below with more detail contained in Appendix A.
- Resilience of the Information and Communications Technology function
 - Medium Term Financial Plan savings not delivered and pressures not accurately recorded
 - Management of capital projects and contracts
 - Health & Safety of People
 - Risk of fraud against the Council
 - Risk of breaching the Data Protection Act

Climate Change / Environmental Impact

13. There are no issues arising directly from this report

Equalities impact

14. There are no equalities impacts arising directly from this report

Financial Implications

15. All financial implications are covered in the body of this report and the Appendices.

Legal Implications

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

Name and contact details of author:-

Name: Nigel Kennedy, Jane Lubbock

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

Service Area / Department: Finance, Business Improvement and Technology

Tel: 01865 252708 e-mail: nkennedy@oxford.gov.uk, jlubbock@oxford.gov.uk

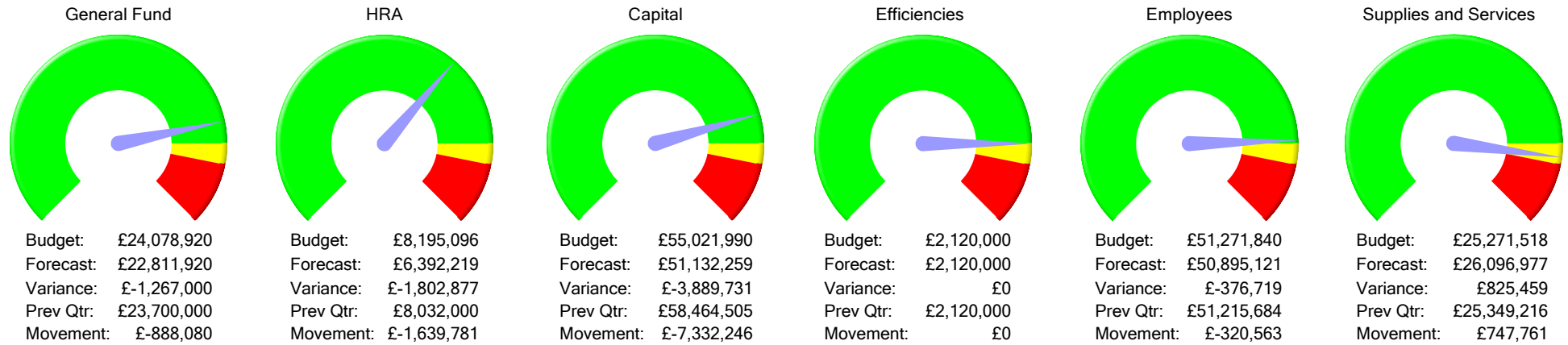
List of background papers: None.

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Appendix A

Corporate Integrated Report Q3 2014/15

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	1 (25%)	0 (0%)	0 (0%)	3 (75%)
Meeting Housing Need	0 (0%)	3 (60%)	1 (20%)	1 (20%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	0 (0%)	4 (80%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (25%)	3 (75%)
Total	1 (5%)	4 (20%)	2 (10%)	13 (65%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (15%)	1 (5%)	16 (80%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	2 (67%)	0 (0%)	1 (33%)
Meeting Housing Need	0 (0%)	1 (20%)	2 (40%)	2 (40%)
Strong and Active Communities	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Cleaner Greener Oxford	0 (0%)	2 (40%)	1 (20%)	2 (40%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (25%)	3 (75%)
Total	0 (0%)	5 (26%)	5 (26%)	9 (47%)

Risk Management

Service	No Data	Red	Amber	Green
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	6 (60%)	4 (40%)
Total	0 (0%)	0 (0%)	6 (55%)	5 (45%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	5 (45%)	6 (55%)

Direction of Travel

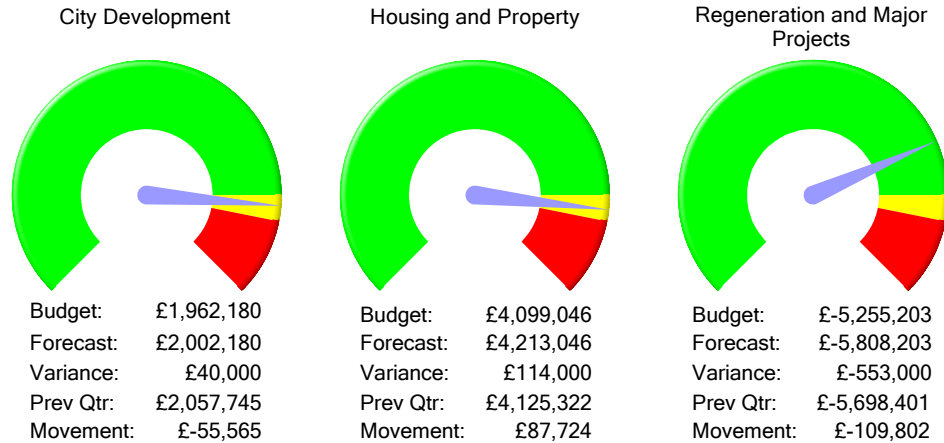
Service	No Data	Declining	No change	Improving
Cleaner Greener Oxford	0 (0%)	0 (0%)	1 (100%)	0 (0%)
An Efficient and Effective Council	0 (0%)	0 (0%)	9 (90%)	1 (10%)
Total	0 (0%)	0 (0%)	10 (91%)	1 (9%)

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Appendix B

City Regeneration Integrated Report Q3 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	2 (67%)	0 (0%)
Housing and Property	0 (0%)	2 (29%)	0 (0%)	5 (71%)
Regeneration and Major Projects	0 (0%)	1 (14%)	0 (0%)	6 (86%)
Total	0 (0%)	4 (24%)	2 (12%)	11 (65%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	0 (0%)	7 (88%)	1 (13%)
Housing and Property	0 (0%)	0 (0%)	4 (67%)	2 (33%)
Regeneration and Major Projects	0 (0%)	0 (0%)	5 (50%)	5 (50%)
Total	0 (0%)	0 (0%)	16 (67%)	8 (33%)

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	2 (12%)	2 (12%)	13 (76%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	2 (67%)	0 (0%)	1 (33%)
Housing and Property	0 (0%)	1 (14%)	4 (57%)	2 (29%)
Regeneration and Major Projects	0 (0%)	0 (0%)	3 (43%)	4 (57%)
Grand Total	0 (0%)	3 (18%)	7 (41%)	7 (41%)

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	16 (40%)	8 (25%)

Direction of Travel

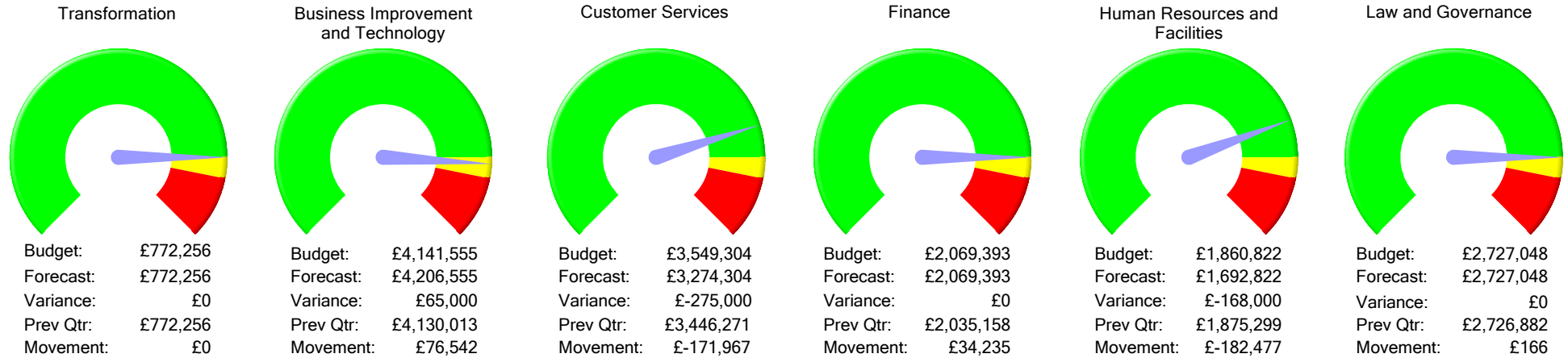
Service	No Data	Declining	No change	Improving
City Development	0 (0%)	0 (0%)	8 (100%)	0 (0%)
Housing and Property	0 (0%)	0 (0%)	6 (100%)	0 (0%)
Regeneration and Major Projects	0 (0%)	1 (10%)	7 (70%)	2 (20%)
Total	0 (0%)	1 (4%)	21 (88%)	2 (8%)

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Appendix C

Organisational Development and Services Integrated Report Q3 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Customer Services	0 (0%)	0 (0%)	2 (33%)	4 (67%)
Finance	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Human Resources and Facilities	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	0 (0%)	3 (16%)	4 (21%)	12 (63%)
Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	7 (37%)	4 (21%)	8 (42%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	3 (100%)	0 (0%)	0 (0%)	0 (0%)
Customer Services	1 (14%)	0 (0%)	1 (14%)	5 (71%)
Finance	0 (0%)	0 (0%)	4 (44%)	5 (56%)
Human Resources and Facilities	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Law and Governance	1 (33%)	0 (0%)	1 (33%)	1 (33%)
Total	5 (21%)	0 (0%)	7 (29%)	12 (50%)
Service	No Data	Red	Amber	Green
Previous Quarter	6 (21%)	0 (0%)	10 (30%)	13 (36%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	0 (0%)	2 (50%)	2 (50%)
Customer Services	0 (0%)	0 (0%)	0 (0%)	6 (100%)
Finance	0 (0%)	2 (67%)	0 (0%)	1 (33%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Grand Total	0 (0%)	4 (21%)	3 (16%)	12 (63%)

Direction of Travel

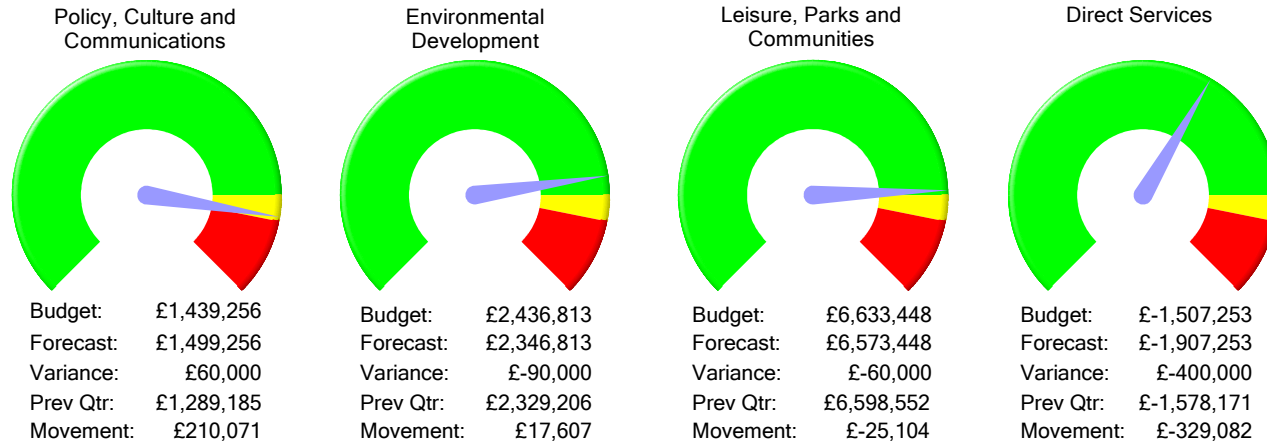
Service	No Data	Declining	No change	Improving
Business Improvement and Technology	3 (100%)	0 (0%)	0 (0%)	0 (0%)
Customer Services	1 (17%)	0 (0%)	2 (33%)	3 (50%)
Finance	0 (0%)	0 (0%)	7 (78%)	2 (22%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Law and Governance	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Total	4 (18%)	0 (0%)	13 (59%)	5 (23%)

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Appendix D

Community Services Integrated Report Q3 2014/15

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	1 (11%)	2 (22%)	6 (67%)
Environmental Development	0 (0%)	1 (14%)	0 (0%)	6 (86%)
Leisure Parks and Communities	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Policy Culture and Communications	0 (0%)	0 (0%)	2 (13%)	14 (88%)
Total	0 (0%)	2 (6%)	4 (11%)	29 (83%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	2 (6%)	3 (9%)	30 (86%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Direct Services	0 (0%)	3 (33%)	2 (22%)	4 (44%)
Environmental Development	0 (0%)	0 (0%)	5 (71%)	2 (29%)
Leisure Parks and Communities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Policy Culture and Communications	0 (0%)	0 (0%)	5 (31%)	11 (69%)
Grand Total	0 (0%)	4 (11%)	13 (37%)	18 (51%)

Risk Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	4 (50%)	4 (50%)
Environmental Development	2 (22%)	0 (0%)	4 (44%)	3 (33%)
Leisure Parks and Communities	0 (0%)	0 (0%)	3 (38%)	5 (63%)
Policy Culture and Communications	0 (0%)	0 (0%)	4 (80%)	1 (20%)
Total	2 (7%)	0 (0%)	15 (50%)	13 (43%)

	No Data	Red	Amber	Green
Previous Quarter	3 (9%)	0 (0%)	15 (33%)	15 (33%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Direct Services	0 (0%)	3 (38%)	5 (63%)	0 (0%)
Environmental Development	2 (22%)	1 (11%)	5 (56%)	1 (11%)
Leisure Parks and Communities	0 (0%)	0 (0%)	8 (100%)	0 (0%)
Policy Culture and Communications	1 (20%)	1 (20%)	2 (40%)	1 (20%)
Total	3 (10%)	5 (17%)	20 (67%)	2 (7%)

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GF Outturn Report 14/15 @ 31st December, 2014	Approved Budget (per Budget book)	Previous Months Budget	Virements	Latest Budget	Expenditure	Income	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 31st Dec, 2014	Projected Outturn against Latest Budget @ 31st Dec, 2014	PO Variance	PO Variance (Prev Month)	PO Variance Mvt from Previous Month
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's
Directorates														
City Development	1,250	1,962		1,962	2,592	(1,507)	1,085	1,258	(173)	55%	2,002	40	91	(51)
Housing & Property	4,009	4,141	(42)	4,099	4,600	(1,463)	3,137	3,057	81	77%	4,213	114	101	13
Regeneration & Major Projects	(5,579)	(5,288)	32	(5,255)	2,488	(8,680)	(6,192)	(5,582)	(609)	118%	(5,808)	(553)	(482)	(71)
City Regeneration	(320)	815	(9)	806	9,680	(11,649)	(1,970)	(1,267)	(702)	250%	407	(399)	(290)	(109)
Policy, Culture & Communication	1,383	1,439		1,439	1,149	(270)	879	1,074	(194)	61%	1,499	60	23	38
Environmental Development	2,191	2,436	1	2,437	3,709	(2,020)	1,689	1,779	(90)	69%	2,347	(90)	(90)	
Leisure, Parks & Communities	5,707	6,632	1	6,633	6,612	(1,852)	4,759	4,899	(140)	72%	6,573	(60)	(60)	
Direct Services	(1,578)	(1,523)	16	(1,507)	34,489	(36,536)	(2,047)	(1,584)	(463)	136%	(1,907)	(400)	(400)	
Community Services	7,704	8,985	17	9,002	45,958	(40,678)	5,280	6,168	(888)	338%	8,512	(490)	(528)	38
Transformation Fund	527	772		772	486	(1)	486	550	(65)	63%	772			
Business Improvement & Technology	3,877	4,137	4	4,142	3,296	(101)	3,195	2,996	199	77%	4,207	65	40	25
Customer Services	3,162	3,500	49	3,549	3,655	(803)	2,852	3,092	(240)	80%	3,274	(275)	(80)	(195)
Finance	2,030	2,040	29	2,069	1,562	(166)	1,397	1,408	(12)	67%	2,069			
Human Resources & Facilities	1,792	1,860		1,861	1,835	(741)	1,094	1,407	(314)	59%	1,693	(168)		(168)
Law & Governance	2,622	2,727		2,727	2,284	(304)	1,980	1,993	(13)	73%	2,727			
Organisational Dev & Corp Services	14,010	15,037	83	15,120	13,118	(2,116)	11,002	11,447	(444)	73%	14,742	(378)	(40)	(338)
Directorate Total Excl SLA's & Capital Charges	21,393	24,837	91	24,929	68,756	(54,442)	14,313	16,347	(2,034)	57%	23,662	(1,267)	(858)	(410)
SLA's & Capital Charges	(692)	(769)		(769)						0%	(769)			
Corporate Accounts														
Local Costs of Benefits	(50)	(50)		(50)	48,518	(48,883)	(365)	(38)	(328)	731%	(50)		177	(177)
Corporate & Democratic Core	3,701	3,701		3,701	555		555	2,855	(2,300)	15%	3,701			
Item 8 interest receivable	(7,757)	(7,757)		(7,757)				(5,818)	5,818	0%	(7,757)			
Transfer to Capital Reserve	1,281	782		782		(2,523)	(2,523)	(1,505)	(1,018)	(322%)	782			
Investment Income	(956)	(956)		(956)	1		1	(717)	717	(0%)	(956)			
Interest Payable	6,713	6,713		6,713				5,035	(5,035)	0%	6,713			
New Homes Bonus	(2,020)	(2,020)		(2,020)		(1,533)	(1,533)	(1,515)	(19)	76%	(2,020)			
CRC Allowances	75	75		75		(1)	(1)		(1)	(1%)	75			
Inflation on Utilities	249	189		189						0%	189			
Promotion of Economic growth (City Deal)	150									0%				
Payment to Parish Councils (Precepts)	20	20		20						0%	20			
Revenue implications of Capital Bids	30	30		30						0%	30			
Contingencies														
Pensions provision top-up	200	200		200						0%	200			
Pay Progression	351	351		351						0%	351			
Provision for Pressures, recessions & high risks	1,040	1,028		1,028						0%	1,028			
Redundancy costs contingency	200									0%				
Disabled Transport Contingency	50	50		50						0%	50			
Jobs Club Contingency	42	42		42						0%	42			
Flooding Contingency	56	56		56						0%	56			
Total Corporate Accounts & Contingencies	3,377	2,456		2,456	49,074	(52,940)	(3,866)	(1,701)	(2,165)	-157%	2,456		177	(177)
Net Expenditure Budget	24,079	26,524	91	26,615	117,829	(107,383)	10,447	14,646	(4,199)	39%	25,348	(1,267)	(681)	(587)
Transfer to / (from) Ear Marked Reserves		(2,445)	(91)	(2,537)	(2,523)		(2,523)	(2,523)		99%	(2,537)			
Net Budget Requirement	24,079	24,079		24,079	115,307	(107,383)	7,924	12,123	(4,199)	33%	22,812	(1,267)	(681)	(587)
Funding														
External Funding (RSG)	6,339	6,339		6,339		3,011	3,011	4,754	(1,743)	48%	6,339			
External Funding (NNDR Retention)	6,114	6,114		6,114				4,586	(4,586)	0%	6,114			
Council tax	11,582	11,582		11,582				8,687	(8,687)	0%	11,582			
Less Parish Precepts	(162)	(162)		(162)	(192)		(192)	(121)	(71)	119%	(162)			
Collection Fund Surplus	205	205		205				154	(154)	0%	205			
Total Funding Available	24,079	24,079		24,079	(192)	3,011	2,819	18,059	(15,240)	12%	24,079			
(Surplus) / Deficit for year		()			115,499	(110,394)	5,105	(5,936)	11,041		(1,267)	(1,267)	(681)	(587)

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Capital Budget and Spend as at 31st December 2014

Capital Scheme	Latest Budget 2014/15	Spend to 31st December 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 31st December 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
B0075 Stage 2 Museum of Oxford Development	27,200	(2,821)	0	(2,821)	0%	27,200	0		
G6013 Superconnected Cities	1,300,000	307,650	418,000	(110,350)	24%	400,000	(900,000)	(900,000)	
S01 Policy Culture & Communications Total	1,327,200	304,829	418,000	(113,171)	6%	427,200	(900,000)	(900,000)	0
C3039 ICT Infrastructure	79,392	35,267	57,956	(22,689)	44%	79,392	0		
C3044 Software Licences	164,077	164,077	164,077	0	100%	164,077	0		
C3053 New Council website	95,000	14,831	38,000	(23,169)	16%	60,000	(35,000)	(35,000)	
C3054 Purchase of web service (API's)	84,000	3,528	36,120	(32,593)	4%	50,000	(34,000)	(34,000)	
C3045 Mobile Working	92,832	10,780	50,000	(39,220)	12%	45,000	(47,832)	(47,832)	
C3047 Oracle 11g Upgrade	25,000	0	0	0	0%	25,000	0		
S03 Business Improvement & Technology Total	540,301	228,483	346,153	(117,671)	42%	423,469	(116,832)	(116,832)	0
F1323 Bridge Over Fiddlers Stream	-	0	0	0	0%	0	0		
F6013 Bullingdon Community Centre -Enhancement of Community Facilities	895	0	0	0	0%	0	(895)		(895)
F7008 Landscaping Work at Lamarsh Road	1,032	0	0	0	0%	1,032	0		
F7006 Work of Art - Littlemore	9,045	9,825	9,045	780	109%	9,825	780		780
F7007 Woodfarm / Headington Community Centre - Improvements	-	0	0	0	0%	0	0		
F7009 CCTV Gipsy Lane Campus	-	0	0	0	0%	0	0		
F7011 Headington Environmental Improvements	60,000	0	0	0	0%	2,000	(58,000)	(58,000)	
F7012 Rose Hill Recreation Ground Improvements	3,300	0	0	0	0%	3,300	0		
F7019 Work of Art Rose Hill	2,200	2,200	2,200	0	0%	2,200	0		
F7022 Sunnymede Park - Enhancement of Play Area Facilities	1,830	0	0	0	0%	1,830	0		
F7023 Templars Square Public Safety Measures	14,512	14,512	14,512	(0)	0%	14,512	0		
M5014 West End Partnership	335,000	0	0	0	0%	335,000	0		
S11 City Development Total	427,813	26,537	25,757	780	6%	369,699	(58,115)	(58,000)	(115)
E3511 Renovation Grants	56,313	16,298	42,235	(25,937)	29%	56,313	0		
E3521 Disabled Facilities Grants	634,544	508,204	475,908	32,296	80%	634,544	0		
E3554 Additional SALIX Plus funding	300,000	0	0	0	0%	300,000	0		
E3555 Flood Alleviation at Northway & Marston	100,000	17,585	25,000	(7,415)	18%	100,000	0		
E3556 Additional CCTV to Speedwell street	-	0	0	0	0%	0	0		
F0015 Cycle Oxford	272,841	53,514	97,000	(43,486)	20%	184,197	(88,644)	(88,644)	
G6014 CCTV Project	25,000	0	0	0	0%	25,000	0		
G6015 CCTV Rosehill Parade	18,000	0	0	0	0%	18,000	0		
S12 Environmental Development Total	1,406,698	595,601	640,143	(44,541)	42%	1,318,054	(88,644)	(88,644)	0
Leisure Centres									
A4808 Blackbird Leys LC Improvements	-	0	0	0	0	0	0		
A4814 Leisure Centre substantive repairs	320,729	152,708	213,798	(61,090)	48%	320,729	0		
Community Centres									
B0033 Community Centres	180,000	125,698	120,000	5,698	70%	180,000	0		
Covered Market									
B0027 Covered Market - Improvements & Upgrade to Roof	52,093	1,434	0	1,434	3%	52,093	0		
B0028 Covered Market - New Roof Structures to High St Entrances	101,114	9,698	67,403	(57,705)	10%	30,000	(71,114)	(71,114)	
B0036 Investment - Covered Market	250,048	56,073	24,755	31,318	22%	100,000	(150,048)	(150,048)	
Investment Properties									
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	-	0	0	0	0%	0	0		
B0040 Investment - Broad Street	97,509	39,005	60,943	(21,938)	40%	97,509	0		
B0041 Investment - Misc City Centre Properties	12,321	1,231	0	1,231	10%	12,321	0		
B0044 Investment - Outer City	47,208	522	0	522	1%	5,000	(42,208)	(42,208)	
B0045 Investment - St. Michael's Street	6,035	0	0	0	0%	6,035	0		
B0046 Investment - Ship Street	71,222	11,413	0	11,413	16%	71,222	0		
B0043 Investment George Street	101,000	0	0	0	0%	21,000	(80,000)	(80,000)	
B0072 23-25 Broad Street	312,396	309,383	144,233	165,150	99%	312,396	0		
M5015 Old Fire Station	798	7,176	798	6,378	0%	7,298	6,500		6,500
Miscellaneous Council Properties									
B0088 Barns Road Car Park	128,254	0	0	0	0%	0	(128,254)	(128,254)	
B0052 Miscellaneous Properties	9,865	10,574	9,865	709	107%	9,865	0		
B0073 Clearing Channels under Frideswide Bridge	5,000	0	5,000	(5,000)	0%	5,000	0		
B0078 Allotments	16,700	0	16,700	(16,700)	0%	16,700	0		
B0079 Street Sports Sites	-	0	0	0	0%	0	0		
B0077 Direct Services Depots	63,699	63,699	62,375	1,324	100%	63,699	0		
B0080 Templars Square Refurbishment/Relocation	14,296	14,296	14,296	(0)	100%	14,296	0		
Parks & Cemeteries									
B0048 Leisure Cemeteries	3,000	10,700	1,700	9,000	0%	15,000	12,000		12,000
B0050 Leisure - Depots	43,800	350	0	350	1%	0	(43,800)		(43,800)
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	34,298	31,005	19,893	11,112	90%	34,298	0		

Capital Budget and Spend as at 31st December 2014

Capital Scheme	Latest Budget 2014/15	Spend to 31st December 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 31st December 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
B0067 Fencing Repairs across the City	146,007	30,062	67,411	(37,349)	21%	146,007	0		
B0085 Parks & Leisure Toilets	9,200	0	9,200	(9,200)	0%	9,200	0		
Town Hall & St Aldates Chambers									
B0054 Town Hall	370,533	220,472	370,533	(150,061)	60%	370,533	0		
B0068 Town Hall - Conference System Refurbishment	101,759	10,572	25,399	(14,827)	10%	101,759	0		
B0076 Town Hall Improvements (OFTF2)	266,896	233,202	266,896	(33,694)	87%	266,896	0		
B0087 Property Investment Strategy	7,000,000	3,000	0	3,000	0%	7,000,000	0		
B0090 St Aldates Chambers Security	25,000	342	0	342	0%	25,000	0		
Housing Projects									
B0082 Garages	110,720	74,023	83,040	(9,017)	67%	110,720	0		
M5020 Empty Homes CPO Revolving Fund	-	0	0	0	0%	0	0	0	0
M5021 Equity Loan Scheme for Teachers	50,000	0	0	0	0%	0	(50,000)	(50,000)	
M5019 Property Acquisitions	1,000,000	227,000	225,000	2,000	0%	1,000,000	0		
S13 Housing and Property Total	10,951,500	1,643,638	1,809,238	(165,599)	15.0%	10,404,576	(546,924)	(521,624)	(25,300)
Community Facilities									
G1013 Dawson Street Gardens	-	0	0	0	0%	0	0		
G3015 NE Marston Croft Road Recreation Ground	19,300	0	0	0	0%	19,300	0		
G3017 South Oxford Community Centre Café	-	0	0	0	0%	0	0		
G3018 St Ebbes Deaf and Hard of Hearing Centre	-	0	0	0	0%	0	0		
Playground Improvements									
A1300 Playground Refurbishment	-	0	0	0	0%	0	0		
A1301 Play Barton	-	0	0	0	0%	0	0		
Indoor Sports									
A4810 New Build Completion Pool	5,850,000	4,844,303	4,844,303	0	83%	5,850,000	0		
A4815 Leisure Centre Improvement Work	-	0	0	0	0%	0	0		
A4835 Biomass store at Cutteslowe Park to supply new pool	55,000	0	0	0	0%	55,000	0		
A4829 Oxford Spires Academy	150,000	0	0	0	0%	0	(150,000)	(150,000)	
Sports Pavilions									
A4816 Sports Pavilions (Allocated by site below)									
Grandpont	505,136	483,955	505,136	(21,181)	96%	505,136	0		
Blackbird Leys; Leisure Centre Pavilion	468,943	464,089	468,943	(4,854)	99%	468,943	0		
Cutteslowe Park Lower	-	0	0	0	0%	0	0		
Sandy Lane	153,583	73,037	153,583	(80,546)	48%	153,583	0		
Mace Project Team Fees (Pavilions)	92,000	81,426	70,000	11,426	89%	92,000	0		
Other Costs and Fees (Pavilions)	80,118	3,993	3,993	0	5%	10,000	(70,118)	(70,118)	
						0	0		
Outdoor Sports									
A3129 Donnington Recreation Ground Improvements	-	0	0	0	0%	0	0		
A4820 Upgrade Existing Tennis Courts	71,169	26,071	55,731	(29,659)	0%	71,169	0		
A4821 Upgrade Existing Multi-Use Games Area	76,183	68,073	76,183	(8,110)	89%	76,183	0		
A4831 Three Artificial Turf Cricket Wickets	-	0	0	0	0%	0	0		
A4827 Cowley Outdoor Gym	25,056	0	15,660	(15,660)	0%	25,056	0		
A4828 Valentia Road Playground	10,000	10,000	6,250	3,750	100%	10,000	0		
Parks & Cemeteries									
A4818 Lye Valley & Chiswell Valley Walkways	64,000	43,086	48,000	(4,914)	67%	64,000	0		
	179,176	179,138	136,360	42,778	100%	196,676	17,500		17,500
A4826 Parks Works									
A4830 Develop new burial space	30,000	10,579	20,000	(9,421)	35%	30,000	0		
S22 Leisure & Communities Total	7,829,664	6,287,750	6,404,142	(116,392)	80%	7,627,046	(202,618)	(220,118)	17,500
Vehicles									
R0005 MT Vehicles/Plant Replacement Programme.	2,910,162	1,267,631	1,308,258	(40,627)	44%	2,910,162	0		
T2275 MOT Service Bay Extension	50,990	49,614	50,990	(1,376)	97%	50,990	0		
T2280 - Heavy Goods Vehicle Testing Facility	160,000	0	0	0	0%	160,000	0		
Cleansing Services									
T2269 Toilet improvements	180,220	95,721	120,027	(24,305)	53%	180,220	0		
T2270 Bin Stores for Council Flats to Assist Recycling		(7,063)	0	(7,063)	0%		0		
T2276 Invest to Save - Bin Washing Service	122,198	122,198	122,198	(0)	100%	122,198	0		
T2277 Food waste collection from flats	170,771	162,275	77,752	84,523	95%	170,771	0		

Capital Budget and Spend as at 31st December 2014

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Car Parking									
B0081 Car Parking Oxpens	3,141,959	2,233,206	2,723,136	(489,930)	71%	2,641,959	(500,000)	(500,000)	
B0037 Car Parks	80,000	64,067	56,000	8,067	80%	80,000	0		
B0086 Extension to Seacourt Park & Ride (Part of feasibility reports)	250,000	35,344	50,000	(14,656)	14%	250,000	0		
F0011 Pay & Display Parking in the Car Parks	71,214	71,035	71,214	(179)	100%	71,214	0		
F0012 P & R Purchase of Capital Items - Peartree, Redbrid		(1)	0	(1)		0	0		
T2273 Car Parks Resurfacing	371,730	199,395	278,798	(79,402)	54%	371,730	0		
T2274 Gloucester Green Car Park Waterproofing	96,688	0	67,682	(67,682)	0%	96,688	0		
T2279 Dunnock's Way Parking Project	87,000	1,018	0	1,018	1%	1,018	(85,982)	(85,982)	
T2281 Parking Opposite Blackbird Leys Pool	200,000	180,000	180,000	0	0%	200,000	0		
S23 Direct Services Total	7,892,932	4,474,442	5,106,053	(631,612)	60%	7,306,950	(585,982)	(585,982)	0
B0074 R & D Feasibility Fund	323,893	17,236	32,389	(15,153)	5%	323,893	0		
C3051 Veriscan Solution, Identity Authentication Solution	20,000	10,765	20,000	(9,235)	54%	20,000	0		
C3052 Fraud Solutions and Data Warehouse	41,000	0	0	0	0%	41,000	0		
S32 Finance Total	384,893	28,001	52,389	(24,388)	7%	384,893	0	0	0
GF Total	30,761,001	13,589,280	14,801,875	(1,212,595)	44%	28,261,887	(2,499,114)	(2,491,199)	(7,915)
External Contracts									
N6384 Tower Blocks	279,000	314,873	244,125	70,748	113%	436,500	157,500	157,500	
N6386 Structural	103,000	64,206	65,920	(1,714)	62%	103,000	0		
N6387 Controlled Entry	180,000	0	0	0	0%	180,000	0		
N6389 Damp-proof works (K&B)	92,000	51,620	52,440	(820)	56%	92,000	0		
N6392 Roofing	407,000	252,949	254,375	(1,426)	62%	407,000	0		
N6393 External Doors	105,000	0	0	0	0%	105,000	0		
N6394 Windows	3,000	15,080	3,000	12,080	503%	3,000	0		
N7020 Extensions & Major Adaptions	260,000	(14,180)	0	(14,180)	-5%	260,000	0		
N7026 Communal Areas Fire Safety	154,000	111,028	117,040	(6,012)	72%	154,000	0		
N7027 Environmental Improvements	103,000	42,951	71,070	(28,119)	42%	103,000	0		
N7033 Energy Efficiency Initiatives	692,000	57,744	103,800	(46,056)	8%	692,000	0		
N7034 Digital Inclusion	-	0	0	0	0%	0	0		
N7035 Rose Hill Drainage	40,000	40,000	40,000	0	100%	40,000	0		
N7036 Food Waste Collection	113,000	72,712	79,100	(6,388)	64%	113,000	0		
New Build									
B0034 Rose Hill Community Centre	2,278,117	206,851	100,000	106,851	9%	730,000	(1,548,117)	(1,548,117)	
N7029 HCA New Build	11,001,334	8,264,595	7,562,001	702,594	75%	11,001,334	0		
N7030 Horspath Road Depot	1,488,000	1,450,508	1,488,000	(37,492)	97%	1,488,000	0		
N7031 Homes at Barton	104,000	60,013	78,000	(17,987)	58%	104,000	0		
N7032 Great Estates: Estate Enhancements and Regeneration	822,233	311,850	463,331	(151,481)	38%	822,233	0		
Internal Contracts									
N6385 Adaptations for disabled	559,091	387,442	401,204	(13,761)	69%	559,091	0		
N6390 Kitchens & Bathrooms	2,797,529	1,744,374	1,986,246	(241,872)	62%	2,797,529	0		
N6391 Heating	1,603,388	1,184,410	1,213,765	(29,355)	74%	1,603,388	0		
N6388 Major Voids	728,636	302,793	522,869	(220,076)	42%	728,636	0		

Capital Budget and Spend as at 31st December 2014

Capital Scheme	Latest Budget 2014/15	Spend to 31st December 2014	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 31st December 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
N6395 Rewires	347,662	317,588	246,840	70,748	91%	347,662	0		
Housing Revenue Account	24,260,990	15,239,408	15,093,125	146,283	63%	22,870,373	(1,390,617)	(1,390,617)	0
Grand Total	55,021,991	28,828,688	29,895,000	(1,066,312)	52%	51,132,260	(3,889,731)	(3,881,816)	(7,915)

HRA Outturn Report 14/15 @ 31 December, 2014	Approved Budget (per Budget book)	Latest Budget	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to 31 December, 2014	Projected Outturn against Latest Budget @ 31 December, 2014	PO Variance	PO Variance (Prev Month)	PO Variance Mvt from Previous Month
	£000's	£000's	£000's	£000's	£'000's	%	£000's	£000's	£000's	£000's
Dwelling Rent	(40,590)	(40,590)	(30,331)	(30,442)	111	75%	(40,520)	70		70
Service Charges	(1,196)	(1,196)	(1,023)	(897)	(125)	85%	(1,326)	(130)		(130)
Furniture & Other Rent	(816)	(816)	(701)	(594)	(107)	86%	(891)	(75)		(75)
Major Project Team Fees	(329)	(329)	(170)	(247)	77	52%	(229)	100		100
Net Income	(42,931)	(42,931)	(32,225)	(32,180)	(45)	75%	(42,966)	(35)		(35)
General Management	5,138	5,328	3,563	3,585	(22)	67%	5,228	(100)	(100)	
Special Services	2,771	2,771	1,765	1,961	(196)	64%	2,562	(209)	(59)	(150)
Other Expenditure	2,648	2,622	1,305	1,618	(313)	50%	2,308	(314)		(314)
Bad Debt Provision	431	431	185	221	(36)	43%	431			
Responsive & Cyclical Repairs	9,859	10,197	7,585	6,915	670	74%	10,093	(104)	(104)	
Interest Paid	7,792	7,792	5,844	5,844		75%	7,792			
Depreciation	5,595	5,595	4,196	4,196		75%	5,595			
Total Expenditure	34,233	34,736	24,444	24,342	102	70%	34,008	(727)	(263)	(464)
Net Operating Expenditure/(Income)	(8,697)	(8,195)	(7,781)	(7,838)	57	95%	(8,957)	(762)	(263)	(499)
Interest Received	(64)	(64)	(48)	(48)		75%	(64)			
Other HRA Reserve Adjustments	(7,996)	(8,498)	(8,221)	(8,211)	(9)	97%	(8,244)	254		254
Revenue Contribution to Capital	16,757	16,757				0%	14,700	(2,057)		(2057)
Total Appropriations	8,697	8,195	(8,269)	(8,259)	(9)	(101%)	6,392	(1,803)		(1803)
Total HRA (Surplus)/Deficit	()		(16,050)	(16,097)	47		(2,565)	(2,565)	(263)	(2,302)

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CITY EXECUTIVE BOARD

Thursday 12 February 2015

COUNCILLORS PRESENT: Councillors Price (Chair), Turner (Deputy Leader), Sinclair, Simm, Brown, Kennedy, Lygo, Rowley, Seamons, Simmons and Fooks.

BOARD MEMBERS PRESENT: Councillor Craig Simmons (Chair of Scrutiny Committee) and Councillor Jean Fooks

INVITEES AND OTHER MEMBERS PRESENT: Councillor Craig Simmons (Chair of Scrutiny Committee) and Councillor Jean Fooks

OFFICERS PRESENT: Peter Sloman (Chief Executive), David Edwards (Executive Director City Regeneration and Housing), Jackie Yates (Executive Director Organisational Development and Corporate Services), Nigel Kennedy (Head of Finance), Lindsay Cane (Law and Governance) and Sarah Claridge (Committee Services Officer)

123. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Tanner, Tim Sadler (Executive Director for Community Services), and Peter McQuitty (Head of Policy, Culture and Communications).

124. DECLARATIONS OF INTEREST

No declarations of interest were received

125. PUBLIC QUESTIONS

Full written questions with answers were distributed as a supplement before the meeting.

Cllr Turner spoke on the question on council tax exemptions (minute xx). He said he'd prefer a national council tax exemption scheme. In the current economic climate it was unlikely the Council would be able to afford addition entitlements without reducing exemptions elsewhere.

Council tax exemptions would be reviewed in 2016/17.

The City Executive Board noted the public questions.

126. SCRUTINY COMMITTEE REPORTS

127. SCRUTINY COMMITTEE REPORT_ BUDGET REVIEW 2015/16

The Scrutiny Officer submitted a report (previously circulated, now appended) which detailed the conclusions and recommendations of the Scrutiny Budget Review Group on the Consultation Budget and Medium Term Financial Strategy 2015-2019.

Cllr Simmons, Chair of the Scrutiny Committee, went through the recommendations and Cllr Turner, Board Member for Finance, Asset Management and Public Health provided his responses as attached (minutes 127).

The Board discussed and agreed to aspects of the following:

- Exploring new ways of increasing public engagement in its budget setting process.
- Re-energising attempts to identify new invest-to-save opportunities in future budget rounds
- Exploring how the City Council can become a more agile operator in the housing market to ensure it secures best value for new property acquisitions.

The City Executive Board resolved to AGREE:

1. That reserves and balances are reviewed with a view to investing any overstated reserves.

2. That Council Tax is increased by 1.99% (rather than the proposed 1.50%) in 2015/16.

3. That the City Council continues to engage constructively with other Oxfordshire Councils in order to optimise any potential benefits available from business rates pooling and distribution arrangements.

4. That further consideration is given to covering more enforcement costs through higher, related fees and charges. This should include keeping legislation under review and asking the LGA what other local authorities charge for.

5. That to protect future Park and Ride incomes, the City Council seeks agreement with the County Council on consistent charging rates across all Oxford Park and Rides.

6. That sufficient flexibility is in place to mitigate the risk of the City Council having to repay £7m to the Housing Revenue Account.

7. That the following areas should be priorities for further spending in the event that additional general fund resources become available:

a) Planning enforcement – continue funding the Beds in Sheds project at the post April 2015 level to April 2016. A more detailed review of alternative funding streams should be undertaken during this period,

b) Discretionary Housing Payments – continue the current level of funding to April 2016.

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

Cllr Fooks addressed the Board on item 6 Draft Diamond Place Supplementary Planning Document (minute 129).

129. DRAFT DIAMOND PLACE SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Head of City Development submitted a report (previously circulated, now appended) which detailed the draft Diamond Place Supplementary Planning Document for public consultation

Cllr Fooks expressed the concerns of the North Oxford Association (NOA) who had missed the last consultation workshop. NOA would prefer to retain their current building rather than get a new one as it is not very old and it serves the community well.

Cllr Fooks made the following points:

- A new multi-use health centre with x-rays, bloods, physiotherapy facilities would be great.
- That in future, officers notify people that are directly affected about the proposal before it goes public.
- That the proposal of Summerfield school releasing some of their playing site for new houses be considered as part of the plan.

Cllr Price, Board member for Corporate Strategy, Economic Development and Planning explained that the NOA building was an inefficient use of space, and this draft plan merely offered an opportunity to use the space better. Joint leisure, community and health area.

The plan had assumed the availability of the potential housing development site which is why the path to the site was mentioned in the report.

The City Executive Board resolved to:

1. APPROVE the Draft Supplementary Planning Document for public consultation
2. ENDORSE the accompanying Strategic Environmental Assessment Screening Report
3. AUTHORISE the Head of City Development to make any necessary editorial corrections to the document prior to publication in consultation with the Board Member

130. BUDGET AND MEDIUM TERM FINANCIAL PLAN

The Head of Finance submitted a report (previously circulated, now appended) which detailed the Council's Medium Term Financial Strategy for 2015/16 to 2018-19 and the 2015-16 Budget for recommendation to Council.

Cllr Turner, Board member for Finance, Asset Management and Public Health presented the report. He stated that the Council had lost 47% of its Government grant since 2010.

He highlighted the following elements in the budget:

- The purchase of St Aldate's Chambers will save the Council considerable money in rent
- Council tax is set to increase by 1.99, which equates to approx £5.00 per household.
- Funding available to improve and maintain the Town Hall
- Extra capital for energy efficiency project, skate parks and drainage of football pitches
- The Council will start removing graffiti on private property for free.
- City centre ambassadors project to continue
- Thames Water catchment group
- £250M available for youth ambition work
- The Oxford Living wage has been increase
- Planning enforcement work in the private sector

The public consultation was strongly supported and was broadly positive. Officers have been relentless in efficiency savings, Council has a great partnership with trade unions

Cllr Simms and Kennedy commended the continual delivery of the Youth Ambition programme, especially at a time when many councils have reduced their youth services.

Cllr Rowley welcomed the £4.7M in regeneration funding allocated to Barton over the next 5 years, and the money available for the Leys Housing projects.

Cllr Seamons mention the 200 new homes being built in Blackbird leys and the £250,000 allocated for energy efficiency measures for council tenants

Cllr Sinclair welcomed the continual funding for the city centre ambassadors project and the additional funding for CCTV cameras in St Clements which was welcomed by the business community.

The Chief Executive outlined the managerial issues in the budget. This was the first time the council was considering a 0% rate support grant by 2018/19. This budget has been made possible through council trading, efficiency savings and a strong relationship with trade unions.

The Council had

1. secured £6M through the LEP and the Growth fund,
2. retained Council housing stock
3. retained services in-house, which had allowed greater efficiency savings.
4. Continued to have no compulsory redundancies for frontline staff.

He thanked Nigel Kennedy, Head of Finance for all his hard work at putting the budget together.

The City Executive Board resolved to:

1. APPROVE the amendments to the Consultation Budget following the public consultation process

2 RECOMMEND THAT COUNCIL:

a) APPROVES the Council's General Fund Budget Requirement of £23.304 million for 2015/16 and an increase in the Band D Council Tax of 1.99% or £5.44 per annum as set out in Table 8 and Appendices 1-4, representing a Band D Council Tax of £278.97 per annum.

b) APPROVES the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit)

c) APPROVES the Housing Revenue Account budget for 2015/16 to 2024/25 as set out in Appendix 5 and 6 and an increase in average dwelling rent of 3.49% for April 2015 representing £3.59 per week an annual average rent of £105.77 as set out in Appendix 7

d) APPROVES the Capital Programme for 2015/16 -2018-19 as set out in Appendix 8 and 9;

e) APPROVES the Fees & Charges schedule as set out in Appendix 10

f) ADOPTS the criteria for adopting the Business Rates Retail Relief scheme as set out in paragraph 21 and transitional relief as set out in paragraphs 22 – 24

g) APPROVES an increase in the 2014-15 capital budget of £550,000 in relation to the property purchase referred to in paragraph 43 and referred to elsewhere on the CEB agenda.

131. SCRUTINY PANEL REPORT_TREASURY MANAGEMENT STRATEGY

The Scrutiny Officer submitted a report (previously circulated, now appended) which detailed the recommendations from the Finance Panel on the Treasury Management Strategy 2015/16.

Cllr Simmons, Chair of the Scrutiny Committee presented the report.

Cllr Turner, Board Member for Finance, Asset Management and Public Health agreed the recommendations.

The City Executive Board resolved to AGREED

1. To reword paragraph 14 in appendix 2 and the title of table 5 before Council is asked to approve the Treasury Management Strategy.

2. That the City Council considers all options for refinancing the £20m repayment of its external debt, which is due to be repaid in 2020/21,

3. That the City Council pursues 'real asset lettings' at a pace. This could be both a good investment and one which supports the City Council's objectives.

4. That the City Council obtains independent advice on its liquidity and borrowing potential.

132. TREASURY MANAGEMENT STRATEGY 15/16

The Head of Finance submitted a report (previously circulated, now appended) which detailed the Treasury Management Strategy for 2015/16 together with the Prudential Indicators for 2015/16 to 2017/18.

Cllr Turner, Board Member for Finance, Asset Management and Public Health presented the report. He explained that because of the low interest rates, It was better for Council to invest in property rather than leave the money in the bank. Work on getting money back from Iceland was on-going.

The City Executive Board resolved to RECOMMEND that Council:

1. APPROVE the Treasury Management Strategy 2015/16, and adopt the Prudential Indicators 2015/16 – 2017/18 at paragraphs 8 to 37, and Appendix 2
2. APPROVE the Investment Strategy for 2015/16 and investment criteria set out in paragraphs 23 to 37 and Appendix 1.
3. APPROVE the Minimum Revenue Provision (MRP) statement at paragraphs 12 to 22 which sets out the Council's policy on debt repayment.

133. ADOPTION OF THE CORPORATE PLAN 2015-19

The Head of Policy Culture and Communications submitted a report (previously circulated, now appended) which detailed the consultation on the Corporate Plan 2015-19 and proposes its adoption.

Cllr Price, Board Member for Corporate Strategy, Economic Development and Planning presented the report.

The City Executive Board resolved to:

1. APPROVE the draft Corporate Plan 2015 -19 as set out in Appendix 1.
2. RECOMMEND that Full Council approves the draft Corporate Plan 2015 – 19
3. DELEGATE authority to the Head of Policy, Culture and Communications to make minor textual changes to the Corporate Plan 2015 -19 in advance of formal publication.

134. ACQUISITION OF ST ALDATE'S CHAMBERS (SAC)

The Executive Director for City Regeneration and Housing submitted a report (previously circulated, now appended) which detailed the acquisition of the long leasehold interest in St Aldate's Chambers; and to agree to vary the long leasehold interest at 5 Queen Street.

The Chief Executive presented the report he said it was a once in a generation chance to purchase the lease.

The Executive Director for City Regeneration and Housing explained that the Council was buying the long leasehold for 126 years. Merton College still owns the freehold of the building.

The City Executive Board resolved to

- 1) GRANT approval for the acquisition of the long leasehold interest in St Aldate's Chambers for £7,539,230 (which comprises the purchase price of £7,200,000 plus acquisition costs of £339,230).
- 2) AGREE the variations detailed in this report to the long lease of 5 Queen Street such that the City Council receives not less than £25,000 pa in rent until 2144.
- 3) RECOMMEND to Council the increase of the budget in the Council's Capital Programme for the purchase of property in the sum of £539,230 to be financed from underspends in the Council's General Fund Revenue Budget in 2014-15.

135. SCRUTINY COMMITTEE REPORT_GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS

The Scrutiny Officer submitted a report (previously circulated, now appended) which detailed comments from the Scrutiny Committee on the council's grant allocation for 2015/16.

Cllr Simmons, Chair of the Scrutiny Committee presented the report.

The City Executive Board resolved to AGREE:

1. To work with OCVA to improve outreach and engagement activities with diverse community and voluntary groups, with a focus on building capacities and supporting bid-writing.
2. To consider providing a greater separation between grants allocated to smaller, localised community groups and those that seek to achieve wider community benefits.

136. GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2015/2016

The Head of Leisure, Parks and Communities submitted a report (previously circulated, now appended) which detailed the proposed allocation of grants to community & voluntary organisations for 2015/16 through the Community Grants Programme.

Cllr Rowley, Board member for Leisure Contract and Community Partnership Grants presented the report. He said he was keen for officers to work with the Cutteslowe Community Association (CCA) to make their holiday scheme sustainable.

Shirley McCleery, Chair of the Cutteslowe Community Association (CCA) spoke on the CCA only receiving 25% of the grant it had requested to run a children's holiday programme. She was concerned there had been an error in calculating the cost per head and that the fees the children pay hadn't been taken off the

overall cost. This had made the total figure per head significantly more expensive than it actually was.

Cllr Price said that the Council would review its decision and would get back to the CCA.

Subject to Council subsequently agreeing the grants budget as set out in Table 1, the City Executive Board resolved to:

1. APPROVE the recommendations for the three year commissioning programme as listed in Appendix one, with the addition of reviewing the Cutteslowe Community Association grant.
2. APPROVE the recommendations for the applications received to the grants annual open bidding programme as set out in Appendix three.
3. APPROVE the recommendation for Oxford Friend to be funded through the Community Safety commissioning theme.
4. DELEGATE authority to the Board member for Leisure Contract and Community Partnership Grants in consultation with the Board member for Customer Services and Social Inclusion and the Head of Customer Services to approve proposals for the unallocated funding (£20,000) in the Advice and Money Management commissioning theme.

137. BARTON - ACQUISITION OF AFFORDABLE PROPERTY

The Head of Housing and Property submitted a report (previously circulated, now appended) which updated Members on the costs and progress in acquiring the affordable housing at Barton Park.

Cllr Seamons Board Member for Housing and Estate Regeneration presented the report.

The Director for City Regeneration and Housing explained that Oxfordshire County Council had asked the City Council to act as the guarantor of the cost of the infrastructure works set out in the s278 agreement relating to the project. While the Director held delegated authority to agree this, he thought it would be useful for the Board to be aware of this position.

The City Executive Board resolved to
NOTE the progress in acquiring the affordable housing at Barton Park.

Note that the infrastructure works set out in the Barton Park development (s278 agreement) would be guaranteed by Oxford City Council.

138. ACQUISITION OF LAND AT FIDDLERS ISLAND OXFORD TO ERECT PERMANENT BRIDGE

The Regeneration and Major Projects Manager submitted a report (previously circulated, now appended) which requested approval to acquire a site at Fiddlers Island.

The City Executive Board resolved to AUTHORISE the Executive Director of Regeneration and Housing, in consultation with the Head of Law and Governance and the Head of Finance to seek to acquire the site as shown in Appendix B by agreement with the owners or by compulsory purchase if agreement is not reached (any required CPO resolution to be agreed by the Board).

139. MINUTES

The Board resolved to APPROVE the minutes of the meeting held on January 2014 as a true and accurate record.

140. SCRUTINY COMMITTEE REPORT_ COMMUNITY AND NEIGHBOURHOOD

The Scrutiny Officer submitted a report (previously circulated, now appended) which detailed the comments from the Scrutiny Committee on the work of the Communities and Neighbourhoods Services Team.

The City Executive Board resolved to AGREE that the review of priority areas draws on the findings of the Inequalities Scrutiny Panel, as well as the latest social and demographic research data.

141. SCRUTINY COMMITTEE REPORT_ ACTIVITIES FOR OLDER RESIDENTS AND PREVENTING ISOLATION

The Scrutiny Officer submitted a report (previously circulated, now appended) from the Scrutiny Committee on the City Council's activities for older people and efforts to prevent isolation.

The City Executive Board resolved to AGREE to complete a high level review to flag up any issues of non-compliance with the Equalities Act.

The meeting started at 5.00 pm and ended at 6.35 pm

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