

Agenda

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Council

Date: **Monday 18 April 2016**

Time: **5.00 pm**

Place: **Council Chamber, Town Hall**

For any further information please contact:

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Officer**

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Council

Membership

Lord Mayor	Councillor Rae Humberstone	
Deputy Lord Mayor	Councillor Colin Cook	
Sheriff	Councillor Sajjad Malik	
Members	Councillor Mohammed Abbasi	Councillor Chewe Munkonge
	Councillor Mohammed Altaf-Khan	Councillor Michele Paule
	Councillor Farida Anwar	Councillor Susanna Pressel
	Councillor Elise Benjamin	Councillor Jennifer Pegg
	Councillor Ruthi Brandt	Councillor Bob Price
	Councillor Susan Brown	Councillor Mike Rowley
	Councillor Bev Clack	Councillor Gwynneth Royce
	Councillor Mary Clarkson	Councillor Gill Sanders
	Councillor Van Coulter	Councillor Christine Simm
	Councillor Roy Darke	Councillor Craig Simmons
	Councillor Jean Fooks	Councillor Dee Sinclair
	Councillor James Fry	Councillor Linda Smith
	Councillor Andrew Gant	Councillor John Tanner
	Councillor Stephen Goddard	Councillor Richard Tarver
	Councillor Michael Gotch	Councillor Sian Taylor
	Councillor Mick Haines	Councillor David Thomas
	Councillor Tom Hayes	Councillor Ed Turner
	Councillor David Henwood	Councillor Louise Upton
	Councillor Sam Hollick	Councillor Oscar Van Nooijen
	Councillor Alex Hollingsworth	Councillor Elizabeth Wade
	Councillor Pat Kennedy	Councillor Ruth Wilkinson
	Councillor Ben Lloyd-Shogbesan	Councillor Dick Wolff
	Councillor Mark Lygo	

The quorum for this meeting is 12 members.

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SUMMONS

A meeting of the City Council will be held in the Council Chamber, Town Hall, on Monday 18 April 2016 at 5.00 pm to transact the business set out below.

Peter Sloman

Proper Officer

AGENDA

Pages

PART 1 - PUBLIC BUSINESS

1 APOLOGIES FOR ABSENCE

2 MINUTES

Minutes of the ordinary meeting of Council held on 8 February 2016.

Minutes of the budget meeting of Council held on 17 February 2016.

Council is asked to approve the minutes as a correct record.

3 DECLARATIONS OF INTEREST

4 APPOINTMENT TO COMMITTEES

Any proposed changes will be circulated with the briefing note.

5 ANNOUNCEMENTS

Announcements by:

- (1) The Lord Mayor
- (2) The Sheriff
- (3) The Leader of the Council
- (4) The Chief Executive, Chief Finance Officer, Monitoring Officer

17 - 38

6 PUBLIC ADDRESSES AND QUESTIONS THAT RELATE TO MATTERS FOR DECISION AT THIS MEETING

Public addresses and questions to the Leader or other Board member received in accordance with Council Procedure Rule 11.11 and 11.12 relating to matters for decision on this agenda.

The request to speak accompanied by the full text of the address or question must be received by the Head of Law and Governance by 5.00 pm on 12 April 2016.

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of 45 minutes is available for both public speaking items. Responses are included in this time. Up to five minutes is available for each public address or question.

CITY EXECUTIVE BOARD RECOMMENDATIONS

7 DEVOLUTION UPDATE AND BUDGET ALLOCATION

39 - 42

The Assistant Chief Executive submitted a report to the City Executive Board on 24 March 2016 which gave an update on the proposals for devolution and sought authorisation for further joint working in support of those proposals.

The relevant draft minute of the City Executive Board meeting is attached later in the agenda.

The Board Member will move the recommendations.

Recommendations

The City Executive Board recommends Council to allocate the budget of £50k to support the initial study on viability and sustainability and governance; specialist work on collaboration around Children and Adult services; public consultation and involvement; and preparation of a revised Devolution Deal. This will be funded from reserves and balances.

8 A HOUSING COMPANY FOR OXFORD

43 - 60

The Head of Housing and Property submitted a report to the City Executive Board on 17 March 2016 which presented the business case for the establishment of a Council owned housing company, and sought approval for the Council to enter into such agreements as are necessary to enable the company to acquire the affordable housing at Barton Park in place of the Council.

The relevant draft minute of the City Executive Board meeting including the full decision is attached later in the agenda.

The Board Member will move the recommendations.

Recommendations

The City Executive Board recommends Council to:

1. amend the Treasury Management Strategy to enable the making of loans to the wholly owned Housing Company on State Aid compliant terms of up to £12,250,000 to fund its purchase of the Phase 1 affordable housing at Barton Park and to delegate to the Chief Finance Officer approval of the terms of the loan and the terms of the facility agreement(s) and any associated documentation;
2. agree the inclusion of an amount of £12,250,000 in its General Fund Capital Programme in 2017/18 funded by Prudential Borrowing;
3. agree the provision of a loan facility to the Company of up to £250,000 to fund the set up costs and provide initial working capital and delegate to the Chief Finance Officer approval of terms of the loan and the terms of the facility agreement;
4. agree the adoption of the Local Authorities (Indemnities for Members and Officers) Order 2004 in respect of officers of the Council appointed to the Housing Board in accordance with paragraph 40;
5. agree a General Fund revenue budget of £40,000 in 2016/17 for the setting up of the Company funded from reserves.

9 ASSET MANAGEMENT PLAN 2016-2020

61 - 118

The Regeneration and Major Projects Service Manager submitted a report to the City Executive Board on 17 March 2016 which presented the Asset Management Plan 2016-20 and recommended its adoption by Council thereby providing the basis for the management of the Council's property assets going forward.

The relevant draft minute of the City Executive Board meeting is attached later in the agenda.

The Board Member will move the recommendations.

Recommendations

The City Executive Board recommends Council to approve the Asset Management Plan 2016-2020 attached at Appendix 1 for adoption by the Council.

10 INTEGRATED PERFORMANCE REPORT QUARTER 3 2015/16 - CAPITAL BUDGET CHANGE

119 - 124

The Head of Financial Services and Head of Business Improvement submitted a report to the City Executive Board on 17 March 2016 on the status of Finance, Risk and Performance as at the end of Quarter 3, 31 December 2015 and which sought approval for an additional capital budget of £0.150 million for electrical works at Cowley Marsh Depot (paragraph 12 of the report).

The report is included in this agenda. Appendices are published in the City Executive Board agenda of 17 March 2016.

The relevant draft minute of the City Executive Board meeting is attached later in the agenda.

The Board Member will move the recommendations.

Recommendations

The City Executive Board recommends Council to approve an additional capital budget of £0.150 million for electrical works at Cowley Marsh Depot to be funded from the service's projected underspend.

11 OXPENS: SALE OF OXPENS LAND AND LOAN TO OXFORD WEST END DEVELOPMENT LTD

125 - 134

The Executive Director, Regeneration and Housing, has submitted a report to the City Executive Board on 14 April 2016 which seeks budgetary approval for the sale of Oxpens land and a loan to Oxford West End Development Ltd.

The City Executive Board will consider the recommendations below at their meeting. Their decision will be reported at Council.

The Board Member will move the recommendations as agreed by the Executive Board.

Officer recommendation

That the City Executive Board resolves to recommend full Council to approve:

1. a loan of £4.16 million to Oxford West End Development Ltd to provide funds to the company to purchase land owned by Oxford City Council on terms set out in this report;
2. a capital budget of £4.16 million in the Council's General Fund Capital Programme in 2017/18 funded from the Capital Receipt received from the sale of the land.

OFFICER REPORTS

12 AWARD OF FREEDOM OF THE CITY TO MS LESLEY DEWHURST

It is proposed that the Honorary Freedom of the City of Oxford is awarded to Ms Lesley Dewhurst in recognition of her work with single homeless people in Oxford over the past 20 years.

The Lord Mayor will ask Councillor Price to move:
In accordance with Section 249 of the Local Government Act 1972 that the Honorary Freedom of the City be conferred on Ms Lesley Dewhurst and that this is conferred at a formal ceremony to be held at a later date.

Councillor Fooks will second the motion and Councillor Simmons will support the motion.

Council is asked to support this motion.

13	PAY POLICY STATEMENT 2016	135 - 146
	<p>The Head of Business Improvement has submitted a report setting out the Council's annual pay policy statement in accordance with legislative requirements</p> <p>Officer Recommendation</p> <p>Council is recommended to approve the Annual Pay Policy Statement 2016 for publication.</p>	
14	REGULATION OF INVESTIGATORY POWERS ACT 2000	147 - 148
	<p>The Head of Law and Governance has submitted a report which sets out the Council's application of its powers under the Regulation of Investigatory Powers Act 2000</p> <p>Officer recommendation: That Council note the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA) for the period 1 April 2015 to 31 March 2016.</p>	
QUESTIONS		
15	CITY EXECUTIVE BOARD MINUTES	
	<p>This item has a time limit of 15 minutes.</p> <p>Councillors may ask the Board Members questions about matters in these minutes.</p>	
	a	149 - 160
	Minutes of meeting Thursday 11 February 2016 of City Executive Board	
	b	161 - 170
	Minutes of meeting Thursday 17 March 2016 of City Executive Board	
	c	171 - 174
	Minutes of meeting Thursday 24 March 2016 of City Executive Board	
16	QUESTIONS ON NOTICE FROM MEMBERS OF COUNCIL	
	<p>Questions on notice from councillors received in accordance with Council Procedure Rule 11.10(b).</p>	

Questions on notice may be asked of the Lord Mayor, a Member of the City Executive Board or a Chair of a Committee. One supplementary question may be asked at the meeting.

The full text of questions must be received by the Head of Law and Governance by no later than 1.00pm on 11 April 2016.

The briefing note will contain all questions submitted by the deadline, and written responses where available.

PART 2 - PUBLIC INVOLVEMENT AND SCRUTINY

17 PUBLIC ADDRESSES AND QUESTIONS THAT DO NOT RELATE TO MATTERS FOR DECISION AT THIS COUNCIL MEETING

Public addresses and questions to the Leader or other Board member received in accordance with Council Procedure Rule 11.11 and 11.12 and not related to matters for decision on this agenda.

The request to speak accompanied by the full text of the address or question must be received by the Head of Law and Governance by 5.00 pm on 12 April 2016.

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of 45 minutes is available for both public speaking items. Responses are included in this time. Up to five minutes is available for each public address or question.

18 OUTSIDE ORGANISATION/COMMITTEE CHAIR REPORTS AND QUESTIONS

175 - 178

1. On behalf of Councillor Price the Head of Policy, Communications and Culture has submitted a report providing an update on the work of the Oxfordshire Growth Board.

Council is invited to comment on and note the submitted report.

2. Each ordinary meeting of Council shall normally receive a written report concerning the work of one of the partnerships on which the Council is represented.

The programme of reporting at future meetings will be:

- July 2016: Community Safety
- September 2016: Environmental and Waste

3. Members who are Council representatives on external bodies or Chairs of Council Committees who consider that a significant decision or event has taken place, will give notice to the Head of Law and Governance by 1.00pm on 13 April 2016 that they wish present a written or oral report on the event or the significant decision and how it may influence future events.

19 SCRUTINY COMMITTEE UPDATE REPORT

179 - 208

The Chair of the Scrutiny Committee has submitted a report which updates Council on the activities of scrutiny and other non-executive Councillors and the implementation of recommendations since the last meeting of Council.

Council is invited to comment on and note the report.

PART 3 - MOTIONS REPRESENTING THE CITY

20 MOTIONS ON NOTICE

This item has a time limit of 60 minutes.

The full text of motions received by the Head of Law and Governance in accordance with Council Procedure Rule 11.17 by the deadline of 1.00pm on 6 April 2016 is below. Motions will be taken in turn from the, Green, and Labour, Liberal Democrat groups in that order.

Substantive amendments to these motions must be sent by councillors to the Head of Law and Governance by no later than 1.00pm on 14 April 2016. The briefing note will list amendments submitted before its publication.

Council is asked to consider the following eight motions:

1. Oxford City Council support EU membership (proposed by Cllr Craig Simmons, seconded by Cllr Elise Benjamin)

Green member motion

Oxford is an international City, with three EU twin towns, and a proud City of Sanctuary. The last census in 2011 showed that 1 in 10 of its resident population were born in EU countries other than UK.

The City Council has benefited directly from more than £1m of EU funding and, in May 2015, the City's Finance Panel took evidence from three of the South East regions MEPs identifying more than seven other potential EU funding streams that the City Council could apply for.

Oxford's economy also benefits enormously from EU tourism (9 out of the top 10 countries of origin are other EU states), from EU funding to its Universities, and other institutions, and from European businesses, such as BMW, that have chosen to operate within the City and County.

Workers in Oxford are better off as a result of EU employment directives on equal rights, holidays, pensions, working hours, health and safety and so on.

Oxford residents have more opportunities and lower costs when travelling as a result of the EU, free movement, lower mobile phone charges, European health card, educational possibilities and so on.

Oxford's environment has also benefited from EU legislation and guidance on, for example, air quality, recycling and biodiversity.

This Council therefore believes that the case for staying within the EU is

overwhelming beneficial for the City and urges those electors eligible to vote to back an 'IN' vote at the forthcoming EU Referendum and asks the Leader to write to Oxford's MPs setting out the Council's views.

Of course, the EU is not perfect. But neither is Westminster. It needs to be more democratically accountable, transparent and efficient. This Council, however, believes that reform will be easier if the UK remains within the EU.

2. Unitary Council proposal (proposed by Councillor Price)

Labour member motion

The City Council notes that the response from government to the devolution proposals for Oxfordshire that were presented to the Department of Communities and Local Government and Cabinet Office in December 2015 indicated that a different and stronger form of governance was required if the proposals were to make progress.

Council therefore welcomes the initiative from the five District Councils in partnership with South Northants and Cotswold District Councils for a revised proposal based on four unitary authorities. This proposal would restore city government to Oxford and create an effective partnership with the neighbouring unitary authorities.

The Council notes that a feasibility study covering the full range of possible unitary options is being commissioned, and urges the County Council to participate in the commissioning and management of this study rather than duplicating the work with a separate study that will cover the same ground.

3. Adopt an eco-village approach (proposed by Councillor Gotch)

Liberal Democrat member motion

Bicester eco-village is an exemplar of how energy efficient and low-carbon-footprint housing is being built now - helping to slow climate change for the sake of our children and grandchildren.

We call on the City to instruct its architects to design buildings of all types, on City owned sites, to adopt the eco-village approach and, by example, persuade / push / cajole private developers in Oxford to make their contribution to saving planet earth.

4. Climate Change and Government Policy (proposed by Councillor Simmons, seconded by Cllr Thomas)

Green member motion

In the light of the Paris Agreement drafted last December (open for signature from 'Earth Day' 22nd April 2016) which included, for the first time, a global agreement on stabilising and reducing damaging greenhouse gas emissions, this Council calls upon the government to reconsider policy changes which have made it more difficult for the Council and other local authorities to take

action to help tackle climate change.

For example:

- Reductions in government subsidies for solar panels and other green energy sources;
- The discontinuation of Green Deal funding for loans to homeowners and private landlords to install insulation and other energy efficiency measures;
- Recent changes to planning policy, which make it more difficult for Councils to require developers to build new homes to high environmental standards.

This Council is committed to playing its part in global efforts to limit the extent of future climate change, and local efforts to respond to the impacts of climate change on residents, businesses and the local environment. It recognises that, in cities like Oxford which it is predicted will suffer from increased flooding due to climate change, inaction carries a real human and economic cost.

This Council therefore calls upon the Council Leader, in collaboration with other Group Leaders, to write to Oxford's MPs asking them to lobby the Government to live up to the commitments it made at COP 21 and invest more in tackling climate change.

5. Oxford City Council support EU membership (proposed by Councillor Tanner)

Labour member motion

This Council strongly supports remaining in the European Union in the referendum and urges all Oxford's voters to use their vote to Remain.

Remaining in Europe will continue Oxford's free access to the world's largest single market, will allow Oxford citizens to live, work and holiday freely within the 27 other nations, and will demonstrate our solidarity with over 500 million Europeans.

Leaving Europe will be bad for jobs. It will threaten the BMW car plant, the universities and the science jobs at Culham. Remaining in Europe will guarantee rights at work, high environmental standards and a more democratic Europe.

The referendum is an unnecessary measure to please sections of the Conservative Party and threatens Oxford's future.

6. Independent review of unitary options (proposed by Councillor Fooks seconded by Councillor Gant)

Liberal Democrat member motion

Council notes that the devolution debate appears to have stalled due to the Government's insisting on specific forms of governance for any new authority. However,

Council further notes that

- the current financial position of the County Council is causing unacceptable budget cuts, especially to the most vulnerable
- there is a growing belief that unitary governance would provide the best way forward
- it is not clear what the optimum size of any unitary would be.

Council believes that the best way to inform a decision on what is best for the people of Oxford and Oxfordshire is a genuinely independent review of all possible options, not seen to be favouring any particular model.

Council therefore asks the Executive Board to work with all other interested parties to commission such a review, assessing all possible models including the status quo, to enable an evidenced-based discussion to guide the selection of the best model.

Any model must be able to command public support, and be shown to be able to

- fund the services needed by the people of Oxfordshire, especially the most vulnerable
- provide strategic direction in a form which is properly accountable and fully consistent with local decision-making
- support economic growth and sustainability alongside strong and balanced communities

Council recognises that any changes to the current two-tier structure will involve the dissolution of all existing authorities and a review of all current ward boundaries, but believes that a unitary structure of some kind will offer the best chance of better strategic leadership and the efficient delivery of public services to the people of Oxford.

7. Community Involvement in Community Centres (proposed by Councillor Wolff, seconded by Councillor Benjamin)

Green member motion

1. This Council believes that the essence of community work is not so much the delivery of services but the building of stronger, more cohesive and more resilient neighbourhood communities.
2. Recognising that the Council's proposed Tier 1 'community hubs' may also be places where a wide range of services are delivered, Council recognises the danger that the community work objectives may be sidelined or even undermined.
3. Council therefore welcomes the statement in the Community Centres Strategy (currently out for public consultation) "The Council's preferred position is that robust, sustainable community organisations manage the centres".
4. Council believes that independent and locally accountable Community Associations should have a key role in ensuring that all the Council centres deliver on the key community work objective described in para 1.

8. Scrapping of student grants and curbing of access to higher education for disadvantaged young people (proposed by Councillor Hayes, seconded by Councillor Hollingsworth)

Labour member motion

This Council supports fair access and widening participation in higher education, and believes that these are important for making society more equal, in Oxford and across the country.

Accordingly, this Council notes with concern the Government's plan to scrap maintenance grants for up to 500,000 of the poorest university students, including those attending our city's universities.

This Council further notes that the poorest 40% of university students in England will graduate with an extra £12,500 of debt for a three-year course, according to research by the Institute of Fiscal Studies.

This Council is concerned that scrapping grants risks putting many young people off applying to university, including many from disadvantaged backgrounds. A 2014 study by the Institute of Education has shown that a £1,000 rise in grants created a nearly 4% increase in participation.

This Council asks the Council Leader to write to Oxford's Members of Parliament to express our dissatisfaction with the abolition of grants and make representations to the Prime Minister and Secretary of State for Education about the impact of the loss of grants on students at our city's universities, particularly those from poorer backgrounds.

21 MATTERS EXEMPT FROM PUBLICATION AND EXCLUSION OF THE PUBLIC

If Council wishes to exclude the press and the public from the meeting during consideration of any aspects of the preceding agenda items it will be necessary for Council to pass a resolution in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 specifying the grounds on which their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Part 1 of Schedule 12A of the Act if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(The Access to Information Procedure Rules – Section 15 of the Council's Constitution – sets out the conditions under which the public can be excluded from meetings of the Council)

UPDATES AND ADDITIONAL INFORMATION TO SUPPLEMENT THIS AGENDA ARE PUBLISHED IN THE COUNCIL BRIEFING NOTE.

Additional information, councillors' questions, public addresses and amendments to motions are published in a supplementary briefing note. The

agenda and briefing note should be read together.

The Briefing Note is published as a supplement to the agenda. It is available on the Friday before the meeting and can be accessed along with the agenda on the council's website.

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.

¹Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member’s spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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MINUTES OF THE COUNCIL

Monday 8 February 2016

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COUNCILLORS PRESENT: Councillors Humberstone (Lord Mayor), Cook (Deputy Lord Mayor), Malik (Sheriff), Abbasi, Altaf-Khan, Benjamin, Brandt, Brown, Clack, Clarkson, Coulter, Darke, Fooks, Fry, Gant, Goddard, Gotch, Haines, Hayes, Henwood, Hollick, Hollingsworth, Kennedy, Lloyd-Shogbesan, Lygo, Munkonge, Pegg, Pressel, Price, Rowley, Royce, Sanders, Simm, Simmons, Sinclair, Smith, Tanner, Tarver, Taylor, Thomas, Turner, Upton, Van Nooijen, Wade, Wilkinson and Wolff.

Council heard tributes and observed a minute's silence in memory of former Councillor and Lord Mayor Barbara Gatehouse.

2. APOLOGIES FOR ABSENCE

Councillors Anwar and Paule submitted apologies.

2. MINUTES

Council agreed to approve the minutes of the ordinary meeting held on 7 December 2015 as a true and correct record.

3. DECLARATIONS OF INTEREST

There were no declarations.

4. APPOINTMENT TO COMMITTEES

There were no appointments.

5. ANNOUNCEMENTS

The Lord Mayor announced:

- The list of engagements enclosed with the briefing note to draw Councillors' attention to the events attended since the last meeting;
- the upcoming Veterans' Medal of Honour Presentation and single act of commemoration;
- his charity dinner

The Leader of the Council announced:

- that work to transfer land ownership and secure the Oxpens site was complete, and thanked officers;
- the successful opening of the Rosehill Community Centre and the work of the Community Services team;
- that Oxford was designated the first city in the country;

updates to the devolution proposals submitted to government.

6. PUBLIC ADDRESSES AND QUESTIONS THAT RELATE TO MATTERS FOR DECISION AT THIS MEETING

There were no addresses or questions.

7. PROPOSED FREEHOLD PURCHASE OF THE OLD SCHOOL, GLOUCESTER GREEN

Council considered a report to the City Executive Board on 17 December 2015 seeking approval for the principle of acquiring the long leasehold interest in The Old School, Gloucester Green, including the confidential Appendix 1 circulated with the City Executive Board papers, and the relevant draft minute of the City Executive Board meeting.

Council resolved to:

increase the budget within the Council's capital programme by the requisite amount in 2015/16.

8. REVIEW OF THE STATEMENT OF LICENSING POLICY 2016 - 2021

Council considered a report presenting the revised Statement of Licensing Policy, considered by the Licensing and Gambling Acts Committee on 26 January 2016.

Council resolved to:

adopt the revised Licensing Policy Statement attached to the agenda.

9. OXFORD FLOOD ALLEVIATION SCHEME – DELEGATION OF PLANNING POWERS TO OXFORDSHIRE COUNTY COUNCIL

Council considered a report outlining the proposed Oxford Flood Alleviation Scheme ("the Scheme") and seeking approval for the delegation to the Oxfordshire County Council of any planning responsibilities that would otherwise be exercised by the Oxford City Council in relation to the Scheme.

Council resolved to:

- 1. delegate the discharge of the District Planning Authority functions of the Oxford City Council to the Oxfordshire County Council, in connection with the processing and determination of the expected planning application for the Oxford Flood Alleviation Scheme, under section 101 of the Local Government Act 1972;**

2. **authorise the Head of Planning and Regulatory Services, in consultation with the Head of Law of Governance, to negotiate and agree a Memorandum of Understanding with the Oxfordshire County Council to determine the operational arrangements of the delegation of the Oxford City Council's planning functions in relation to the Scheme;**
3. **agree that a long stop date be placed on the delegation such that the delegation will be revoked if any Scheme application is not determined by the 18th February 2019.**

10. COUNCIL AND COMMITTEE PROGRAMME MAY 2016 TO MAY 2017

Council considered a report proposing the programme of Council and committee meetings for the 2016/17 council year (May 2016 to May 2017 inclusive) following a review agreed by Council in December.

Council resolved to:

1. **approve the programme of Council, Committee and other meetings attached at Appendix 1 for the council year 2016/17; and**
2. **delegate the setting of dates for the Standards Committee to the Head of Law and Governance.**

11. CITY EXECUTIVE BOARD MINUTES

Council had before it the minutes of the City Executive Board meetings of Thursday 17 December 2015, Thursday 14 January 2016 and Thursday 21 January 2016.

On Minute 127 (Councillor addresses), Councillor Fooks asked when the revised tree policy would be considered. Councillor Lygo replied this was in progress and could be considered by Scrutiny Committee prior to the Board.

On Minute 160 (Oxford Local Development Scheme), Councillor Wolff asked that the key views of Oxford be taken into account when considering increasing the height and density of buildings. Councillor Hollingsworth replied that views would be taken into account along with other factors including maintaining a varied skyline.

12. QUESTIONS ON NOTICE FROM MEMBERS OF COUNCIL

Members of Council submitted 38 written questions to Board Members and the Leader of the Council. Written answers and summaries of supplementary questions and responses are in the supplement to these minutes.

13. PUBLIC ADDRESSES AND QUESTIONS THAT DO NOT RELATE TO MATTERS FOR DECISION AT THIS COUNCIL MEETING

Council heard addresses from members of the public. The full text of the addresses where these were delivered as submitted and questions and responses are in the supplement to these minutes.

1. Alasdair de Voil, I Love Oxford Tours Director delivered an address requesting scrutiny of the contractual arrangements for the provision of tourism information services (address attached).

Councillor Price drew the speaker's attention to the written response in the supplement (response attached)

2. Roger Parry, Summertown Stars AFC delivered an address requesting Council to provide Facilities at Five Mile Drive Recreation Ground from September 2016. He presented a petition with over 500 signatures.

Councillor Lygo, the Board Member, replied, saying in summary:

The old pavilion facility at Five Mile Drive is being demolished due to its poor condition. It was previously used by Summertown Stars for toilet facilities, storage and to be able to make hot drinks. As a replacement we recently provided the club with a mobile unit which has toilet facilities, storage, areas to make hot drinks and a space for officials to use if needed. We will leave this facility on the site for the immediate future while we work with the club around alternate funding options at Five Mile Drive. Without raising expectations we will work with you to improve facilities.

We have worked closely with the club and the Oxfordshire F.A over the past few years. Currently we are undertaking a major refurbishment at Cutteslowe Park lower pavilion which is the main home of Summertown Stars. This is a significant investment from Oxford City Council, Football Foundation and Sport England of around £750,000.

And also be aware that there will be a meeting between relevant parties to look at the issues around the pavilion's maintenance.

3. Nigel Gibson, Save Temple Cowley Pools delivered an address titled Closing Temple Cowley Pools - the consequences (address attached).

Councillor Lygo, the Board Member, replied summarising the current usage of the replacement facilities.

4. Oxford University Student Union President Becky Howe delivered an address in support of the motion titled 'Scrapping of student grants and curbing of access to higher education for disadvantaged young people' (address attached).

Councillors Rowley and Hayes thanked Ms Howe for addressing the meeting.

5. Patrick McDonald, Oxford Catalyst Ventures Ltd delivered an address titled a growing social injustice - building starter-homes for first time buyers in Oxford (address attached).

Councillors Rowley and Hollingsworth, the Board Members, replied in summary that as even housing for purchase at 80% of market rate is unaffordable for most people in Oxford, this is why we will continue to focus our limited resources on providing affordable rented housing. However the speaker made some very good points and suggestions and Board Members would be happy to continue discussions with Mr McDonald to find ways to provide the housing people in Oxford need. The Council had launched a review of the local plan and in due course would be seeking comments on this.

6. Jane Alexander and Heather Dalitz delivered an address titled Oxford - Health Consequences of Poor Decisions (address delivered as attached with additional comments).

Councillor Lygo, the Board Member, gave a brief reply.

7. Judith Harley asked a question about land at Cox's Yard, Temple Cowley (text attached) and also asked why the plot was only fenced off in the last year.

Councillor Hollingsworth , on behalf of the Board Member, referred to the written response published in the supplement:

The land in question was not purchased in 2010: it was acquired as part of Temple Farm, Temple Road for the sum of £2800 on 9/4/1936. Temple Cowley Pool, Library and part of the School were subsequently built on the majority of the site. The land was officially registered in the City Council's freehold ownership in 2010 as part of the Voluntary Registration of Title (VRT) scheme. The small piece of land is currently unused as the Council has no direct access. In the short term there are no expectations for use or disposal, due to this issue of access. Longer term the land may be used to support local development. As far as officers are aware no income has been derived from the land. It may be possible to provide a written answer to the last point.

14. OUTSIDE ORGANISATION/COMMITTEE CHAIR REPORTS AND QUESTIONS

Council had before it the report of the Leader of the Council outlining the work of the Oxfordshire Local Enterprise Partnership.

Councillor Price moved the report and answered questions around accountability and transparency of decision making.

Council noted the report.

15. SCRUTINY COMMITTEE UPDATE REPORT

Council had before it the report of the Scrutiny Committee Chair.

Councillor Simmons moved the report and asked for suggestions for major review topics for 2016/17. Councillor Rowley thanked the Housing panel for their work and Councillor Price noted that the committee's work would be submitted for a Municipal Journal 'excellence in scrutiny and governance award'.

Council noted the report.

16. MOTIONS ON NOTICE

Council had before it eight motions on notice and amendments submitted in accordance with Council procedure rule 11.17, and reached decisions as set out below.

Council agreed to suspend the standing orders relating to the total time allowed for motions for the first motion only.

1. Fairtrade Mark

Councillor Price proposed a submitted cross-party motion, seconded by Councillor Fooks and supported by Councillor Wolff.

On being put to the vote, the motion was declared carried.

Council resolved to adopt the motion as set out below:

Oxford City Council, as an important consumer and opinion leader, should continue to support and facilitate the promotion and purchase of foods with the FAIRTRADE Mark as part of its commitment to the pursuit of sustainable development and to give marginalised producers a fair deal.

Oxford City Council resolves to continue to contribute to the campaign to increase sales of products with the FAIRTRADE Mark by supporting the campaign to achieve the recertification of FAIRTRADE status for Oxford.

To this end, Oxford City Council resolves to ask the Executive to:

1. Continue to offer FAIRTRADE Marked food and drink options internally and make them available for internal meetings.

2. Promote the FAIRTRADE Mark using Fairtrade Foundation materials in refreshment areas and promoting the Fairtrade Towns initiative in internal communications and external newsletters.

3. Use its influence to urge local retailers to provide Fairtrade options for residents.

4. Engage in a media campaign to publicise the recertification of Oxford as a Fairtrade Towns initiative.

5. Nominate a Council representative to sit on the Fairtrade Steering Group.

6. Support on-going work to promote Fairtrade.

7. Continue to support organised events and publicity during national Fairtrade Fortnight – the annual national campaign to promote sales of products with the FAIRTRADE Mark

2. Affordable private housing

Councillor Gant proposed his submitted motion, seconded by Councillor Wade:

Council notes

- *the increasing inability of people on low and middle incomes to be able to afford to buy or rent in or near the city, and that this is hampering the efforts to attract or keep key workers such as nurses, teachers, social workers, junior university staff and other essential employees*
- *that there are examples of innovative approaches and solutions to this problem in other parts of the country. Examples include the partnership between Pocket Homes and the Mayor of London and the creative policy of Cambridge City Council to assist the university to house employees in housing they can afford as the ‘affordable housing’ element of a development*
- *the work in hand to consider setting up a Local Housing Company and welcomes the work being done to encourage Oxford University and the Hospital Trust to plan to provide housing for their staff.*

Nevertheless, Council considers the need to be so great that, despite uncertainties in future Government policy which may prevent some desirable measures, it is urgent to explore all possible means of addressing the shortfall of essential affordable housing to rent or buy.

Council therefore asks the Executive Board to ask officers to investigate with the utmost urgency what changes are needed in the city’s policies to enable new models of housing and tenure to be allowed in new developments to help to meet this need. Council requests a report back to the April Council on the progress made.

Councillor Hollingsworth proposed his submitted amendment, seconded by Councillor Rowley.

Add further (points) under “Council notes”

- *that work has begun on a new Local Plan, taking forward Oxford’s planning policies to 2036*
- *that the commitment to the provision of social housing for rent, which has the considerable merit of actually being affordable unlike so-called ‘affordable housing’ as defined by the current Government, is a fundamental part of both our existing and future planning and housing policies*
- *that proposals to replace social housing requirements with ‘key worker’ housing while making no adjustment to the ‘market’ element on large sites*

runs counter to the spirit and letter of this Council's planning policies, and should not be supported

- *that major employers who are also major landowners who seek to provide housing for their employees can and should bring forward proposals that do so without the entire removal of social housing requirements from these sites*
- *that at this time of great uncertainty caused by the rapid and incoherent evolution of Government policy, albeit an evolution underpinned by an ideological desire to destroy the social housing sector entirely, the resources of the Council are best used by planning for a range of different eventualities rather than by taking precipitate action that is likely to prove nugatory*

Delete Sentence beginning “Nevertheless....”

Amend final sentence to read:

Council therefore ask the Executive Board to continue to develop the new Local Plan, to work with major public and private employers to develop balanced schemes for housing development, and also to explore, in the light of Government policy, options that will support the continued and increasing provision of genuinely affordable social housing for rent, permanently affordable housing for purchase or shared ownership and an appropriate number, range and balance of all housing tenures in Oxford, and to regularly report to and engage with all Councillors on these efforts.

After debate and on being put to the vote the amendment was declared carried.

On being put to the vote the amended motion was declared carried.

Council resolved to adopt the following motion:

Council notes

- ***the increasing inability of people on low and middle incomes to be able to afford to buy or rent in or near the city, and that this is hampering the efforts to attract or keep key workers such as nurses, teachers, social workers, junior university staff and other essential employees***
- ***that there are examples of innovative approaches and solutions to this problem in other parts of the country. Examples include the partnership between Pocket Homes and the Mayor of London and the creative policy of Cambridge City Council to assist the university to house employees in housing they can afford as the ‘affordable housing’ element of a development***
- ***the work in hand to consider setting up a Local Housing Company and welcomes the work being done to encourage Oxford University and the Hospital Trust to plan to provide housing for their staff.***

- *that work has begun on a new Local Plan, taking forward Oxford's planning policies to 2036*
- *that the commitment to the provision of social housing for rent, which has the considerable merit of actually being affordable unlike so-called 'affordable housing' as defined by the current Government, is a fundamental part of both our existing and future planning and housing policies*
- *that proposals to replace social housing requirements with 'key worker' housing while making no adjustment to the 'market' element on large sites runs counter to the spirit and letter of this Council's planning policies, and should not be supported*
- *that major employers who are also major landowners who seek to provide housing for their employees can and should bring forward proposals that do so without the entire removal of social housing requirements from these sites*
- *that at this time of great uncertainty caused by the rapid and incoherent evolution of Government policy, albeit an evolution underpinned by an ideological desire to destroy the social housing sector entirely, the resources of the Council are best used by planning for a range of different eventualities rather than by taking precipitate action that is likely to prove nugatory*

Council therefore asks the Executive Board to continue to develop the new Local Plan, to work with major public and private employers to develop balanced schemes for housing development, and also to explore, in the light of Government policy, options that will support the continued and increasing provision of genuinely affordable social housing for rent, permanently affordable housing for purchase or shared ownership and an appropriate number, range and balance of all housing tenures in Oxford, and to regularly report to and engage with all Councillors on these efforts.

3. Tackling Oxford's unaffordable private rented sector

Councillor Hollick proposed his submitted motion, seconded by Councillor Thomas

This Council notes that:

- *Oxford's housing is the most unaffordable in the country*
- *the Private Rented Sector is a significant (>25%) and growing part of the market*
- *the high turnover of tenants in the City contributes to the higher rents*
- *the current Government's housing policies are only likely to make the housing situation in Oxford worse*

This Council further notes that:

- *Letting agencies contribute to the high cost of renting by charging up-front fees, and benefit from short-term tenancies which maximise revenue.*
- *Neither landlords nor tenants are best served by this arrangement*

- *There is overwhelming popular support for rent control measures (59% for, 7% against)*
- *Rent control is common in many cities and the benefits of certain types of rent control are well-researched (for example, see the recent study commissioned by Camden Council in 2014)*

This Council therefore asks the City Executive Board to do what it can, using its influence and existing powers, to tackle unaffordability in the private rented sector in Oxford. Measures to include:

- 1. Setting up a new letting agency, either as part of the proposed housing company or separately, owned and operated by the Council*
- 2. Operate this letting agency according to best practice by:*
 - (a) charging no fees*
 - (b) offering longer tenancies*
 - (c) publishing and promoting fair rent levels*

This letting agency should adhere to ‘third generation’ rent controls coupled with strong contractual rights (including first refusal rights on the next tenancy and flexibility for landlords wishing to occupy/sell and so on)

- 3. The Council should also offer accreditation to other agencies wishing to operate under this standard.*

Councillor Rowley proposed his submitted amendment, seconded by Councillor Hollingsworth:

Under "Council notes", third bullet point, delete "the high turnover of tenants in the City" and substitute "the Thatcher and Major governments' introduction of the Assured Shorthold Tenancy as the default legal standard, combined with the effect of a high transient population".

Under "Council further notes", first bullet point, insert "especially to students who are often asked to pay a retainer up to a year before moving in".

Under "Council further notes", fourth bullet point, delete "many cities..." to end and substitute "many other EU Member States, and indeed there are calls to strengthen these controls to combat housing insecurity."

Delete "This Council therefore asks..." to end of clause and substitute:

"This Council notes the efforts already being made to tackle the lack of affordable private rented housing in Oxford, including the Real Lettings project approved by CEB which seeks to make accommodation available at LHA rates, and our proposed "rent guarantee" scheme which we hope will increase the number of private rented properties available via Home Choice and secure tenants' rights by giving the Council a role in the management of the property.

This Council is sympathetic to the principle of rent controls, and our policy representations will bear this in mind. However, we note that current proposals, such as the study commissioned by Camden Council in 2014, rely on a voluntary agreement between the Council and selected landlords. Experience of Oxford's housing bubble suggests that the feasibility of this may be very limited. Council does not therefore believe that, in the current

legislative climate, setting up such a scheme should be a priority in our work to expand the availability of affordable housing in our City.

Council asks the City Executive Board to proceed with its existing plans, and also in the longer term to take into consideration:"

Under point 1 following, delete "either as part of the Housing Company or separately".

Under point 2(a), add "to tenants".

Under point 2(b), add "where appropriate".

In sentence following, after "*This letting agency should*" delete "adhere to" and substitute "look at the feasibility of voluntary agreements involving".

After "*third generation rent controls*" add in parentheses "*inflation-linked rent stabilisation*".

Under point 3, delete "*should also offer*" and substitute "*may also consider offering*".

After debate and on being put to the vote the amendment was declared carried.

On being put to the vote the amended motion was declared carried.

Council resolved to adopt the following motion:

This Council notes that:

- ***Oxford's housing is the most unaffordable in the country***
- ***the Private Rented Sector is a significant (>25%) and growing part of the market***
- ***the Thatcher and Major governments' introduction of the Assured Shorthold Tenancy as the default legal standard, combined with the effect of a high transient population, contributes to the higher rents***
- ***the current Government's housing policies are only likely to make the housing situation in Oxford worse***

This Council further notes that:

- ***Letting agencies contribute to the high cost of renting by charging up-front fees, especially to students who are often asked to pay a retainer up to a year before moving in, and benefit from short-term tenancies which maximise revenue.***
- ***Neither landlords nor tenants are best served by this arrangement***
- ***There is overwhelming popular support for rent control measures (59% for, 7% against)***
- ***Rent control is common in many other EU Member States, and indeed there are calls to strengthen these controls to combat housing insecurity.***

This Council notes the efforts already being made to tackle the lack of affordable private rented housing in Oxford, including the Real Lettings

project approved by CEB which seeks to make accommodation available at LHA rates, and our proposed “rent guarantee” scheme which we hope will increase the number of private rented properties available via Home Choice and secure tenants’ rights by giving the Council a role in the management of the property.

This Council is sympathetic to the principle of rent controls, and our policy representations will bear this in mind. However, we note that current proposals, such as the study commissioned by Camden Council in 2014, rely on a voluntary agreement between the Council and selected landlords. Experience of Oxford’s housing bubble suggests that the feasibility of this may be very limited. Council does not therefore believe that, in the current legislative climate, setting up such a scheme should be a priority in our work to expand the availability of affordable housing in our City.

Council asks the City Executive Board to proceed with its existing plans, and also in the longer term to take into consideration:

- 1. Setting up a new letting agency owned and operated by the Council***
- 2. Operating this letting agency according to best practice by:***
 - (a) charging no fees to tenants***
 - (b) offering longer tenancies where appropriate***
 - (c) publishing and promoting fair rent levels***

This letting agency should look at the feasibility of voluntary agreements involving “third-generation” rent controls (inflation-related rent stabilisation) coupled with strong contractual rights (including first refusal rights on the next tenancy and flexibility for landlords wishing to occupy/sell and so on)

- 3. The Council may also consider offering accreditation to other agencies wishing to operate under this standard.***

4. LHA and Supported Housing

Councillor Hollingsworth proposed his submitted motion, seconded by Councillor Rowley.

After a short debate and on being put to the vote, the motion was declared carried.

Council resolved to adopt the motion set out below:

This Council notes that the provision of services to homeless and vulnerable adults in Oxford is already threatened by Oxfordshire County Council’s proposed cuts to budgets that support those services, at a time when the number of people either sleeping on the streets or at risk of sleeping on the streets is increasing sharply.

This Council therefore opposes absolutely proposals put forward by the Government in the 2015 Autumn Statement to cap Housing Benefit at the Local Housing Allowance (LHA) level on all tenancies, including supported accommodation, from 2018. The effect of this cap will be to make supported social housing such as homeless hostels, housing for vulnerable adults, the sick and the elderly, immediately financially unviable.

Housing Associations and charities have described the impact of this proposal as catastrophic. Even though the scheme does not come into effect for two years, already new sheltered and supported housing schemes are being put on hold or cancelled because it is not clear that the organisations running them will be able to afford to do so after 2018.

This Council believes that this Government, through this and other legislative and regulatory changes announced since the 2015 General Election, is committed to the wholesale destruction of all forms of social housing.

It further believes that this latest proposal, which will leave the most vulnerable people in our society – those with longstanding physical and mental health problems, often stemming from service in our armed forces or from childhood trauma and abuse – literally on the streets without support, to be completely incompatible with the basic tenets of a civilised society.

This Council therefore supports the campaign led by the National Housing Federation and others against the proposed changes to the Housing Benefit cap, and asks the Leader of the Council to write urgently to both of Oxford's MPs asking them to oppose these proposals in the strongest possible terms and to instead support the properly funded provision of support for sheltered and supported accommodation for all vulnerable people in Oxford.

Motions not taken

5. The Counter Terrorism and Security Act 2015 (proposed by Councillor Benjamin, seconded by Councillor Wolff)
6. Scrapping of student grants and curbing of access to higher education for disadvantaged young people (proposed by Councillor Hayes, seconded by Councillor Hollingsworth)
7. Climate Change and Government Policy (proposed by Councillor Brandt, seconded by Councillor Simmons)
8. Community Involvement in Community Centres (proposed by Councillor Wolff, seconded by Councillor Simmons)

These motions were not taken because the time allowed in the Constitution had elapsed.

The meeting started at 5.00 pm and ended at 8.50 pm

MINUTES OF THE COUNCIL

Wednesday 17 February 2016

www.oxford.gov.uk



COUNCILLORS PRESENT: Councillors Cook (Deputy Lord Mayor), Malik (Sheriff), Abbasi, Altaf-Khan, Benjamin, Brandt, Brown, Clack, Clarkson, Coulter, Darke, Fooks, Fry, Gant, Goddard, Gotch, Haines, Hayes, Henwood, Hollick, Hollingsworth, Kennedy, Lloyd-Shogbesan, Lygo, Munkonge, Pegg, Pressel, Price, Rowley, Sanders, Simm, Simmons, Sinclair, Smith, Tanner, Tarver, Taylor, Thomas, Turner, Van Nooijen, Wade, Wilkinson and Wolff.

89. APOLOGIES FOR ABSENCE

Councillors Anwar, Paule, Royce and Upton and Lord Mayor Humberstone submitted apologies.

Councillor Cook, Deputy Lord Mayor, took the chair for this meeting.

Councillors Gotch and Goddard left before the main budget debate at minute 97.

90. DECLARATIONS OF INTEREST

On Minute 96, Councillors Abbasi, Malik and Altaf-Khan declared they had disclosable pecuniary interests as the taxi licensing fees related to their employment.

91. ANNOUNCEMENTS

There were no announcements.

92. AGREEMENT OF PROCEDURE FOR DEBATE ON THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET

Council resolved to agree the times permitted for each stage in the procedure for debate of the Medium Term Financial Strategy and Budget in Minute 97 as set out in the Constitution and noted the separately circulated detailed schedule including notified speakers.

93. PUBLIC ADDRESSES AND QUESTIONS THAT RELATE TO MATTERS FOR DECISION AT THIS MEETING

There were no addresses or questions.

94. REPORT OF THE HEAD OF FINANCIAL SERVICES ON THE BUDGET

Council considered the report of the Head of Financial Services on the soundness of the financial proposals before it.

The Head of Financial Services presented his report in his capacity as the Council's S151 officer.

He reported that he had reviewed the alternative proposals submitted as amendments by the Liberal Democrat and Green groups and confirmed these were arithmetically correct and capable of implementation.

The Leader of the Council thanked Financial Services staff for their hard work in preparing the budget and outlined the key budget pressures and uncertainties.

Council noted the report and its implications.

95. SCRUTINY BUDGET REVIEW 2016/17

Council considered the report of the Finance Panel submitted to the City Executive Board on 11 February 2016 and the draft minutes of the Board.

The Chair of the Scrutiny Committee presented the report. Using boxes of soup as an illustration he drew Council's attention to the Council's gross budget; the proportion of the council's overall income and expenditure which was not directly scrutinised; and the need to also focus on these elements.

Council noted the report and the City Executive Board's response set out in the minutes of the meeting of 11 February.

96. LICENSING AND GAMBLING ACTS COMMITTEE AND GENERAL PURPOSES LICENSING COMMITTEE RECOMMENDATIONS ON FEES AND CHARGES

Councillors Abassi, Altaf-Khan, and Malik, having declared a disclosable pecuniary interest, withdrew from the council chamber for the duration of this item.

Council considered the extracts of draft minutes and the reports on fees and charges for licensing functions from the Licensing and Gambling Acts and General Purposes Licensing Committee meetings of 19 January. The Committee Chairs presented the recommendations.

Council resolved to:

1. note the draft minutes and on the recommendation of the Licensing and Gambling Acts Committee adopt the licence fees and charges for 2016/17 set out in the report to that committee; and

2. note the draft minutes and on the recommendation of the General Purposes Licensing Committee adopt the licence fees and charges for 2016/17 set out in the report to that committee.

97. MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20 AND 2016-17 BUDGET

Councillors Goddard and Gotch left the meeting at the start of part b) and before the vote was taken.

Council had before it the report of the Head of Finance to the City Executive Board on 11 February 2016, referring to the appendices to the budget as circulated with that agenda, and the draft minutes of that meeting including seven recommendations.

Council had before it two alternative budget proposals submitted in advance as amendments to the City Executive Board's budget, with supporting commentary. One set out the proposals of the Liberal Democrat Group, and one set out the proposals of the Green Group.

Councillor Ed Turner, seconded by Councillor Bob Price, moved the City Executive Board recommendations.

a) Alternative budget proposals

Councillor Fooks, seconded by Councillor Altaf-Khan, moved and spoke to the Liberal Democrat Group alternative budget proposals (circulated with the briefing note).

After debate, these were put to the vote.

With more Councillors voting against than for, the Liberal Democrat Group alternative budget proposals were not carried.

Councillor Hollick, seconded by Councillor Simmons, moved and spoke to the Green Group alternative budget proposals (circulated with the briefing note).

After debate, these were put to the vote.

With more Councillors voting against than for, the Green Group alternative budget proposals were not carried.

b) Amendment to the City Executive Board budget

Councillor Gant, seconded by Councillor Fooks, moved an amendment submitted in advance: £10,000 pa revenue spending from April 2016 indefinitely to support ESOL (English for speakers of other languages), to provide targeted

help for an increasingly vulnerable group, funded by increasing parking charges at Alexandra Courts, Summertown.

The S151 officer confirmed this was feasible.

The Leader of the Council proposed an amendment to this which was accepted by the proposer:

£10,000 pa revenue spending from April 2016 indefinitely both to support ESOL and to provide general language support for refugees (to cover necessary unfunded services such as interpretation and translation including help with medical and legal cases), in order to provide targeted help for an increasingly vulnerable group, funded by increasing parking charges at Alexandra Courts, Summertown.

After debate, this further amendment was put to the vote.

With more Councillors voting for than against, the amendment was carried.

c) Decision on City Executive Board budget as amended

After debate, the seven recommendations of the City Executive Board including the details of the medium term financial strategy, budget, capital programme, HRA, fees and charges and other matters as set out in the papers for the City Executive Board meeting and with the amendment agreed above, were put to the vote.

In accordance with procedure rules and as required by law a named vote was taken.

For the recommendations from the City Executive Board including the agreed amendment to the budget – Councillors Abbasi, Brown, Clack, Clarkson, Cook, Coulter, Darke, Fry, Haines, Hayes, Henwood, Hollingsworth, Kennedy, Lloyd-Shogbesan, Lygo, Malik, Munkonge, Pegg, Pressel, Price, Rowley, Sanders, Simm, Sinclair, Smith, Tanner, Tarver, Taylor, Turner, van Nooijen.

Against the recommendations in the report – None.

Abstentions – Councillors Altaf-Khan, Benjamin, Brandt, Fooks, Gant, Hollick, Simmons, Thomas, Wade, Wilkinson and Wolff.

Council resolved to:

1. **approve** the General Fund Budget Requirement of £19.853 million for 2016/17 and an increase in the Band D Council Tax of 1.99% or £5.55 per annum as set out in Table 8 and Appendices 1-4 of the report submitted to the City Executive Board, representing Band D Council Tax of £284.52 per annum. The additional amount of £146k over the four year period to go towards the funding of the Council's General Fund Capital Programme;
2. **approve as an amendment to the budget** of £10,000 pa revenue spending from April 2016 indefinitely to support ESOL and provide general language support for refugees (to cover necessary unfunded services such as interpretation and translation including help with medical and legal cases), to provide targeted help for an increasingly vulnerable group, funded by increasing parking charges at Alexandra Courts, Summertown;
3. **approve** the continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit);
4. **approve** the Housing Revenue Account budget for 2016/17 of £43.487 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4 for all Council dwellings other than sheltered accommodation. In respect of sheltered accommodation that a rent increase of 0.9% is applied (average £0.88 per week increase) generating an additional income originally proposed of £27,000 for one year to be used in full or in part for improvements in the provision of sheltered accommodation. Such changes will be subject to the Welfare Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to notice being given to tenants of the proposed rent increase. In that event a further report will be made to CEB and Council detailing the consequential effect on the Housing Revenue Account budget;
5. **approve** the Capital Programme for 2016-20 as set out in Appendix 6 subject to funding availability from 2017-18 onwards;
6. **approve** the Fees & Charges schedule as set out in Appendix 8;
7. **delegate** to the Section 151 Officer in consultation with the Executive Board Member for Finance, Asset Management and Public Health the decision to apply for the four year funding settlement and determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13 and 17-18; and
8. **delegate** to the Section 151 Officer in consultation with the Executive Member for Finance, Asset Management and Public Health the decision to join the Business Rates Distribution Group once business rates estimates for 2016-17 are known for all Districts within Oxfordshire.

98. COUNCIL TAX 2016/17

Council considered a report which set out the necessary calculations to enable the setting of the 2016/17 Council Tax for Oxford City.

The Head of Financial Services confirmed that Oxfordshire County Council had agreed its 2016/17 precept and were no changes to the recommendations before the meeting.

A recorded vote was taken as required by law.

Council had before it the report of the Head of Finance setting out the necessary calculations to enable Council to set the 2015/16 Council Tax for Oxford City, in accordance with the Local Government Finance Acts, 1988 and 1992, as amended by the Localism Act 2011.

In accordance with procedure rules and as required by law a named vote was taken.

For the recommendations in the report – Councillors Abbasi, Altaf-Khan, Benjamin, Brandt, Brown, Clack, Clarkson, Cook, Coulter, Darke, Fooks, Fry, Gant, Haines, Hayes, Henwood, Hollick, Hollingsworth, Kennedy, Lloyd-Shogbesan, Lygo, Malik, Munkonge, Pegg, Pressel, Price, Rowley, Sanders, Simm, Simmons, Sinclair, Smith, Tanner, Tarver, Taylor, Thomas, Turner, van Nooijen, Wade, Wilkinson and Wolff.

Against the recommendations in the report – None.

Abstentions – None.

Council resolved to approve for 2016/17

1. the City Council's precept and Council Tax requirement of £12,621,173 including Parish precepts and £12,423,802 excluding Parish precepts.
2. the average Band D Council Tax figure (excluding Parish Precepts) of £284.52 a 1.99% increase on the 2015/16 figure of £278.97. Including Parish Precepts the figure is £289.04, a 2.14% increase (see paragraph 3).
3. a contribution of £10,000 to Old Marston Parish Council in recognition of the additional expenditure that the Parish incurs as a consequence of maintaining the cemetery (see paragraphs 11 and 12).
4. the amount of £538,520 to be treated as Special Expenses (see paragraph 15).
5. the Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:-

Littlemore	£315.17
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Old Marston	£313.50
Risinghurst and Sandhills	£303.79
Blackbird Leys	£282.54
Unparished Area	£286.87

These figures include the Parish Precepts and special expensing amounts as appropriate; in addition to the City-wide Council Tax of £272.19.

Council noted:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 18 (£1281.64)
7. the Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 19 (£166.96), and
8. the overall average Band D equivalent Council Tax of £1,737.64 including Parish Precepts (having received confirmation from the Head of Financial Services of the Band D figures for Oxfordshire County Council).

99. TREASURY MANAGEMENT STRATEGY

Council considered a report to the City Executive Board on 11 February 2015 which presents the Council's Treasury Management strategy for 2016-17 together with the prudential indicators for 2016-17 to 2018-19 and the draft minutes of that meeting.

Council resolved to:

1. **approve** the Treasury Management Strategy 2016-17 and adopt the prudential indicators for 2016-17 – 2018-19 as set out in paragraphs 7 to 41 and Appendix 2 of the report submitted to the City Executive Board;
2. **approve** the investment strategy for 2016-17 and investment criteria as set out in paragraphs 21 to 38 and Appendix 1 of the report submitted to the City Executive Board; and
3. **approve** the minimum revenue provision (MRP) statement at paragraphs 11 to 20 of the report submitted to the City Executive Board which sets out the Council's policy on debt and repayment.

100. CORPORATE PLAN 2016-20

Council considered a report to the City Executive Board on 11 February which set out the consultation on the draft Corporate Plan 2016-2020 and proposed its adoption and the draft minutes of that meeting.

Council resolved to:

1. **approve** the draft Corporate Plan 2016 -2020 as set out in Appendix 1 of the City Executive Board report; and
2. **delegate** authority to the Assistant Chief Executive to make minor textual/formatting changes to the Corporate Plan 2016 – 2010 in advance of formal publication.

The meeting started at 5.00 pm and ended at 8.16 pm

To: City Executive Board

Date: 14 April 2016

Report of: Assistant Chief Executive

Title of Report: Devolution – Update

Summary and recommendations	
Purpose of report:	To update the Board on devolution and to authorise further joint working in support of it.
Key decision:	Yes
Executive Board Member:	Councillor Bob Price
Corporate Priority:	Efficient and Effective Council
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Agree to work with the other District Councils and partners to further develop the initial unitary devolution proposals. 2. Agree that independent consultants should be jointly appointed by the Districts to undertake detailed work and a contribution of up to £50k be made to facilitate those studies. 3. Recommend Council to allocate the budget of £50k to support the initial study on viability and sustainability and governance; specialist work on collaboration around Children and Adult services; public consultation and involvement; and preparation of a revised Devolution Deal. This will be funded from reserves and balances. 	
Appendices	

Introduction and background

1. Following the July budget in 2015 the Government invited expressions of interest from local authorities for devolution proposals. The councils in Oxfordshire worked together with the Local Enterprise Partnership and the Clinical Commissioning Group during the autumn of 2015 on proposals for an ambitious devolution deal with Government, with the aims of securing greater powers and funding locally to realise

our economic growth potential, and to reform the way that public services are designed and delivered locally.

2. In summary, the proposals included:

- Bringing together NHS services with local government social care to save money on the £1bn budget and provide better services for patients and tackle the challenge of our ageing population.
- Creating a new infrastructure investment fund to back a locally agreed investment programme to deliver the roads and infrastructure we need.
- Tackling housing shortages and affordability – through aligning strategic infrastructure and housing investment and an integrated approach to strategic planning.
- Taking on responsibility for skills funding and apprenticeships better targeting of funding for skills so it supports development of the skills base needed by local employers; and better coordination of business support programmes to support innovative and entrepreneurial companies.

3. The proposals included the creation of a Combined Authority through which the councils would work in partnership with the Clinical Commissioning Group and the Local Enterprise Partnership where necessary to collectively coordinate strategic services in which economies of large scale can be secured (eg. transport planning) across a wider geographical area. The proposals rejected the option of a directly elected Mayor as not appropriate for an area as diverse and rural as Oxfordshire.

4. Following discussion of the initial proposals in December 2015, more detailed proposals were submitted in February. Following an initial positive response, Government has made clear that the proposals would only make progress if they are accompanied by either a directly elected Mayor, or a move to unitary councils.

Unitary devolution proposals

5. At their budget meeting on 16 February, Oxfordshire County Council put forward proposals for a consultation to Government and made it clear that their preference was for a single Unitary County to cover the whole County. The District Councils do not believe that a single county-wide unitary authority is the right solution for Oxfordshire and have put forward alternative proposals for a number of unitary authorities. In our view, this would offer a better solution for the people of Oxford and Oxfordshire for two key reasons:

- It would allow decision-making and service delivery to better reflect the different challenges and priorities of the communities that we represent in different parts of the county; and
- It would build on a strong track record of sound financial planning and service transformation that are at the heart of good governance and effective service delivery.

6. The proposal is to abolish the existing local councils, including the County and to create new unitary authorities that would be responsible for running all of the local services within their local area. The preferred option is for four new unitary authorities that would come together where necessary to collectively coordinate strategic services in which economies of large scale can be secured (eg. transport planning). In view of the successful partnerships and close working relationships that already exist in the north and west of the county, the Oxfordshire District

Leaders have agreed to explore a unitary option that includes both Cotswold District Council and South Northamptonshire Council.

7. The new unitary councils would form a Combined Authority /Joint Committee for strategic joint work and commissioning, and would work in partnership with the National Health Service, Police and the Local Enterprise Partnership in Oxfordshire and neighbouring county areas to coordinate services that need to be managed across a wider geographical area.
8. The proposals have been drawn up in support of the substantive elements of the original devolution proposals and are intended to provide a better approach to the implementation of those proposals.

Next Steps

9. There is clearly a lot of detail to be worked through over the coming months. The next step will be to jointly commission independent experts with our partners to produce detailed, costed plans for the preferred option and test them against other options to ensure the best and most cost-effective solutions. It is proposed that Oxford City Council contribute up to £50,000 to jointly commission this detailed work.
10. Detailed proposals will be considered by each of the councils prior to full public consultation in the summer. We would need to be certain of the benefits for the residents of Oxford.

Financial implications

11. The cost of the work required will be funded jointly by partner authorities. It is estimated that the cost will be up to £50k to support the initial study on viability and sustainability and governance; specialist work on collaboration around Children and Adult services; public consultation and involvement; and preparation of a revised Devolution Deal.
12. The contribution from Oxford City will be funded from reserves and balances.

Legal issues

13. Whilst the restructuring of local government in the area has fundamental legal implications, there are none arising directly from this report.

Level of risk

14. There is a significant risk that without commissioning the suggested work to develop the proposals and test their viability and cost against comparators, potential changes to the structure of local government in Oxfordshire will not deliver the most cost-effective solutions or the best outcomes for residents.

Equalities impact

15. There are no equalities implications arising from the commissioning of the studies outlined in the report.

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To: City Executive Board

Date: 17 March 2016

Report of: Head of Housing and Property Services

Title of Report: A Housing Company for Oxford

Summary and Recommendations

Purpose of report: To present the business case and seek approval for the establishment of a Council owned housing company, and to seek approval for the Council to enter into such agreements as are necessary to enable the company to acquire the affordable housing at Barton Park in place of the Council

Key decision Yes

Executive lead member: Councillor Mike Rowley, Councillor Ed Turner

Policy Framework: Housing Strategy 2015-18

Recommendations: That the City Executive Board resolves to:

1. Agree the principle of setting up a Local Authority wholly owned housing company structure ('the company') with the overarching aim of increasing housing supply, noting that there are a range of work-streams which the company structure can pursue, including:-
 - The purchase and management and management of the affordable rented homes at Barton Park;
 - The development of new affordable housing with a range of tenures;
 - The purchase and management and management of high value void properties from the Council to re-provide affordable housing; and
 - The undertaking of Estate regeneration schemes
2. Delegate authority to the Executive Director, Housing and Regeneration in consultation with the Council's statutory officers, Deputy Leader and portfolio holder for Housing, to do anything necessary to set up an appropriate company structure, including:

- a. Selection of the name of the company
 - b. Approval of the type of company, the articles of the company and the size and composition of its board
 - c. Appointment of Directors and Company Secretary of the company
 - d. Approval of a shareholders agreement to be entered into between the company and the Council
 - e. Ensuring that the company will hold appropriate insurances and/or benefit from insurances that the Council holds
3. Authorise the entry into discussions with Barton Oxford LLP and Hill Residential Ltd to enable the novation/assignment (and variation to the extent necessary) of the Overarching Agreement and the Conditional Development Agreement and all or any associated agreement warranties etc so that the company may acquire the affordable housing at Barton Park in place of the Council and the delegation to the Executive Director, Housing and Regeneration in consultation with the Council's statutory officers of all necessary steps to achieve this, including:
- a. approval of the final terms of any proposed agreements with Barton Oxford LLP and Hill Residential Ltd to give effect to the above
 - b. the decision whether or not to offer a Council guarantee to Barton Oxford LLP and/or Hill Residential Limited in order to enable the company to acquire the housing at Barton Park and approval of the terms of any such guarantee
 - c. approval of the terms of any contracts to be entered into between the company and the Council in relation to the management and maintenance of the Barton Park affordable homes
 - d. approval of the terms of any nomination/allocation agreement to be entered into between the Council and the company
 - e. approval (in exercise of the housing and regeneration function but not so as to affect the planning function of the Council) of any proposed variation to the Barton Park s.106 agreement.
4. Recommend Council to amend the Treasury Management Strategy to enable the making of loans to the wholly owned Housing Company on State Aid compliant terms of up to £12,250,000 to fund its purchase of the Phase 1 affordable housing at Barton Park and to delegate to the Chief Finance Officer approval of the terms of the loan and the terms of the facility agreement(s) and any associated documentation.
5. To recommend to Council the inclusion of an amount of £12,250,000 in its General Fund Capital Programme in 2017/18 funded by Prudential Borrowing.
6. To recommend to Council the provision of a loan facility to the Company of up to £250,000 to fund the set up costs and provide initial working capital

and delegate to the Chief Finance Officer approval of terms of the loan and the terms of the facility agreement.

7. To recommend to Council the adoption of the Local Authorities (Indemnities for Members and Officers) Order 2004 in respect of officers of the Council appointed to the Housing Board in accordance with paragraph 40.
8. To recommend to Council a General Fund revenue budget of £40,000 in 2016/17 for the setting up of the Company funded from reserves.

Appendices

Appendix 1 Risk Register

Appendix 2 Equalities Impact Assessment

Appendix 3 Barton Park financials

Background

1. Oxford's housing crisis is acute with the city identified as the most unaffordable housing market in the UK. The lack of housing supply, quality and choice are a constraint on economic growth and a significant barrier to our ambition to be a world class city for everyone.
2. A Local Authority housing company can enable the additional delivery of housing supply across a range of tenures. Over 50 Local Authorities have set up or are considering establishing a housing company. Some companies are commercially driven and being set up to deliver additional funding for the Council's general fund; others are set up with more of a focus on affordable housing provision.

Purpose for establishing a housing company in Oxford

3. The overarching purpose of the housing company is to increase the supply and range of affordable housing and it is envisaged that there will be four main strands of activity namely:
 - The purchase and management of the affordable rented homes at Barton
 - To develop new affordable housing with a range of tenures
 - The purchase and management of high value void properties from the Council that need to be sold to help Government fund the RTB for Housing Association tenants and to re-provide affordable housing
 - To undertake estate regeneration schemes.

The potential additional benefits of a local housing company include:

- The development of its services offer to the private sector, for example property management and repairs.

- A direct role in providing homes for the key workers Oxford needs, for example through sub-market rent or shared equity tenures
- Influencing the pace and type of house building through site acquisition and development.
- The provision of a longer term private rental offer giving households increased stability
- The development activity will provide direct employment, jobs through the supply chain and the opportunity to grow local skills especially through apprenticeships.
- The provision of a revenue stream for the Council through the servicing of the loan funding it has received. This will exceed the Council's costs in providing the capital and generate a surplus.
- The initial structure will result in a need to procure a range of services, including development management, finance, repairs, housing management, from the Council, providing an income stream to support service provision.
- Acting as a catalyst for the regeneration of Council estates by generating value to provide gap funding for development.
- Acquiring empty homes that the Council CPOs.
- Support the Council to CPO land allocated for housing from landowners reluctant to develop and sell it to the company to bring forward development more quickly.

Company characteristics

4. The company would be a separate legal entity wholly owned by the Council. It would have the power to undertake anything a company can do and in particular to acquire and hold land and properties. The company would be run by its Directors but their decision making would be constrained by a shareholders agreement which would define the limits the Council wants to place on the ability of the Directors to make decisions and in particular the decisions that would need shareholder consent. The Council would be the sole shareholder and as such decisions as to how to exercise its shareholder powers would come back to the Council's City Executive Board.
5. The activities of the company would in the early years be funded by the Council through the provision of State Aid-compliant loans to the company. The Council would fund these loans either through borrowing from the Public Works Loan Board or from other financial institutions, where preferable (or when money is available by lending money the Council would otherwise hold on deposit). The margin on these loans would generate additional surpluses for the General Fund whilst offering the housing company competitive loans secured against its housing stock.
6. As a matter of law the housing company can only offer assured or assured shorthold tenancies. Its tenants if they require benefit to cover their rent would receive it as Local Housing Allowance (or through

Universal Credit when this applies). Where the Council is financing or transferring land to the company the Council could decide either in its capacity as lender or through the shareholders agreement to set the parameters for the tenancies to be offered, rent levels and allocations/nominations agreements. As the law stands Right to Buy would not apply to the tenants of a company like this, although Government may introduce legislation extending Right to Buy to tenants of Council controlled housing companies.

7. The Directors of the company have a fiduciary responsibility to act in the best interests of the company and promote its long term success. Under the Companies Act 2006 promoting the success of a company means operating for the benefit of the shareholders, which in this case would be the Council. This is helpful as it minimises potential conflicts of interest for Directors.
8. Most local housing companies have officers appointed as Directors, as is proposed in this case. Some Councils have also appointed non-executive Directors to bring in external expertise, and this might be considered at a later date, if required. It is proposed that CEB takes on the role of making decisions for the Council as shareholder, both in matters that require consent under the shareholders agreement and in monitoring and holding the company to account.

Procurement

9. A company wholly owned by a local authority will have to comply with EU procurement law when procuring its own contracts as in this case it is "established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character" (Public Contracts Regulations 2015).
10. The company's principal objective is to provide additional affordable housing, which is consistent with 'meeting needs in the general interest', but this does not exclude developing market housing in support of this objective. It is possible for a company to be established in the 'general interest' but outside the Regulations if the company has a "commercial character". We are advised that this is a test that relates to how the company is intended to operate, what freedom it will have to choose to take its own risks and if it is competing in the market place generally. We are advised that, given what is being currently proposed, it would be prudent to assume that the company will be subject to the Regulations.
11. The Public Contracts Regulations allow for Local Authorities to let contracts to companies and vice versa in certain circumstances without a procurement process. On the basis that it will be a wholly owned subsidiary of the Council, and the Council is exercising real control over its activities, the company will be able to procure services from the Council (housing management, repairs, insurance etc.), and the

Council can as necessary contract with the company, without going through procurement processes. To qualify, the Regulations 2015 require that at least 80% of the company's activities must be activities entrusted to it by the Council and there must be no third party non-public equity stake in the company that would give an investor decisive influence over the company.

Barton Park Affordable Housing

12. The acquisition of the Barton Park affordable homes is the first step in a broad mix of activity for the company to increase the supply of affordable housing, including the purchase of properties, new development and estate regeneration. The new development at Barton Park will provide 40% of the homes as social rented housing (currently estimated to be 354 homes). The Council has contracted under an overarching agreement with Barton Oxford LLP to purchase all of the affordable housing at Barton, subject to various conditions. Phase 1 will be developed by Hill Residential Ltd and includes 95 homes. The recent Government policy changes make this purchase uneconomic for the HRA.
13. Assuming successful negotiations with Barton LLP and Hill Residential Ltd, it can afford to buy the Phase 1 affordable housing retaining the homes at social rents to meet local needs with their on-going maintenance and management being seamlessly provided through the Council.
14. Variations to the agreements relating to the Barton Park affordable housing will need to be negotiated. Both Barton Oxford LLP and Hill residential Ltd will have to agree to the novation/assignment of the existing agreements and detailed issues such as warranties/letters of reliance from third parties will need consideration to enable the company to acquire the homes.
15. The Council will lend the finance to the company to enable it to buy the Phase 1 properties. It is envisaged that there would be a formal facility agreement in place with conditions for drawdown and provision for the Council to take security over the properties. The Council should note that Trowers and Hamlins has advised that if a loan is made available to acquire affordable housing then there is no State Aid requirement to lend on market equivalent terms as this is likely to fall within one of the State Aid exemptions. The Council has also taken advice on State Aid compliant loans from Capita. The Council is entitled to set the terms of any loan and to make a return even if State Aid does not require it to.
16. The Council will need in the future to consider what agreements it wants to enter into in relation to future phases of affordable housing at Barton. The overarching agreement with LLP created a conditional contract for the Council to acquire the whole of the affordable housing at Barton. The LLP may seek Council guarantees on funding and

management if the housing company acquires the affordable housing instead of the Council.

Future Developments

17. Details on future developments to be undertaken by the company would come to CEB. The Council has already obtained planning permission for 42 homes on several HRA sites and there is other Council land capable of development which could be transferred to the local housing company. In addition there is the potential for the housing company to acquire the housing land associated with the Rose Hill Community Centre site from the Council giving the company a potential initial programme of 93 homes. The Council can control the tenure of homes on these sites through covenants on the land transfers to the housing company should it so wish, although this would reduce the site values.
18. These initial developments on Council land along with the purchase of the Barton Phase 1 homes would result in an initial development portfolio of 188 homes in Oxford. This would be supplemented by further development sites being identified on Council land including possible regeneration schemes, other sites being acquired in the market and potential s106 deals with developers. There is also the option for the housing company to pursue development opportunities outside Oxford where it was felt it was compatible with the City Council's wider strategic objectives.

Purchase of High Value Council Void Properties

19. To pay for the RTB extension to housing associations, the HRA will need to pay a levy to Government based on a formula assuming the anticipated sales of high value void properties. The housing company may be able to acquire and retain these homes whilst generating the necessary receipts for the Council to pay the levy. However, at present the transfer of more than 5 properties a year to a wholly owned subsidiary company under the 1985 Housing Act and its associated general consents will need the Secretary of State's approval. This issue is under consideration as part of the Council's devolution discussions with Government whilst at the same time the Housing and Planning Bill is progressing through Parliament which will dictate the terms of levy. This uncertainty means that it is not possible at this time to make a clear recommendation to Members. A recommendation will be brought back to Members at the earliest opportunity.

Legal Issues

20. Councils only have the powers given to them by statute and every part of the proposed activities in this report must be analysed to ensure the Council has appropriate powers, and is exercising those powers for proper purposes.

21. The Council has the power to set up a company through the general power of competence in Section 1 of the Localism Act 2011 which provides local authorities with the power to do anything an individual can do. This very wide power is limited by s.2 so that pre-existing statutory constraints are not overridden, so for example the rules that apply to local authority land transfers still apply. Section 4 of the same Act states that Councils can only use the s.1 power to carry out activities for a commercial purpose if they are an activity they could carry out for a non-commercial purpose. Setting up a company is an activity that a Council could carry out for a non-commercial purpose and therefore the Council can use the s.1 power to set up a local housing company. We have been advised that given that pre Localism Act statutory constraints on Councils still apply it would be prudent for the Council also to comply with the requirements of the Local Government Act 2003 (and the associated regulations) that relate to trading. In essence this requires the Council to approve a business case before the company starts trading.
22. The fact that the company may itself carry out activities of a commercial nature does not affect the use of the s.1 power to set up the company. CEB should note that if the Council decided that it wanted to use the s.1 power to enable the Council itself to carry out market sale or market rent development as these are commercial activities s.4 of the Localism Act would require these activities to be carried out through a company.
23. The Council must be satisfied that it is setting up a local housing company for proper purposes such as enhancing the economic and social development of its area, and that in so doing it recognises its fiduciary duty to its tax payers.
24. If the only activity the company was ever going to do was to take on the affordable housing at Barton Park the Council would need to be clear on its reasons for setting up a company. Proper reasons could include the mitigation of the significant liabilities that the Barton Park agreements now create in the light of the changed external environment. However the intention is that subject to future decisions by CEB the company would do more than this, and the rationale for setting it up can properly include intended future activities even though no final decision has been made on these.
25. In terms of the power to borrow in order to on lend to the company the Council would be using its power to borrow prudentially as contained in the Local Government Act 2003 and it must be satisfied that any borrowing is prudential in accordance with the relevant Code. Borrowing to on lend to a Council owned company is general fund borrowing.

26. The Council has power to lend money to the company and to offer guarantees where the loan/guarantee relate to the provision of rented housing under s.24 of the Local Government Act 1985. Use of that power requires a statutory consent but there is a wide general consent which allows the provision of financial assistance "to any person". To the extent that any part of the loan finance is not for rented housing then the council would again be using its power under s.1 Localism Act as described above.

Financial Issues

27. Both the credit agreement selected and the interest rate charged to the company will be determined when the finance is actually required in around 18 months' time and will reflect prevailing risks and economic conditions that exist at that time.
28. However, for illustrative purposes the Council has undertaken financial modelling of three different interest rates that are currently available based on 40 year annuity based loans for an estimated acquisition cost for the first 95 dwellings. A variety of revenue performance assumptions have been equally applied to each option and relate to rent assumptions, inflation, discount rates, management and maintenance costs, void rates etc. Some of the headline outcomes are shown below with more detailed analysis shown in Appendix 3

40 Year Annuity Loan Rate	Total scheme costs	Property value	Payback	Peak debts	Year of Peak Debt	Net present value	Internal Rate of Return	Repayment year	Asset cover when scheme comes into management	Year 110% interest cover acheived
	£	£	£	£		£	%		%	
4.30%	10,815,916	32,506,000	23,986,254	10,904,330	2	5,831,821	71.62%	40	300.54%	2
5.50%	10,815,916	32,506,000	26,073,990	10,877,973	2	3,831,030	14.11%	40	300.54%	6
6.02%	10,815,916	32,506,000	27,788,858	10,880,781	2	2,933,806	10.26%	40	300.54%	8

Basis of calculations

Loans to Company

The loan to the company is based on an annuity basis where interest and principal is repaid over the life of the loan. The loan rates modelled represent

- The 4.30% reflects the current 40 year PWLB annuity new loan rate +1%.
- 6.02% reflects current state aid compliant rate loans for high collateral, high risk lending.
- 5.50% reflects a current state aid compliant loan rate with a lower risk of lending

Property Value - this is the estimated market value of the properties acquired at the date of acquisition.

Payback - this total represents the value of the total loan payments. An annuity option when all the loans are procured will show the same

annual figure until the end of the loan period, namely 40 years in the examples used given they are brand new properties.

Peak Debts - this is the highest level of borrowing for each option. For annuity loans this should always be at the beginning debt is procured as principal is repaid at the start.

Year of Peak Debt - the year when the peak debt level is achieved.

Net Present Value - For each option the NPV discount rate used is 3.50%. The discounted cash flows (including the cost of borrowing) is shown in the above table.

Internal Rate of Return - this is the discount rate which returns a zero NPV. The important aspect to consider when viewing the IRR is that it returns a percentage above the cost of borrowing, which is the case for all 3 annuity interest rates used.

Repayment Year - for annuity loans this will be the year of the annuity i.e. 40 years.

Asset Cover – this represents the market value of the properties acquired as a percentage of their cost of acquisition. This is the same for each option and demonstrates significant cover.

Year 110% Interest Cover Achieved - this is the year when the net income divided by the interest cost equates to 110%. The sooner this occurs then the more financially robust the cash flow projections. The 110% Interest Cover figure is a desired ratio of income to interest (%).

29. In summary :

- Each proposal demonstrates a positive net present value and therefore the proposal is financially viable for the company at all borrowing rates
- Each proposal does eventually provide a significant financial return for the Council as indicated by the payback. This is due to the favourable borrowing rate compared to the state aid compliant lending rate to the company
- There is significant asset cover for the loan estimated at around 300%.
- Interest cover is achieved between 2 and 8 years using the data and rates shown above

30. The initial request for approval of borrowing up to £12.5m allows for both working capital and a significant contingency provision between the estimated cost of acquiring the completed social housing dwellings from the developer, uplifted by the interim BCIS (Building Construction Cost Information service of the Royal Institute of Chartered Surveyors) being the leading provider of cost and price information for the construction industry.

31. The housing company will need to pay corporation tax (currently 20%) on any taxable profits it generates. Careful management of predicted surpluses through timely acquisition of land and property can limit its tax liability, as can the use of appropriate tax reliefs (for example on interest payments), although this does require the identification of

available assets to purchase that fit with housing company objectives. However, it is important that the minimisation of corporation tax does not drive the activity of the housing company.

32. The company will not benefit from the Council's ability to recover VAT so will have to pay VAT on VAT able service supplied to it and will not be able to recover VAT charged on for example repair costs and fees associated with management of rented stock.
33. The Council will need to estimate and charge to the company, services such as housing management, finance, legal and maintenance.
34. As with the Council, Stamp Duty Land Tax (SDLT) would be payable on any land or property acquisitions from third parties. Group company relief may be possible to obtain on transfers from the Council to the company. The company would need to take proper tax advice on each project/transaction.
35. The company must be and remain a viable entity. A rolling 40 year business plan for the housing company will be maintained to support the planning of development activity over the long. It is envisaged that the business plan will be approved on an annual basis by the council as the main shareholder, in accordance with the shareholder's agreement.
36. The housing company will not have funding at the outset and it is therefore necessary that working capital should be made available to ensure it can financially operate from day one. It is therefore proposed that the Council will make available these resources in the form state aid compliant loans as part of the £12.5 million.
37. Given the company will be a wholly owned subsidiary of the Council the VAT planning obligations and structures adopted by the company must at all times be established with a mind to both the company's taxation responsibilities but also the VAT position of the Council as a whole.
38. Along with corporation tax the company's business plan will need to provide for cyclical and ad-hoc maintenance costs, housing management, rental admin., audit and final accounts obligations as well as any additional procured services needed to oversee its revenue obligations.
39. Future income stream risk obligations created as a result offered by the activity of the housing company will be incorporated into the Council's Medium Term Financial Plan accordingly, as will the associated risks aligned with the company's activities.
40. The formation of the Company will require the appointment of officers of the Council to act as Directors of the Housing Company Board. Normally this would require the Council to take out separate insurance

for these officers as indemnity for any decisions made when acting as Board Directors. The Local Authorities (Indemnities for Members and Officers) Order 2004 gives local authorities the power to provide indemnity cover for its members and officers who are working for a local authority-owned company. In effect, this would allow the Council to include this risk on its own insurance policy (and pay for it) should it choose to do so. The use of such an order would require a formal resolution from Council.

41. Start-up costs for the company are estimated to be in the order of £40,000 which paid for from the Councils General Fund for which a recommendation will need to be made to Council to establish the budget in 2016/17. The amount will be funded from reserves.
42. In accordance with the Treasury Management Strategy approved at Council on 17 February 2016 the that the Council will make no Minimum Revenue Provision (MRP), as per Regulations 27 and 28 in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146, as amended] Since it is expected that the investment is repaid in full.

Environmental Impact

43. Environmental sustainability will be a key consideration for all developments undertaken by the housing company.

Equalities Impact– see appendix 2

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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
Business Plan insufficiently robust	Housing company over estimates land prices, house values, potential rents and/or build costs	Threat	Insufficient expertise and experience of housing development especially in the open market	Housing company becomes unviable	18/11/15	Stephen Clarke	4	2	4	2	4	1		Garner internal experience achieved through AHP1 and elsewhere. Employ appropriate expertise to ensure continuous market intelligence. Update development business plans through development appraisal software regularly and report them to housing company board. Use appropriate development parameters on surpluses to ensure business plan remains strong. Appoint director with considerable development experience	Ongoing	Ongoing	50	Alan Wylde
High build costs	Housing company business plan threatened by higher than anticipated build costs	Threat	Insufficient market knowledge	Developments may return less surpluses or become unviable leading to a reduced quantum of affordable housing.	18/11/15	Stephen Clarke	3	2	2	2	2	1		Continuous review of current build costs and benchmarking against other developments. Regularly review build techniques and consider off site manufacturing methods. Appointment of experienced Employer's Agents to advise on construction procurement and manage sites to completion.	Ongoing	Ongoing	50	Alan Wylde
Housing market downturn	Anticipated receipts not achievable due to dip in market	Threat	Macroeconomic problems	Developments may return less surpluses or become unviable leading to a reduced quantum of affordable housing.	18/11/15	Stephen Clarke	3	1	2	1	2	1		The cross tenure approach of the housing company allows for sale homes to be operated as rented homes until market recovery allows them to be sold. All sites to be assessed for viability and updated regularly with sensitivity analysis on various housing market	Ongoing	Ongoing	50	Alan Wylde
Potential to support estate regeneration	Possibility of using housing company surpluses to gap fund estate regeneration	Opportunity	Successful operation of housing company	Regeneration	18/11/15	Stephen Clarke	4	1	4	1	4	3		Continuous review of regeneration opportunities in context of housing company business plan.	Ongoing	Ongoing	50	Alan Wylde

Rising Interest Rates	Housing company business plan threatened by higher than anticipated interest rates	Threat	Macroeconomic problems	Developments may return less surpluses or become unviable leading to a reduced quantum of affordable housing.	23/02/16	Stephen Clarke	3	2	2	2	2	1		The Council and housing company will continuously review funding arrangements for the company. The use of fixed rate loans will greatly mitigate this risk.All schemes will have to demonstrate their viability at the prevailing interest rates	Ongoing	Ongoing	50	Alan Wylde
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Appendix 2

Housing Company - 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?

No groups have been identified as being potentially disadvantaged by these proposals. The equality impacts will all be positive as the creation of a housing company will lead to the provision of further affordable housing for those who cannot access market housing and the homes will be built to the latest design standards incorporating Lifetime Homes Standard features to maximise accessibility.

The council has considered the fact that if, subject to negotiation, the phase 1 Barton park homes will be transferred to the company not the council, the tenants will therefore not be council tenants (and will have different rights) but it is not considered that this will give rise to any Equalities Act issues.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

No changes are being considered.

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

Not applicable.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No adverse impacts identified

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

No changes identified

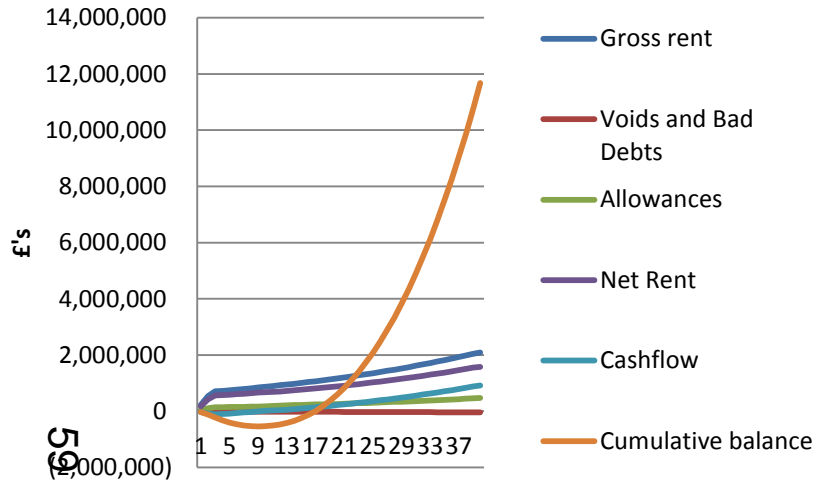
Lead officer responsible for signing off the EqIA: Alan Wylde

Role: Housing Development and Enabling Manager

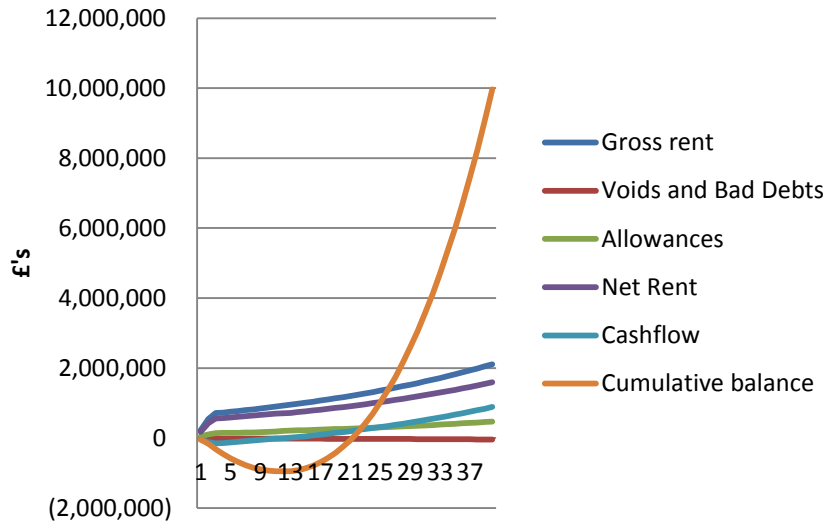
Date: 22/2/16

Appendix 3
Loan and Revenue Chart Comparisons of Financial Performance

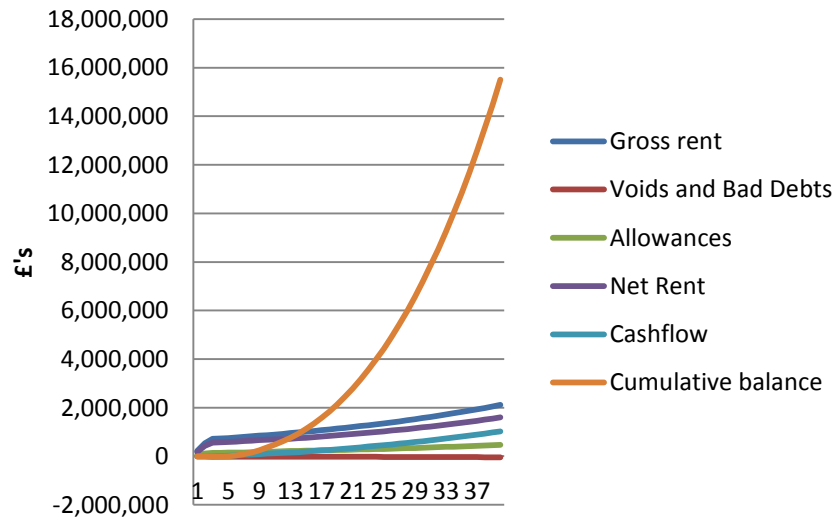
Revenue Details - Annuity 5.50%
Yrs (1-40)



Revenue Details - Annuity 6.02%
Yrs (1-40)



Revenue Details - PWLB Annuity 4.30%
Yrs (1-40)



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To: City Executive Board
Date: 17 March 2016
Report of: Regeneration and Major Projects Service Manager
Title of Report: Asset Management Plan 2016-2020

Summary and recommendations	
Purpose of report:	To approve the Asset Management Plan 2016-20 and recommend its adoption by Council thereby providing the basis for the management of the Council's property assets going forward.
Key decision:	Yes
Executive Board Member:	Councillor Ed Turner Portfolio Holder for Finance, Asset Management and Public Health
Corporate Priority:	An Efficient and Effective Council
Policy Framework:	The 'Asset Management Plan' is a Policy Framework document and additionally has links to other Policy Framework documents including the Corporate Plan, Sustainability Strategy, Leisure Policy, Housing and Homelessness Strategy, the Economic Development and Growth Strategy and Medium Term Financial Plan.
Recommendation(s): That the City Executive Board resolves to:	
1. Approve the Asset Management Plan 2016-2020 attached at Appendix 1 for adoption by the Council.	

Appendices	
Appendix 1	Asset Management Plan 2016-20
Appendix 2	Asset Management Plan on a Page

Introduction and background

1. The Draft Asset Management Plan 2016-2020 was approved for consultation by CEB on 17 December 2015 subject to it being amended to incorporate the responses to Scrutiny recommendations.

2. The amended document has since been subject to Public Consultation from 19 December 2015 to 22 January 2016 and consideration has been given to the responses received, these are shown in Appendix 2.
3. The proposed Asset Management Plan, attached as Appendix 1, is now recommended to the City Executive Board for approval and adoption by Council.
4. The main purpose of the plan is to set out the Councils objectives, priorities, programme, performance and risks in relation to its land and buildings.

It also:

- provides a clear statement of direction for other external stakeholders; and
 - identifies to the public the way the Council will deal with its land and buildings in the short and medium term.
5. The Plan has been developed through extensive consultation with Members, Service Heads, Senior Council Managers and latterly the public alongside a review of market, economic and budgetary impacts on Oxford.
 6. Consideration has been given not just to how the Council can manage its property assets but how these can be used to influence the wider environment and economy for the benefit of all the citizens of the City.
 7. Key points of note compared to previous plans include:
 - A focus on the General Fund portfolio only;
 - Incremental development rather than radical change;
 - Reflects change occurring in the city e.g. Westgate, Infrastructure, Barton, Northern Gateway etc. and the challenging financial and policy changes driven by the government's austerity programme;
 - No substantial change to portfolio footprint;
 - Provides potential to borrow to invest in existing portfolio;
 - Provides potential to undertake asset sales of poorer performing non-core/non-strategic properties;
 - Ongoing focus on rationalisation/ improved space usage;
 - An appreciation and acknowledgement of the social benefits delivered by the portfolio
 - An updated set of Asset Management Protocols:
 - Acquisition protocol - expanded to cover Compulsory Purchase; investment/capital spending and Planned Maintenance
 - Covered Market Leasing Strategy separated from the wider Letting and Tenant Mix Strategy
 - Estate Shops Protocol - developed to better articulate how these are managed following their transfer to General Fund.
 - Restrictive Covenants - articulates the revised policy developed since previous Plan
 - Health and Safety Protocol introduced

- Community Lettings Protocol - allows for improved flexibility and innovation
- Property Subsidisation and Equalities and Diversity introduced into protocols rather than included in the main body of the Plan

Public Consultation

8. The consultation exercise resulted in only one response but this is nonetheless valuable feedback and the respondent was thanked for their comments.
9. The respondent suggested in essence that the Asset Management Plan articulated an approach that was purely financially driven and did not consider other social and public benefits and needs of local residents. 7.
- 10 Having reviewed and considered this in detail we consider that the Plan as drafted articulates a balanced and rational framework that whilst driving performance of its property assets nonetheless makes clear that the Council will have regard to the wider issues of community benefit and impact and social value so that decisions taken are for benefit of all the citizens of Oxford. Moreover, income generated from our assets is spent on services of benefit to local residents.11. This approach we consider fully addresses the concern raised by the respondent and in the circumstances we do not propose any amendment to the document.

Financial implications

12. There are no specific financial implications arising directly from the Asset Management Plan 2016-20 which has adopted current agreed budgets.
13. Any future projects arising will be subject to appropriate approval processes and subsequent reports.

Legal issues

14. There are no direct legal implications arising out of this report

Level of risk

15. Not having an up to date AMP will impact on the Council's ability to effectively manage its property assets as a Corporate Resource
16. A detailed Risk Register has been incorporated within the AMP which is appended to this report.

Equalities impact

17. The plan itself does not require an Equalities Impact Assessment as it provides a strategic framework.
- 18 Projects within the associated action plan of the AMP will specifically address equality issues and consideration of the need for Equalities Impact Assessments will be made at the inception of those individual projects and actions.

Report author	Michael W Scott
Job title	Senior Asset Manager

Service area or department	Regeneration and Major Projects
Telephone	01865 252138
e-mail	mwscott@oxford.gov.uk

Background Papers: None

ASSET MANAGEMENT PLAN 2016-2020

Foreword

Oxford City Council has had significant success in implementing the strategy outlined in the previous Asset Management Plans 2011-2015 with 100% delivery against 'key objectives'

- Income Growth
- Improved portfolio returns
- Rationalisation of accommodation.
- Regeneration & Improvement of the City including development schemes at Westgate, Northway and Barton and construction of 113 new affordable homes.

This success demonstrates the benefits of an active Asset Management Strategy, flowing from the Council's leadership and vision, aimed at delivering a 'World Class City for everyone'.

This new Asset Management Plan for 2016-2020 builds on the success of the previous plan and responds to the changes and influences that are likely to affect Oxford over the next five years.

It is a challenging environment with on-going budgetary pressures across the public sector together with major changes and developments in the City Centre (new Westgate Shopping Centre due to open in 2017) and the delivery of Barton, Rosehill and Blackbird Leys regeneration.

Delivery of a successful Asset Management Plan is a key component in enabling Oxford to grow and prosper.

Jane Winfield

Regeneration and Major Projects Service Manager

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DRAFT

Introduction

This is Oxford City Council's Asset Management Plan which supersedes the previous full Asset Management Plan 2011-2014 adopted October 2012 and the single year refresh for 2015 adopted October 2014. The new Asset Management Plan covers the period 2016-2020.

The Council's property assets are held in two portfolios: the Housing Revenue Account (council social housing and related land and buildings) and General Fund (all other Council land and buildings)

This Plan covers the Council's General Fund assets only with those within the HRA covered by a separate Housing Asset Management Plan (adopted separately).

This Plan forms part of the effective control and governance of assets which is essential if the Council is to meet its objectives. It also:

- Provides a clear statement of direction for other external stakeholders
- Identifies to the public the way the Council will deal with its land and property

Asset Management – The Oxford Way

The Council's Corporate Plan provides the leadership and vision of building on its strengths to become a 'World Class City for everyone'.

This vision and direction is at the core of the Asset Management Plan and it flows through to create a series of Property Objectives, Action Plans, Risk Management Strategies and Performance Targets to drive property portfolio delivery.

The Plan has been developed through extensive consultation with Members, Service Heads and Senior Council Managers alongside a review of market, economic and budgetary impacts on Oxford.

Consideration has been given not just to how the Council can manage its property assets but how these can be used to influence the wider environment and economy for the benefit of all the citizens of the City.

Oxford will over the coming five years see progress with a number of major real estate projects and its asset management strategies need to be framed in the context of these developments and their potential impacts. These developments include:

- Redevelopment of Westgate Shopping Centre.
- Major infrastructure programmes such as new railway station, central area road schemes such as Frideswide Square, and proposals for extended pedestrianisation.
- Development of 850 homes at Barton Park against a background of continuing high demand and pressures on housing.
- Potential refurbishment and development plans for Templars Square, Cowley.
- Improvement and development at Oxpens.
- Proposals for development of Northern Gateway.

The Plan must also address how property can be used to benefit the community and provide support to the wider health, leisure, education, social, environmental and economic agendas in which the Council is a stakeholder and partner and will use the Public Services (Social Value) Act 2012 and supporting guidance as a framework for quantifying Social Value where appropriate.

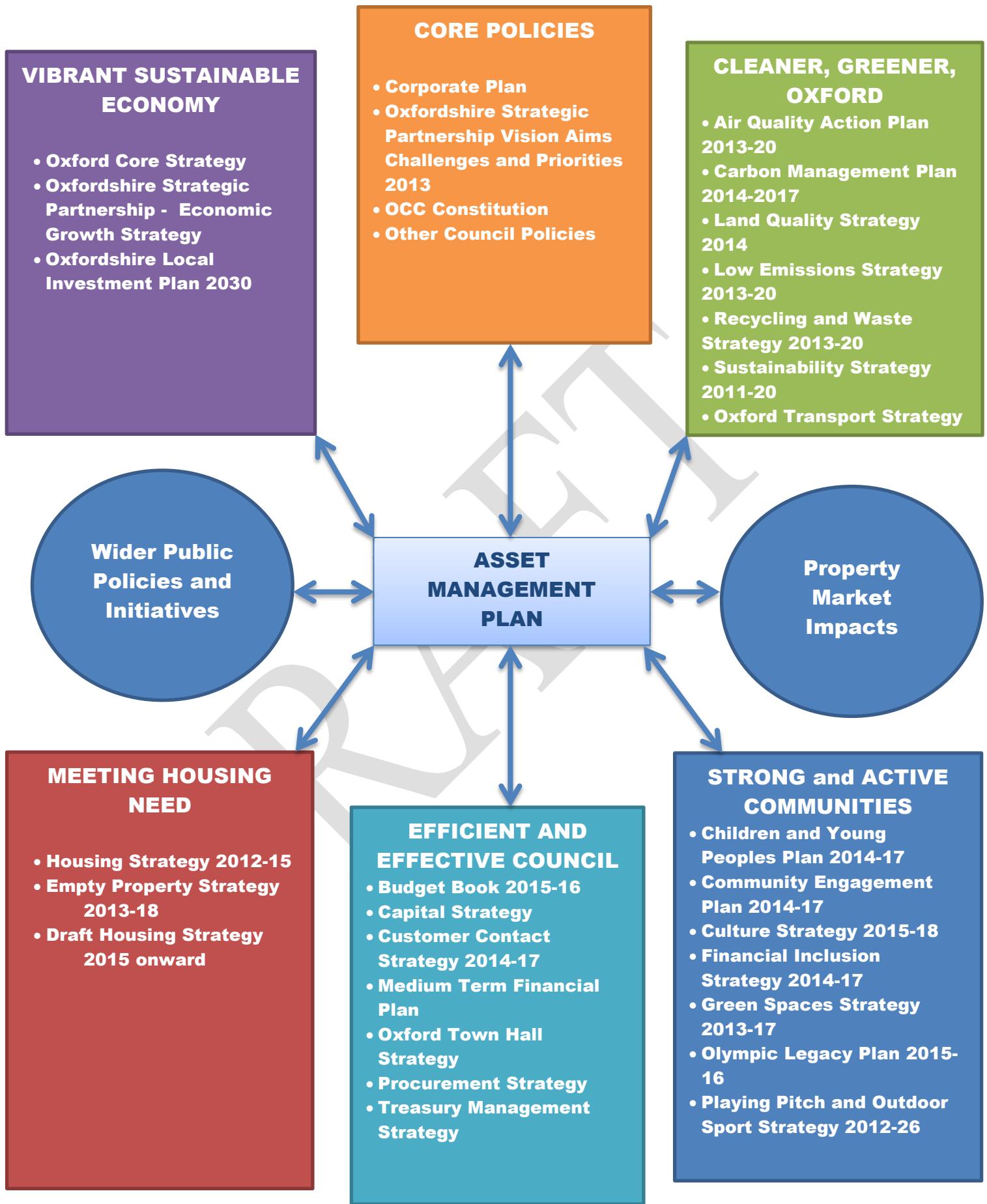
A key underlying principle in the Plan is a focus on creating sustainable income growth and value to underpin the delivery of services against an austerity background driven by government policy and its changing agenda.

The AMP is not a fixed document but flexible to ensure that it evolves during its life in the light of the ever-changing local government environment. The embedded strategy within the Plan is a Plan-Do-Review approach via annual reviews and analysis of the portfolio performance to generate revised Action Plans, Risk Management Strategies and Performance Targets.

It is essential that through the process the Council is able to become more flexible, agile, responsive and innovative whether through direct action, joint ventures, private companies, partnerships and other innovative solutions.

The Asset Management Plan is arranged as follows:

- **Section 1 Review of Previous Asset Management Plans 2011-15**
- **Section 2 Portfolio Overview:** A summary of the Council's property holdings
- **Section 3 Portfolio Objectives:** defines the Council's strategic objectives for property asset ownership and their linkages to the Corporate Plan
- **Section 4 Performance Measurement:** defines Critical Success Factors and potential indicators
- **Section 5 Action Plans:** defines the strategy policy and future actions on individual Asset Groups and types of activity
- **Section 6 Capital Programme:** outlines governance and control and budgeted spend on the property portfolio
- **Section 7 Asset Condition/Planned Maintenance:** Defines the Council's strategy for the condition and maintenance of its property and budgeted spend.
- **Section 8 Running Costs:** Details the approach to budget management across the spectrum of property costs including environmental and energy, maintenance and delivery as well as other property costs.
- **Appendix 1 General Fund Property Data**
- **Appendix 2 Corporate Property Asset Management Protocols**
- **Appendix 3 Risk Register**
- **Appendix 4 References**



The relationship of the Asset Management Plan to the Corporate Plan, other strategies and influences.

1.0 Review of Asset Management Plans 2011-2015

1.1 How We Performed

The previous Plans covering the period 2011-2015 set out a number of key actions and milestones and a summary of progress against the core goals and targets is outlined below.

The scope and breadth of delivery was both stretching and ambitious but almost all objectives were exceeded or met during the plan period. This is a substantial success which has put the City in an excellent position from which to respond to the significant change and challenges faced.

Throughout the plan period there has been a process of continuous learning, where outcomes were reviewed and lessons learnt, applied to improve performance and delivery and changes and modifications to plans and targets made in response to such learning, external change, and the changing requirements of the Council and the City.

This process will be continued through the new plan period.

1.2 Summary of Performance

Deliverable	Target	Commentary
Improved Occupancy Standards – Driving reduced cost and efficient operation	<ul style="list-style-type: none"> • Office Space -2% • Occupancy 10m² / person • Depots -50% No./-18% area 	<ul style="list-style-type: none"> • Office Space - 19.69% reduction • Occupancy - 8.05m² per person • Depot reduction - achieved
Carbon Reduction -Improving the environment	<ul style="list-style-type: none"> • Carbon Reduction 3% pa increased to 5% pa 2012 • Renewable Heat Generation installed 	<ul style="list-style-type: none"> • Achieved • Biomass boiler installed at Blackbird Leys Pool
Improved Repair and Maintenance - Improving the quality of our property	<ul style="list-style-type: none"> • All Property 75% in category A & B • Community Centres 50% in Cat A & B 	<ul style="list-style-type: none"> • Achieved • Backlog remains
Regeneration and Development -Delivering a World Class City for everyone	<ul style="list-style-type: none"> • Westgate Development on site. • 113 Affordable homes Constructed • Oxpens Car Park constructed 	<ul style="list-style-type: none"> • Development Contract Unconditional Feb 2015 • All homes delivered • Completed on target
Improved Investment Portfolio Performance - Supporting the Councils delivery of services	<ul style="list-style-type: none"> • Rental Income + 2.5% pa • Arrears < 5% of rent Roll • Rate of Return >4% • Capital Value >£89m 	<ul style="list-style-type: none"> • Income +6.6% pa achieved • Arrears 3% achieved • Rate of Return 5.58% • Capital Value £95M

2.0 Portfolio Overview

In total the Council has some 704 General Fund Properties (the majority held freehold).

Freehold Assets

- **Properties 675**
- **Rent Income £11.83m**
- **Capital Value £262m**
- **Site Area: 1249 Hectares (3086 Acres)**
- **Floor Area: 337,000 m² (3,627,000 Sq Ft)**

Leased In Assets

- **Properties 29**
- **Rent Paid £430,000**
- **Rent Income £290,000**
- **Capital Value: £14m**
- **Site Area: 39 Hectares (96 Acres)**
- **Floor Area: 6,804 m² (73,000 Sq Ft)**

The Property Portfolio includes:

2.1 Investment Property

The Investment portfolio comprises some 234 properties in three primary groupings the first substantially city centre and retail biased, the second retail shops serving the City's housing estates and the third agricultural and land assets primarily just outside the city boundary, alongside a smaller number of other property types and locations. The portfolio is in its entirety Oxford focussed.

Investments Assets are held and managed primarily for financial return, both capital and revenue, and the Council monitors and reports upon their performance on an Annual basis.

Notwithstanding the focus on financial return many properties do have a socio economic component to them, such as The Covered Market, which alongside its financial returns is a key landmark and significant heritage asset which also generates significant social value. In considering its portfolio the Council will have regard to the social benefit also generated by its assets.

The portfolio generates income in excess of £11m pa which provides significant and substantial support to the delivery of service by the Council.

2.2 Non-Investment Property

These can be broken down into Operational and Socio Economic property i.e. those properties held and used specifically for service delivery and accommodating staff (Operational) and those held for the benefit of the community such as Community Centres, Allotments, Sports and Recreation Facilities, Parks and Amenity Land (Socio Economic).

2.2.1 Operational Property This has been significantly rationalised in to a smaller number of properties (this was one of the principle successes in the previous Plan) (See Section 1) This part of the portfolio now comprises three major sites including two depots and a single office building together with nine other smaller sites. The Town Hall has been rationalised by letting of offices at

No1 St Aldates and is now mainly an events facility and separate profit centre operating under its own business Plan. This lean and efficient operation has reduced operational cost and reduced the Council's carbon footprint.

The Council will continue to review its operational assets to ensure fit with requirements and to explore new opportunities that may be driven by revised working methods and technology and will release space where viable and sustainable rationalisation is possible.

2.2.2 Socio-Economic Property Comprise some 453 properties in two primary groupings. The first, 380 properties is a mix between those held for statutory purposes such as allotments to assets held for the direct delivery of, or supporting the Council's policies arising from its Corporate Plan and other initiatives.

These include amenity land, car parks, cemeteries, community centres, countryside and nature assets, heritage buildings and assets, infrastructure such as bridges roads and pathways, recreation sporting and leisure facilities, and public conveniences.

The second grouping comprises some 73 social partnership properties which are properties largely let where the Council recognises the social value of the occupant/ use or facilities delivered; this includes Citywide Garages (2328 units) as single asset.

The social benefit and value/financial status of all such properties will continue to be reviewed to ensure that all assets are managed towards maximising these benefits.

3.0 Portfolio Objectives

The Council's Corporate Plan 2015 – 2019 (Building a World Class City for Every-one) has identified the following corporate priorities which directly address the needs of our City:

- **A vibrant and sustainable economy:** our ambition: a strong local economy, supported by effective education and training.
- **Meeting housing needs:** our ambition: more affordable high quality housing in Oxford.
- **Strong and 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.
- **Cleaner greener Oxford:** our ambition: a cleaner, greener Oxford: in the city centre, in our neighbourhoods and in all public spaces.
- **An efficient and effective council:** our ambition: a flexible and accessible organisation, delivering high-quality, value-for-money services.

It reaffirms the Council's ambition to make Oxford a 'World class city for all its citizens'. It aims to achieve this by:

- Managing austerity
- Investing for growth
- Shaping the future of our city
- Shaping our neighbourhoods
 - Building more affordable homes
 - Providing high quality community facilities
 - Investing in our young people
 - Preparing people for work
 - Protecting the quality of our neighbourhoods
 - Improving community engagement
- Providing high quality community facilities
- Promoting the growth of enterprise
- Improving Oxford's infrastructure
- Growing a low-carbon economy
- Supporting local businesses
- Increasing availability of land for commercial development

This all shapes the asset management strategy and objectives and alongside the feedback and commentary obtained from our consultation, and review of the risks and change occurring to Oxford have been drawn into five core asset management objectives which direct and build our ambitions and priorities.

Asset Management Objective 1	All property to be well-managed and efficient	<ul style="list-style-type: none"> • Maximising income and capital receipts • Optimal and effective usage of property • Value for money provided by our property services (risk & return optimisation)
Corporate Plan Linkages Vibrant, sustainable economy <ul style="list-style-type: none"> -Managing austerity -Investing for growth -Shaping the future of our city -Shaping our neighbourhoods -Providing high quality community facilities -Promoting the growth of enterprise -Improving Oxford's infrastructure -Growing a low-carbon economy -Supporting local businesses -Increasing availability of land for commercial development 		Efficient, Effective Council <ul style="list-style-type: none"> -Strong financial management -Customer first programme -Improving our processes -Better procurement and contract management -Trading and business development Organisational development
Asset Management Objective 2	Working to address the Housing Crisis in Oxford	<ul style="list-style-type: none"> • Adding to housing stock • Development opportunities • Promoting affordable housing opportunities
Corporate Plan Linkages Vibrant, sustainable economy <ul style="list-style-type: none"> -Managing austerity -Investing for Growth -Shaping the future of our City -Shaping our neighbourhoods 		Meeting housing needs <ul style="list-style-type: none"> - More high quality affordable housing - Increased housing for sale and rent - Tackling empty properties - General fund borrowing to invest

<p>Asset Management Objective 3</p>	<p>Working in partnership with others and as One Council</p>	<ul style="list-style-type: none"> • Maximise synergies with others • Use property jointly with partners • Improved access to customer services • Support communities • Safeguard heritage
<p>Corporate Plan Linkages</p> <p>Vibrant, sustainable economy</p> <ul style="list-style-type: none"> -Working with LEP -Influencing City Deal opportunities -Improving Infrastructure -Improving Oxford's City centre -Supporting local businesses -Increasing availability of land for commercial development 		<p>Strong, Active Communities</p> <ul style="list-style-type: none"> -Engaging with communities -Consultation and other forms of community engagement -Area forums and community partnerships -Supporting the community and voluntary sectors
<p>Asset Management Objective 4</p>	<p>Reduce carbon footprint and improve sustainability</p>	<ul style="list-style-type: none"> • Cleaner, Greener • Work alongside Environmental Services • Exploration of funding • Influencing policies
<p>Corporate Plan Linkages</p> <p>Cleaner greener Oxford:</p> <ul style="list-style-type: none"> -Reduce market waste -Reduce carbon footprint (Council & city) -Transport strategies -Economic, Development & Growth Strategy 		<p>Vibrant, sustainable economies</p> <ul style="list-style-type: none"> -Growing a low carbon economy -Promote through leasing

Asset Management Objective 5	Promote growth and regeneration	<ul style="list-style-type: none"> • Promote/ undertake development • Consider borrow to invest • Influence other land owners
Corporate Plan Linkages vibrant and sustainable economy: <ul style="list-style-type: none"> -Shaping future of city through Westgate, Oxpens, Barton, Northern Gateway -Greater Estates -Priority Regeneration areas -Place making Meeting housing needs <ul style="list-style-type: none"> -More high quality affordable housing - Increased housing for sale and rent - Tackling empty properties - General fund borrowing to invest An efficient and effective council: <ul style="list-style-type: none"> -Innovative solutions -Consider alternate delivery models 		Strong and active communities <ul style="list-style-type: none"> -Design excellence -Consultation -Invest in new facilities -Health wellbeing and education Cleaner greener Oxford: <ul style="list-style-type: none"> -Design standards -Promote through leasing

4.0 Performance Measurement

The section above defines the core Property Objectives but it is essential that critical success factors and associated performance indicators with relevant measures are developed and regularly monitored throughout the life of the Plan.

An initial proposal for appropriate and specific measures is outlined below but will be developed further and revised within the annual budget and Medium Term Financial Strategy development to respond and reflect service and financial need and achievability.

The measures have been divided into Core Performance Indicators which are limited in number and measurable and form the primary focus of delivery with a range of secondary indicators and actions many of which do not have measurable outcomes but provide an overall indication of success.

Such measures will form part of an Annual Portfolio Report capturing progress in delivery and performance of the portfolio including income, value and return on investment. It is essential to ensure that the portfolio is future-proofed by forward projections of portfolio performance.

	Critical Success Factor	Core Performance Indicators	Supplementary Indicators
<p>Asset Management Objective 1</p> <p><i>All property to be well managed and efficient</i></p>	<ul style="list-style-type: none"> • Reduced portfolio running costs (Value for Money) • Growth of sustainable financial contribution, income and value • Optimal and effective usage of property 	<ul style="list-style-type: none"> • Running cost reduced to < 8% of Investment Income by 2020 • Income +6% by 2020 • Value +6% by 2020 • Arrears <3% by 2020 • Return >6% by 2020 • Office utilisation <10%/FTE 	<ul style="list-style-type: none"> • Below CIPFA Benchmarking or similar • >2 pa development initiatives • Implementation of Office for Future 3 • Depot rationalisation reviewed • Sustainable Maintenance Programme in place
<p>Asset Management Objective 2</p> <p><i>Working to address the housing crisis in Oxford</i></p>	<ul style="list-style-type: none"> • Add to housing stock through General Fund activity • Bringing forward residential development opportunities • Consider establishment of Housing Company and other innovative delivery solutions. 	<ul style="list-style-type: none"> • To be developed and confirmed once changes in government policy and funding position is known. Significant impacts flowing from need to sell high value HRA properties to fund Housing Association RTB and 1% rent deflator announced by chancellor. 	<ul style="list-style-type: none"> • Delivery of Barton Park • >2 pa successful interventions under Empty Homes Strategy
<p>Asset Management Objective 3</p> <p><i>Working in partnership with others and as One Council</i></p>	<ul style="list-style-type: none"> • Maximise synergies with other providers and landowners • Use property jointly with partners • Improve access to services • Support communities • Safeguard heritage 		<ul style="list-style-type: none"> • Working with LEP, Universities, major land owners • Influencing City Deal opportunities • Improving Infrastructure • Improving Oxford's City centre • Supporting local businesses • Increasing availability of land for commercial development • Community engagement
<p>Asset Management Objective 4</p> <p><i>Reduce carbon footprint and improve sustainability</i></p>	<ul style="list-style-type: none"> • Sustainability and carbon reduction in development projects • Use of Salix funding • Greener portfolio 	<ul style="list-style-type: none"> • 3%pa water reduction • 40% carbon reduction by 2020 • Zero F/G EPC rated properties by 2020 • New Construction to BREEAM outstanding or excellent 	<ul style="list-style-type: none"> • Consider utilising green lease arrangements on renewals and new lettings where appropriate and possible. • PV installation maximised • Smart metering installed • Consider ISO14001 accreditation
<p>Asset Management Objective 5</p> <p><i>Promote growth and regeneration</i></p>	<ul style="list-style-type: none"> • Great Estates & Priority areas: Rose Hill, Blackbird Leys & Barton projects • Growth & regeneration including Westgate, Oxpens, Northern Gateway and Barton • Improve transport • Create growth & employment opportunities • Improve health wellbeing and education 		<ul style="list-style-type: none"> • Improved Town Centre trading ranking and indices • Successful delivery of Barton Rose Hill and Blackbird Leys Regeneration • Successful delivery of The Westgate development • Expansion of Seacourt Park and Ride

5.0 Asset Plans

Having set the overall strategy for the Council's properties aligned to the Council's priorities and defined the core and supplementary performance measures, these principles have then been distilled down to develop more detailed Action Plans at a property type level which will focus and drive day to day work activity.

The property types can be summarised into the following:

Investment

- Commercial
- Agricultural
- Markets
- Estate Shops

Operational

- Council Offices
- Council Depots

Leisure

- Community Centres
- Sports Facilities
- Parks
- Countryside

Amenity

- Amenity /Open Space
- Car Parks
- Cemeteries
- Allotments
- Heritage
- Garages
- Bus Station

In addition we have developed Action Plans for five other areas which are not property specific but apply across the portfolio as follows:

- Surplus Property
- Regeneration and Development
- Carbon Management and Sustainability
- Property Data Management
- Property Health and Safety

The detailed Action Plans along with potential risks are outlined below:

5.1 Investment

239 properties in four property groups

- Commercial Property;
- Agricultural Property;
- Markets; and
- Estate shops.

Annual rental £10.37m - Capital value £161m - Return on Investment 6.45%

Held primarily for financial return (income or capital). Performance has exceeded target rates set by the Council's Treasury Management function.

The Council will continue to review and drive performance of its investments through the new Plan period to achieve performance targets and to provide long term sustainable income to support the Council's service delivery.

To further this focus it is necessary to develop an improved understanding of Portfolio and Property Risk and the development of future looking performance measurement in order to further consider and develop property categorisation into Core, Core + and Dispose which will inform future investment decisions.

Core Properties are those where long term retention is envisaged and are performing well with the priority being to maintain income stream with the minimum level of investment required.

Core + are properties as per Core but where there are potential investment opportunities whether physical (refurbishment/re-development) or through positive management (new lettings/restructure of leases/change of use)

Disposal properties are those that are performing below required levels, are high risk, do not support the long term aim of sustainable income or where disposal may be considered to generate value or release funds for investment elsewhere in the portfolio to enhance income, value, returns, or manage portfolio risk more effectively.

Should funds be raised by disposal it may be appropriate to consider re-investment in direct or indirect property investments (Unit Trusts and other funds) as part of the overall risk management approach agreed with the Head of Finance.

Currently the General Fund operates with zero borrowing but against a background of low interest rates and potentially positive economic outlook the Council will through the Plan period consider whether it is appropriate to borrow for investment to achieve growth and future sustainable increased revenues.

The Council does not intend to broaden its investment base but focus on incremental growth within the existing portfolio or through acquisition of adjacent/ nearby properties where additional synergies may be possible.

There is potential within the portfolio to create capital funding opportunities through securitisation or gearing of assets or creation of other financial products but given the Council's current known funding position and risk appetite it is not considered appropriate to develop or consider such opportunities.

Action

- Review portfolio performance annually through Plan period;
- Develop improved models of portfolio risk and future performance;
- Categorise portfolio into Core, Core+ and Dispose; and
- Develop business Plans for investment within the portfolio

5.1.1 Commercial Property

153 Properties including 97 retail (including shops, restaurants, public houses and shopping centres), 4 industrial, 18 offices, 11 residential and 23 other.

Capital Value £144.63m - Income £8.48m pa - Floor Area 210,567 m²

The Council's Investment in Commercial Property is completely Oxford centric and retail city centre biased with nearly three quarters of value in this category.

This has proved advantageous to the Council through the previous Plan period which has seen substantive uplifts in both rental and capital values.

In the longer term though this is a potential risk as the market responds to impacts of the Westgate Centre development.

Initially this has been seen through shifts out of the existing centre boosting rents in Queen Street and this growth should be consolidated by the pull of the centre moving the prime pitch south west.

In the medium term period there is the possibility of threats to values in Cornmarket as multiple retailers vacate and reposition. Other streets such as George Street which has a high dominance from restaurant and leisure sector and Broad Street focussed on the tourist market are less likely to be impacted although there will be competition from the restaurant and cinema provision in Westgate.

Longer term there is expected to be an expansion of the Oxford retail market with an increased and more varied offering but the Council needs to continuously review and consider how Council properties may be used to manage or influence the change in ways to provide wider strategic benefits to the city centre.

The Council will also where possible attempt to influence landlords and property owners of vacant commercial property in the city centre to bring these back into use and to consider temporary uses such as 'pop up shops' etc so as to assist in maintaining the vitality of the centre notwithstanding the relatively low level of vacancies in Oxford City centre.

The Council will need to continue to review its holdings through the Plan period to ensure the risk profile is managed in line with the Council's appetite for risk balancing this with the need to achieve required financial returns and sustainable income.

Action

- Monitor and review portfolio risk profile and actively and efficiently manage;
- Develop strategy for how the City Council's property can be used to deliver greater diversity and vitality to the city's wider retail offer.
- Drive increase in sustainable income and values.

5.1.2 Agricultural Property

364 Hectares / acres including 4 Farms, long leased farmland, short term grazing land, seasonal lettings and vacant land

Capital Value £3.71M – Income £0.12m

Held as a property investment but with the holdings being small and fragmented they do not compare favourably with the market.

They do though hold potential as “land bank” to develop land for housing or other purposes (subject to Planning consents) or to influence development by others.

A review was undertaken in the previous Plan period and assets classified into ‘Hold’, ‘Dispose’ and ‘Potential Development’.

Hold properties are those providing a secure income stream and where long term opportunities may arise.

Dispose properties are those which are poorly performing, where there is no long term opportunity or where potential liabilities on the council for repair or otherwise can be mitigated through early disposal.

Potential Development properties are those where there may be opportunities in the short to medium term.

Management of the portfolio has been improved with a more consistent and commercial approach being adopted. This will continue to be the focus during the period of the new Asset Management Plan period.

New legislation amending the repair provisions Model Clauses has come into force clarifying responsibilities and adding additional responsibilities to the Landlord and the Council will review its strategy in the light of these implications.

Value added opportunities are long term and are currently constrained by Green Belt policies and in many cases not deliverable unless with agreement from other adjoining land owners.

Action

- Continue to manage in accordance with the previous Agricultural Review implementation Plan subject to further review of impact of new Model clauses;
- Continue management regime improvements;
- On lease renewals or lettings of agricultural land consider the appropriateness of exploring wider options for use including revenue generating opportunities or added social value

5.1.3 Markets

The Council operates a permanent Market (trading seven days a week) within ‘The Covered Market and a weekly casual market trading on Wednesday, Thursday and Saturdays in Gloucester Green.

■ Covered Market

120 trading units – 57 tenants – 2,323 m² trading area

Income - £1.2M - Capital Value £6.3M

One of the most important individual assets within the Investment Property portfolio.

Although the asset is highly valuable in property investment terms, the rationale for ownership extends beyond this providing value to the wider Community, retail and tourist offerings to the City and protection of a heritage building.

A visioning review by external consultants was undertaken during the previous Plan period and implementation of strategies arising is being undertaken in consultation with stakeholders.

A dedicated Markets Manager has been appointed and a Leasing Strategy for the market has been adopted, which provides 'A framework for regulating the tenant mix and locations of each unit for the market to ensure the future commercial success and vibrancy of the market.'

The Council will continue to apply this document to all future leasing decisions and applications for change of use.

In order to further drive improvement to the market and collective activity by all traders and the Council a 'Tenants Handbook – Operational Standards to Maximise Customer Satisfaction' has been prepared and will continue to be developed alongside hands on management activity and building good and effective relationships with the traders.

A significant proportion of leases within the market are aligned in terms of lease renewal dates with these next due in March 2017.

All commercial activities will take into account the wider benefits of the market to the City and the Council will seek solutions to minimise conflict and engender a consensual approach for the benefit of the City, the Council, the Traders and to build a thriving and vibrant market for the benefit of its customers and to ensure the continuing success of this Heritage Property.

Costs of maintaining and running this historic building are high and the Council will review to ensure efficient management commensurate with protecting the heritage and operating an efficient and effective market.

Capital investment will also be considered to enhance and improve the market with each aspect undertaken in consultation with all the markets stakeholders.

Action

- On-going implementation of the Covered Market Leasing Strategy;
- Continue visioning implementation;
- On-going development and updating of 'Tenant Handbook'
- Development of strategy for Lease renewals March 2017;
- Review cost and service delivery; and
- Develop investment Plan.

■ Gloucester Green:

A large mixed use development situated off of George street in the heart of the city centre. Constructed in the 1980's providing a bus station, underground car park, retail, office and residential accommodation around an enclosed public space which is utilised for a casual market on Wednesdays, Thursdays and Saturdays with up to 70+ stall holders per day.

During the previous Plan period the management of the market was tendered and new arrangements put in place for new investment in market stalls and to drive improvement of the market. This has revitalised the market, extended its offering and created a sustainable delivery model for the Council.

Action

- On-going improvement to market offering; and
- Improvement to public realm management.

5.1.4 Estate Shops

**67 lock up shops across the Council's Housing Estates
Income £600k – Capital Value £5M**

Transferred from the Housing Revenue Account to General Fund in 2014 and now forms part of the wider Investment Portfolio.

Whilst this suggests a switch to a more financially driven management regime, the social benefits of local shops within the Housing Estates are identified as significant and the Council will continue to consider this to ensure that the portfolio supports the Council's wider social initiatives where relevant and appropriate.

The Council will seek to support an appropriate tenant mix in each parade, to promote viable businesses and provide appropriate facilities to the community they serve and focus on a healthy offering, quality products and provision of some fresh produce where possible.

Action

- Continue effective management
- Have regard to social benefits and
- Drive improvements to offer where possible

Investment Portfolio Risks

- Oxford and retail centric portfolio adversely impacted by market change and development.
- Covered Market lease renewals protracted and creating unfavourable publicity.
- Government policy change resulting in detrimental impacts to Council's budgets and funding provision

5.2 Operational

5.2.1 Council Offices

4 Properties plus additional space in Horspath depot

Floor Space: 6410 m² – Staff: 623 – Occupancy: 10.2 m²/Person

Space occupancy reduced and consolidated through the previous Plan period under Offices for the Future 2 programme. Staff now primarily at St Aldate's Chambers and within its Direct Services Depot operation at Horspath, limited accommodation within the Town Hall, an outlying customer service centre in Cowley and proposed parking operations facility at Oxpens.

Space released has allowed subletting of some 6000 sq. ft. within the Town Hall to a third party Serviced Office operator alongside the continuing growth of its events activities. The Serviced Offices have proved extremely successful since opening in 2014 and add to the success of the business model for the Town Hall.

The Council will continue to explore all opportunities for continued space efficiencies, value enhancements, revenue cost savings and future flexibility: for example recently it acquired the former leasehold interests of St Aldate's Chambers and Horspath resulting in additional revenue savings of over £400,000 pa.

The Council will continue to drive this agenda in pursuant of flexible and imaginative use of office accommodation space especially given the growth in technology and its impact upon the work-force for service delivery.

Changes in working practices including technology likely to result in improvement in space utilisation. Opportunities for sharing and combining spaces with other partners will be explored where these can deliver improved service, working environment or synergies of operation promoting the 'One Council' ethos of working.

Action

- Implementation of Office for the Future 3 delivery programme;
- Further rationalisation of non-city centre offices and depot ancillary offices;
- Oxford Town Hall business Plan and programme; and
- Review Business Continuity Plan recovery.

5.2.2 Council Depots and Workshops

2 Major sites, 3 parks depots, 5 minor assets - meeting location and site specific needs

Floor space: 12,542 m² – Capital Value: £6m

Depots were substantially rationalised through the previous Plan period with a number of site disposals. The previous Plan identified a need to consider potential for rationalisation/ relocation of the two primary Depots but feasibility studies undertaken did not identify a financially viable business case.

The Council will continue to review its depot operation and will undertake a detailed bottom up review from first principles to identify precise requirements that arise from the needs of service delivery and the Direct Services market focus to identify whether there is scope to develop a viable business case.

Action

- Review depot operation and develop business case for rationalisation/relocation.

Operational Property Risks

- Concentration onto reduced number of sites increases Business Continuity Risks.
- Impact of technology change and changed working practices adversely impacts fitness for purpose of accommodation.

5.3 LEISURE

5.3.1 Community Centres

18 Centres on 0.96 Hectares providing 12122 m² of floor space

Capital Value £13.6M

A Community Centre Strategy Review is being undertaken in 2015 and will contain a review of needs and catchment areas and criteria for offering leases.

A repair and maintenance shortfall of £1.6M has been identified and will be addressed through the Plan period.

The Council will continue to review identify and promote opportunities to increase the social benefits delivered from its community centre properties.

Action

- Community Centre Strategy Review to be completed and implemented;
- Leasing arrangements to be put in place as per strategy criteria; and
- Maintenance shortfall to be addressed to deliver fit for purpose portfolio.

5.3.2 Sports Facilities, Recreation Grounds and Play areas

9 Primary Assets on 6 sites including 4 Swimming pools (three indoor and one outdoor), 1 Ice Rink, 3 Leisure Centres and 1 Athletics Ground providing some 11,334 m² of floor space on 24 Hectares / acres

75 other recreation facilities including sports pitches (grass and all weather), tennis courts, bowls pitches, street sports areas, play areas and playgrounds with some 3066 m² of floor space on 97 Hectares / acres. In total there are 87 Playgrounds across all city sites including parks.

Capital Value £25.1M

A Draft Leisure and Wellbeing Strategy is to be adopted during 2015.

The broad thrust of this is to enhance and improve facilities and participation levels alongside reducing user subsidies to zero in the Plan period.

No new development is envisaged but a number of sites will see investment and expansion and provision of new facilities.

Ferry Leisure Centre adjoins Diamond Place for which the council has issued a Supplementary Planning document to promote re-development of the area on a mixed use basis. This provides for potential improvement/ expansion of the leisure facilities possibly in conjunction with new community facilities, entrance and Health Centre.

Delivery of services at the primary facilities is through a partnership contract with Fusion Lifestyle which has been extended to 2024. Under this arrangement the Council leases facilities to the company who deliver the services.

No change to these arrangements is envisaged in the Plan period.

Sports and Playing Pitch provision will be managed and delivered in accord with the 2012-2026 Playing Pitch Strategy. Here again this is largely about improving and modernising facilities including completion of a major pavilions investment programme.

Carbon usage of facilities such as the Ice Rink and Outdoor Pool are high and initiatives will be pursued to reduce and manage energy more effectively.

The Council will continue to review identify and promote opportunities within the sports and Leisure portfolio to increase the social benefits delivered.

Action

- Leisure and Well Being Strategy implemented;
- Playing Pitch Strategy implemented including completion of pavilions investment;
- Carbon reduction and management delivered; and
- Pavilion model lease to be developed and implemented.

5.3.3 Parks, nature reserves, countryside areas, amenity land and open space

178 assets totalling 616 Hectares / acres including 7 large city parks, 26 local parks, 22 neighbourhood parks, 28 countryside and nature reserve properties including Shotover Country Park east of the City and Port Meadow in north Oxford and other smaller areas of open space and amenity land including riverside and mooring assets, towpaths and gardens.

The Council acknowledges the significant value to the community generated by its Parks, Nature Reserves and Countryside areas.

These areas are largely held by the Council as public assets for the benefit of the community alongside the protection of sites of scientific interest, conservation/ preservation of wildlife, natural habitat and flora/fauna of the area together with protection of the setting and environment of Oxford.

These are a valuable resource which the Council will continue to maintain in an effective and efficient manner seeking opportunities to enhance wherever possible.

The Council will also continue to work with other landowners and influential bodies such as Natural England, Oxford Preservation Trust, and Environment Agency for the benefit of the wider Oxford community together with community groups who assist in managing the areas.

The Council will continue to adopt a flexible management approach wherever possible to maximise the social benefits generated.

Action:

- Work with partners; and
- Consider opportunities in the parks portfolio to increase the social benefits generated.

Leisure Portfolio Risks

- Community centre strategy review not completed or implementation not delivered
- Failure to work appropriately with partners
- Potential opportunities not exploited
- Quality of holdings deteriorate

5.4 Amenity

5.4.1 Allotments

29 Open allotments, 27 Freehold & 2 Leased in

Provision > one plot per 125 head of population

The Council's current operational model has devolved responsibility to Allotment Associations, who administer and take responsibility for letting individual plots to members. This has created an efficient management structure with a community focus and ensures the Council is able to deliver its core responsibilities and statutory duties.

The Council acknowledges the substantial benefits of Allotment provision in terms of sustainability, health and well-being.

During 2015 the Council implemented and agreed reviews of the rentals charged to Allotment Associations in accordance with the lease terms to achieve a more consistent approach between sites.

Continued review will be undertaken during the Plan period to ensure on-going fitness for purpose and where appropriate consideration of alternative and innovative delivery models.

The Council will continue to adopt a flexible management approach wherever possible to maximise the social benefits generated.

Action

- Review of operating model to ensure fitness for purpose during the period of the AMP; and
- Consider opportunities in the allotments portfolio to increase the social surplus generated.

5.4.2 Car Parks

14 public car parks including 3 Park and Rides, 1 decked, 1 underground and 9 surface car parks (excluding car parking in parks)

4296 public spaces including 702 City Centre and 3023 Park & ride Spaces

Gross Revenue >£7.1M

The car parking offer of the city is evolving and changing in response to development proposals and activities and car usage.

1300 spaces were lost to accommodate Westgate redevelopment. Partially compensated by additional deck at Oxpens (January 2015) providing 200 spaces.

Former Coach Parking provision at Oxpens relocated to Redbridge Park and Ride to support the maintenance of parking provision during the Westgate development.

During the adoption of this AMP period a new underground car park within the new Westgate Shopping Scheme will open (due late 2017).

The Council's second multi storey car park at Barns Road adjacent to the Templar's Square shopping centre was held leasehold and was surrendered to the landlord during 2015 as part of wider plans by the landlord for development at Templar's Square and reflecting the low usage and over provision of car parking around the centre.

Adequate vehicle parking provision in the city is one of the components of the wider transport issues of the city which often results in severe congestion on all routes into the

city at peak times forming excessive strain on the infrastructure and roads.

As a result a new 'Oxfordshire Transport Strategy' is being developed by Oxfordshire County Council: Oxford City Council issued its Oxford Transportation Strategy Consultation Response in April 2015.

Key directions of travel indicate an increasing modal shift towards cycling and walking, improvements to park-and-ride facilities either on existing sites or via new site provisions, reduced and 'low traffic' city centre, increased pedestrianisation, consolidation and reduction in city centre parking with charging structures to reflect these policies which will deter long term parking schemes and promote alternate modes of travel.

The Council in managing its car park holdings will need to be agile and proactive in order to respond to the changes proposed. Where there are potential commercial opportunities within the portfolio the Council will explore these opportunities in pursuit of its Corporate priorities for housing and regeneration, provided that this is consistent with the broader objectives for the car park portfolio and the wider transport strategy.

Actions

- Expansion of Seacourt Park-and-Ride capacity and facilities;
- Investment in city centre and non-city centre car parks; and
- Consider all commercial opportunities to advance the Council's corporate priorities.

5.4.3 Cemeteries

4 Cemeteries on 15.49 Hectares (acres) with 465 m² (XX sf) of buildings including chapels of rest and other buildings

Only the cemeteries at Wolvercote and Botley are open for new burials but they are predicted to be closed for new burials between 2018/21 and 2021/24 respectively.

The Council will review its current policies for grave re-use and fees and charges to protect its ability to continue to make provision of this service.

Additionally the Council is committed to finding new provision(s) of Cemetery space to meet demand and requirements for the future and is currently investigating a number of potential sites within the AMP period both within and outside of its current portfolio and land holdings.

Given land constraints within the City provision may well need to be outside the current City boundaries and there will be a need to work together with adjoining Council's with regard to any development proposals.

Consideration may be given to use of Compulsory Purchase powers to secure land if this is not possible by negotiation.

Action

- Review policies for grave re-use and charging; and
- Identify and develop new cemetery site to meet requirements.

5.4.4 Garages

2328 garages and car spaces - Income >£900k pa - Value £9.4M

27,871 m² (XXsf.) of floor space on approx. 4.86 Hectares (XX acres) of land

The Council will continue to provide essential garage and car parking spaces for the benefit of its council house tenants. However it is considered that there may be opportunities to introduce a more commercial approach to the letting of garages/car

spaces and provision for increased income has been provided for within budget setting. It is also appropriate to explore potential development opportunities especially residential schemes to maximise benefit from these sites.

Actions

- A review of rents charged and alignment of rents charged to non-council tenants with the prevailing market levels; and
- A review of garage sites to promote opportunities for development.

5.4.5 Heritage and Environment

■ Heritage Buildings

The Council has significant land and building holdings in key parts of the City Centre and elsewhere in the City. In some cases this property not only supports the Council in delivering its services or supporting its budgets but also it contributes to the historic and/or environmental fabric of the City.

In managing and reviewing its property holdings the Council will be mindful of this and where it considers that the historic or environmental fabric of the City may be prejudiced unless it continues its ownership, it will retain and invest in its ownership.

The Council has five heritage assets including parts of the historic city wall and the historic Carfax Tower which remains the highest building in the city centre and in addition maintains a number of other monuments across the city without necessarily land ownership.

The Council will continue to actively maintain and manage its heritage assets for the benefit of the community.

Action

- Consider heritage implications in all property activities; and
- Manage and maintain heritage buildings effectively.

■ Heritage Assets

In addition to buildings the council holds an extensive range of other heritage assets including the Council's Plate Room Silver along with the Ceremonial Mace, Antique Furniture, Civic Regalia, Antique Firearms and Pictures, Drawings and Artwork.

These are primarily displayed or available to view in the Town Hall and have been professionally valued at over £2m.

The Council continue to ensure their security and maintenance as appropriate to secure their long term future and acknowledges their value to the community as part of the heritage and history of the City.

Action

- Ensure security and maintenance to ensure long term future of assets.

Risks Amenity Portfolio

- Inappropriate and inefficient allotment model.
- Car parking provision insufficient to support city needs.
- Disagreement/inappropriate transport policies impacting on the Council's Plans and assets.
- Suitable site for Cemetery not available.
- Heritage buildings and assets not suitably maintained.

5.5 SURPLUS PROPERTY

The council has been very successful in minimising its surplus property stock either by disposal or by letting and currently has only seven assets falling into this category: less than one third of one per cent of the Council's stock.

Of these seven sites three are subject to restrictive covenants with Oxford Preservation Trust preventing alternative use, two are subject to conditional development agreements with third parties, one is subject to on-going negotiations and only one is vacant.

Action

- Continue to proactively manage surplus property to minimise and mitigate cost impacts at earliest opportunity.

5.6 DEVELOPMENT and REGENERATION ASSETS

The council has almost 700 assets covering over 1214 Hectares of land within the General Fund together with a further approx. 7500 council dwelling and other assets in the HRA and involvement through a joint venture with Grosvenor with the development of some 850 homes and other facilities at Barton.

These substantial assets give the council scope and opportunity to identify and bring forward direct schemes to enhance value or contribute to wider regeneration initiatives or to use its assets to leverage other land and asset owners to unlock potential developments to support delivery of corporate priorities.

A number of schemes are currently at various stages of fruition and developments are outlined below but implementation will deliver substantially against the Council's corporate priorities and provide significant regeneration within the City.

Current initiatives include:

- Barton – housing led redevelopment delivered through a public / private Joint Venture vehicle
- Northway – housing and community facilities delivered through private sector development
- Cowley - housing and community facilities delivered through private sector development
- Westgate Shopping Centre Redevelopment – City Centre retail and leisure extension and redevelopment to the shopping centre providing in excess of £500m of private sector investment;
- Blackbird Leys – regeneration of central and public realm areas and provision of much needed affordable housing;
Rosehill – regeneration of central and public realm areas and provision of much needed affordable housing;
- Barton – regeneration of central and public realm areas and provision of much needed affordable housing;
- Oxpens – Commercial and residential mixed use regeneration project to the edge of the City Centre.
- Northern Gateway
- Diamond Place
- Gloucester Green
- Templars Square
- Land for affordable home development

The Council will look at the potential for General Fund borrowing in order to invest in its existing portfolio or adjacent/ nearby properties where additional synergies may be possible to bring forward development initiatives to drive , sustainable value and income, economic growth, job creation, housing provision, and social benefit. Use of innovative delivery structures, separate companies, partnerships, joint ventures or direct investment may be appropriate.

Consideration will be given to the potential to leverage or influence third parties, though use of the Council's property portfolio to bring about wider development and regeneration.

The scope for such activity and areas for investment are not limited and could include consideration of building houses for sale and for rent as part of initiatives to improve tenure mix within the City or maximisation of returns to support the Council's wider corporate priorities.

Action

- Delivery of Barton;
- Delivery of Westgate;
- Blackbird Leys regeneration strategy;
- Rosehill completion;
- React to externally produced regeneration and change;
- Work closely with partners for influencing regeneration although not necessarily utilising property assets:
- Review and explore potential for borrowing for investment in existing portfolio; and
- Implement programme, if viable and appropriate.

Development and Regeneration Risks

- Capability and resource insufficient to deliver.
- Funding and capital availability insufficient to deliver.
- Partners ineffective in delivery.
- Government policy and funding changes impacting ability to deliver.

5.7 CARBON MANAGEMENT and SUSTAINABILITY

The Council is fully committed to reducing carbon and improving sustainability across its property portfolio and corporately has set challenging targets which have been incorporated into the performance measures in this Plan.

For its operational portfolio and new build and other construction projects the Council will implement appropriate measures to drive this commitment and will draw on Salix funding where business cases can be built.

It is though more difficult to achieve change and improvement in its investment portfolio where much of the control is with the leasehold tenants under the terms of their leases. The council will though, where it undertakes works, consider the viability of including appropriate measures within the projects where this is justified given the investment strategy for the property.

The Council will also attempt to influence and leverage tenants to improve Carbon Management and Sustainability through its Landlord relationship with them. This potential may be enhanced by introducing 'Green Leases' when undertaking new lettings but there is a need to investigate the viability and benefits of such a solution.

Energy Performance Certification ranks properties from A (the best) to G (the poorest) and is required on all disposals or letting of property to inform and assist the buyer/occupant.

In 2018 changes to the regulations may lead to properties in the lowest two ratings (F&G) not being lettable.

The Council will review the viability of undertaking EPC surveys across the lettable portfolio in order to identify the scale/quantum of any shortfall in ratings and plan improvements where appropriate given the investment strategy for the property.

Such activity would not only drive improved Carbon Management and Sustainability but could provide leadership to others in Oxford through the Low Carbon Oxford Partnership. It may also position the Council to take advantage of non-domestic Green Deal if and when this is brought forward by the government.

Further areas to be reviewed and considered include:

- Provision of Heat Networks
- Maximisation of PV and other renewable energy systems within the Council's property stock
- All development to BREAM Outstanding or Excellent
- Installation of Smart Metering
- Early consideration of energy/carbon impacts/Salix potential in all projects
- Water reduction targets for operational buildings
- Improved energy bill and payment processes
- Procurement of building energy – gas, electricity, woodchip and water from 2017 when the market is liberalised
- Generation of on-site energy through renewable energy technology
- Maximising benefit through use of Salix/Salix plus energy efficiency revolving loan funds
- Use of whole-life costing in any decisions that impact Council energy and water cost.

Action

- Implement Carbon Management and Sustainability initiatives in all projects where viable business case
- Consider utilising green lease arrangements on renewals and new lettings where appropriate and possible
- Investigate and review viability of undertaking EPC surveys on let portfolio
- Review and investigate the further areas and measures outlined

5.8 PROPERTY DATA MANAGEMENT

Effective data management is essential in order to manage the portfolio and the Council is fully committed to investing and maintaining appropriate data systems in this regard.

Extensive data checking and validation has been undertaken during the previous Plan period to ensure accuracy and quality and the next steps in development are to expand and improve data in the areas of maintenance and insurance and reports from the system in order to further enhance the efficiency of Asset Management delivery and management.

The council is further fully committed to government initiatives on Transparency and its

E-Pims system which provide for portfolio data to be publically available and relevant information will be available on the Council's website.

Action

- Develop increased functionality relating to Maintenance ,insurance, vacant space and use
- Improve reporting capability
- Deliver requirements for Transparency and E-Pims

5.9 PROPERTY HEALTH AND SAFETY

The Council is fully committed to meeting its statutory obligations and requirements in relation to Property Health and Safety in its General Fund portfolio. This is underpinned by regular inspection of property to identify issues, defects and potential risks to Health and Safety and programmes of maintenance and repair alongside certification of gas, electric and fire safety risk assessment where responsibilities fall to theC.

The Council further reminds third party tenants of their responsibilities and requests information and documentation to substantiate compliance.

The Council as Landlord cannot enforce provision of such data or compliance but through this mechanism can identify High Risk properties and cases where non-compliance may exist and adjust its own activities appropriately where possible.

Action

- Regular inspection and maintenance regime in place
- Continuing review of tenant compliance

6.0 Capital Programme

The management and planning of the Council's capital programme is undertaken by the Corporate Asset Management and Capital Board (CAMAB). This Board oversees capital funding, capital expenditure, disposal programmes, prudential borrowing and funding strategy together with oversight of the capital bidding and business case development processes.

To ensure a consistent and structured approach and an appropriate level of project management is applied to drive timescales delivery and cost the council has introduced a 'Gateway' process which helps the management of and is mandatory for all projects over £100k.

This has resulted in a much improved oversight and control through a series of approval gateways at inception, feasibility, procurement, implementation and completion and parallel financial reporting and monitoring.

The Capital Budget currently allocates some £35m of expenditure over the four year period 2015/16 to 2018/19 within the General Fund which is funded from existing resources and incomes with no borrowing.

	2015/16	2016/17	2017/18	2018/19
General Fund	£17,907,999.00	£7,592,330.00	£5,371,000.00	£4,413,500.00

In the event that viable business plans for investment in excess of these levels the Council will need to consider whether this is funded from increased revenues, disposals, borrowing or other financial instruments.

7.0 Asset Condition / Planned Maintenance

The previous Plan ranked the condition of operational assets under four headings Good, Satisfactory, Poor and Bad and set targets to achieve 50% of properties within Good and Satisfactory.

Significant progress with addressing a back log of maintenance has been achieved as a result of the additional funding allocated through the previous Plan period and on-going rationalisation and disposal of surplus space so that the operational portfolio is now 100% within the target categories.

The survey and ranking process has now been extended to the whole portfolio and current status is as shown in the table below.

Assets Ranked by Condition

Designation	Definition	Floor Area (m ²)	No of Assets	%
Good	Properties performing as intended and operating efficiently	49,788	172	19
Satisfactory	Properties performing as intended but showing minor deterioration	186,049	641	71
Poor	Properties showing major defects and or not operating as intended	26,204	90	10
Bad	Life expired and or serious risk of imminent failure.	0	0	0

The Council's Maintenance strategy during the Plan period will be

1. Operational properties that will be required for the foreseeable future and running costs are at acceptable levels will be maintained on a planned basis to achieve and maintain a good rating alongside consideration to improvement works to reduce revenue costs, carbon management and sustainability.
2. Operational properties that will be required for the foreseeable future but where running costs are above acceptable levels will be maintained on a planned basis to maintain a Satisfactory rating alongside consideration to improvement and works to reduce revenue costs of the building where a viable business case can be made to reduce these to within acceptable figures.
3. Operational properties that do not meet future defined requirements but where revenue costs are acceptable for short term retention will be maintained at minimum maintenance levels (i.e. health and safety/wind and watertight, legislative and contractual requirements).
4. Operational properties not required for the future, shall, if temporarily occupied by the Council, be maintained at minimum maintenance levels consistent with their expected life, or, where vacant, to meet legal requirements and to preserve value, if appropriate.
5. Investment properties will be classified into Hold, Invest and Dispose and maintenance strategy as follows:

Hold - maintained at a minimum of satisfactory rating commensurate with maximising income and value and tenant retention where appropriate.

Dispose - maintained at a minimum of satisfactory and to preserve value.

Invest – maintained to good rating commensurate with maximising income and value and tenant retention where appropriate and consider improvements that are value enhancing or improve carbon management or sustainability.

To align with this strategy funding has been included in the capital and revenue budgets as follows and providing some £3.5m over four years

2015/16	2016/17	2017/18	2018/19
£1,403,060	£750,060	£674,060	£674,064

8.0 Running Costs

The Council's Environmental and Sustainability Team is capturing data on core environmental running costs and has clear targets for reduction in CO² emissions, energy, water consumption and waste disposal which are under the oversight of the Council's Cleaner Greener Board.

There is scope and opportunity to integrate this environmental data with other property running costs alongside staff and operational costs in managing the portfolio to profile and understand total costs on a property by property basis. In order to better inform decisions on hold, dispose, invest strategies and establish true return on investment and to drive improvement and efficiencies through targeted investment.

This is not a simple or easy process and few organisations have achieved full transparency and understanding of costs and development will be undertaken on a slow step by step approach so as not to overstretch or burden existing resource levels.

Appendix 1 General Fund Property Data

Appendix 2 Risk Register

Appendix 2 Action Plan

Appendix 3 References

Freehold Portfolio

	Investment Assets		Non-Investment Assets		Total
	Short Lease out	Long Lease Out	Operational	Socio Economic	
No.	181	57	11	426	675
Site Area	389 Hectares	21 Hectares	5 Hectares	834 Hectares	1249 Hectares
Floor Area	35,314 m ²	185,596 m ²	19,169 m ²	97,030 m ²	337,108 m ²
Value	£85.92M	£71.86M	£11.98M	£91.91M	£261.67M
Income	£6.81M	£3.22M	£81.5K	£1.72M	£11.83M
Yield	7.9%				

Leasehold Portfolio

	Investment Assets		Non-Investment Assets		Total
	Short Lease out	Long Lease Out	Operational	Socio Economic	
No.	1		3	25	29
Site Area	0.19 Hectares		0.18 Hectares	38.48 Hectares	38.85 Hectares
Floor Area	1,843 m ²		4,198 m ²	763 m ²	6,804 m ²
Value	£3.12m		£8.3M	£2.64M	£14.07M
Income	£0.29M		-	£0.5k	£0.29M
Rent Paid	£0.4k		£34k	£393k	£427k

INVESTMENT PORTFOLIO							
Category	Type	No.	Site Area (Ha)	Floor Area (m²)	Value	Income	YIELD
Prime	Retail (City Centre)	62	5.47	31,788	£56.3m	£3.39m	6.87%
Secondary	Retail (Other)	11	0.51	2303	£1.65m	£0.102m	9.55%
Tertiary	Retail (Estates)	67	0.96	5807	£5.06m	£0.59m	11.66%
Prime	Shopping Centres¹	3	7.18	117,150	£58.94m	£3.56m	6.04%
Prime	Restaurants/ PH (City Centre)	19	0.38	6,378	£13.68m	£1.12m	7.44%
Prime/ Secondary	Restaurants/ PH (Other)	3	0.59	603	£0.6m	£0.05m	10.64%
Tertiary	Restaurants/ PH (Estates)	1	0.3	471	£0.04m	£0.001m	-
Secondary	Offices (City Centre)	14	2.05	28,478	£5.81m	£0.5m	8.67%
Secondary	Offices (Other)	4	6.27	11,862	£2.59m	£0.14m	7.02%
Secondary	Industrial	5	0.32	1,564	£0.84m	£0.077m	9.13%
Secondary	Leisure	3	0.49	1,159	£0.39m	£0.032m	8.2%
Prime/ Secondary	Hotels	2	0.06	764	£1.46m	£0.1m	7.26%
Prime	Arts (Theatre/ Cinema/)	2	0.26	3,166	£3.28m	£0.25m	7.63%
Secondary	Agriculture	15	364.4	2,732	£3.71m	£0.12m	3.1%
Prime	Residential	11	0.6	3,858	£3.95m	£0.22m	6.19%
Prime/ Secondary	Other	17	19.59	4,672	£2.59m	£0.12m	4.55%
	TOTAL	239	409.43	222,755	£160.89m	£10.37m	6.45%

NON INVESTMENT PORTFOLIO - OPERATIONAL							
Category	Type	No.	Site Area (Ha)	Floor Area (m²)	Value	Income	Rent Paid
Prime/ Secondary	Offices²	4	0.56	10,834	£14.3m	£0.08m	£0.02m
Prime/ Secondary	Depots/Workshops	10	4.42	12533	£5.98m	-	£0.01m
	Total	14	4.98	23,367	£20.28	£0.08m	£0.03m

NON INVESTMENT PORTFOLIO – SOCIO ECONOMIC							
	Type	No.	Site Area (Ha)	Floor Area (m²)	Value	Income	Rent Paid
	Allotments	31	69.27	481	£0.16m	£0.01m	£0.001m
	Cemeteries	4	15.53	470	£0.46m	-	-
	Community Centres	18	2.37	12,122	£13.66m	£0.02m	-
	Car Parks³	16	14.18	304	£21.36m	£0.16m	£0.39m
	Heritage Buildings⁴	5	0.08	299	£1.03m	0.002	-
	Heritage Assets⁵	5	-	-	£2.39m	-	-
	Infrastructure⁶	17	2.59	-	£0.11m	-	-
	Land and Open Spaces	144	249.14	-	£0.25m	£0.06m	£0.03m
	Parks, Nature Reserves and Countryside	34	367	1,260	£1.04m	-	-
	Public Conveniences	17	0.13	545	£1.04m	-	-
	Recreation Grounds and Play Areas	75	97.72	3123	£2.81m	-	£0.001m
	Social Partnership⁷	72	25.19	67,227	£21.97m	£1.47m	£0.001m
	Sports and Leisure Facilities	6	24.31	11,371	£26.65m	£0.001m	-
	Surplus⁸	7	4.67	1733	£1.64m	-	-
	Total	451	872.18	98,935	£94.57m	£1.72m	£0.42m

Notes:

- 1 Recognises three shopping centres Westgate, Templars Square and Covered Market
- 2 Includes Town Hall with a gross area of 6689 m². but of this:
 - 155 m² is occupied offices
 - 572 m² is let offices
 - remainder is meeting rooms, a museum and a café. All operate under their own business plan and as a profit centre rather than as a fully operational area.
- 3 Includes Gloucester Green Bus station and licence fee income from Bus companies. Income quoted does not include income from public parking charges.
- 4 Excludes St Giles War Memorial and St Michaels Marston War Memorial both maintained by Council but on sites where the Council does not have registered ownership. Excludes income from Carfax Tower which is operated and managed by a third party on behalf of the council.
- 5 Five asset groups covering the Council's Plate Room Silver including the Ceremonial Mace, Antique Furniture, Civic Regalia, Antique Firearms and Pictures, Drawings and Artwork owned by the Council and principally displayed in the Town Hall
- 6 Includes bridges, footpaths and roads owned and maintained by the Council
- 7 Largely let properties where the Council recognises the Social Value of the occupant, use or facilities delivered. Includes Citywide Garages (2328 units) as single asset.
- 8 Of the seven sites, three are subject to restrictive covenants with Oxford Preservation Trust preventing alternative use, two are subject to conditional development agreements with third parties, one is subject to on-going negotiations and one is vacant.

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Corporate Property Asset Management Protocols

- 1.0 Introduction
- 2.0 Purpose of asset management protocols
- 3.0 Links to corporate priorities
- 4.0 The Council's role as a property owner
- 5.0 Acquisitions, Investment and Capital spend
- 6.0 Disposals
- 7.0 Development/regeneration
- 8.0 Letting and tenant mix strategy (excluding Covered Market "Leasing Strategy")
- 9.0 Covered Market Leasing Strategy
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- 20.0 Dilapidations
- 21.0 Tenancy associations
- 22.0 Commercialisation opportunities
- 23.0 Valuation
- 24.0 Property Subsidisation
- 25.0 Equality and Diversity

1.0 Introduction

- 1.1 The purpose of the Asset Management Plan 2015/2020 is to provide a framework for the strategic management of the Council's General Fund assets as a Corporate Resource. Its aim is to set out the Council's vision, aspirations and objectives for its portfolio, and outlines an Action Plan for how it aims to achieve these outcomes.

2.0 Purpose of Asset Management Protocols

- 2.1 The Asset Management Protocols will provide a consistent framework of values to determine and shape how the Council implements the Asset Management Plan 2015/2020.
- 2.2 These Asset Management Protocols will define detailed areas of asset management activity, which will provide an insight into the corporate approach adopted in the management of the council property portfolio.

3.0 Links to Corporate Priorities

- 3.1 The Asset Management Protocols will consist of generic objectives and practices that are aligned to a private sector "institutional" or corporate owner and occupier of property assets. However in addition, the protocols will reflect the historic legacy, local circumstances, the community and social role of the council and the corporate priorities of the council.
- 3.2 The Asset Management Protocols also reflect wider trends and central government policy. These will evolve and be reflected in refinements to the Asset Management Protocols over time. The key external influences that have been reflected in this policy area:
- Promotion of access to public services
 - Value For Money
 - Good governance principles
 - The Capital and Investment Strategy – Prudential Accounting
 - The E Government agenda
 - The efficiency savings requirements
 - Support of partnering, collaboration, third sector and multi-agency approaches across various services
 - Promotion of overall socio-economic well-being
 - Regeneration, renaissance and growth
 - Welfare change
 - Funding pressures
 - City Deal

4.0 The Council's Role as a Property Owner

- 4.1 Beyond its scale and cost, the Council's property portfolio is significant also in the impact it makes on the City's economy and environment. The quality and condition of Council properties makes an important impact on the environment.
- 4.2 Under-used or vacant property represents an actual as well as opportunity cost to the Council. Also, by under-exploiting a scarce land asset, under-used or vacant property often prevents another more beneficial use or form of development from taking place.
- 4.3 The Council recognises the importance of indirect as well as direct costs of holding under-used property assets and is committed to a continuous process of property review to monitor and promote opportunities for identifying and releasing surplus property.

- 4.4 The requirement for property as a resource does not necessitate its ownership and the Council should similarly consider alternative tenure options within the context of its corporate financing strategy.

5.0 Acquisition, Investment and Capital Spend

5.1 Operational and Service Requirement

Land and property interests will only be considered for acquisition if, after consultation, the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of Council services.
- All other methods for the delivery of this service have been investigated and a full Property Options Appraisal has been undertaken which highlights this acquisition route as the most economically advantageous and efficient method of service delivery.

In addition to the above, the following circumstances may apply:

- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Community Strategy or Council Strategic aims and priorities.
- No other available land and property asset can provide a more cost effective and/or efficient point of service delivery.
- There is an adopted Council Plan/policy/strategy, with resources identified, which will bring the land or property into beneficial use in the foreseeable future.
- There is potential for advantageous shared use.
- The investment in land and buildings is used as a part of a wider treasury management function for the allocation of capital to provide an investment/revenue return to support front line services. Any investment decision would meet target hurdle rates of return appraised using discounted cash flow/internal rates of return methodology.

5.2 Compulsory Purchase

The Council has powers to acquire land and property by use of Compulsory Purchase Powers in order to carry out a function which parliament has decided is in the public interest. Commonly the powers are used to support development of land or to resolve issues with empty property with a view to bringing them back into use. Because of their nature in depriving people of their assets albeit with compensation the Council will not proceed without having considered all other alternatives and obtaining executive board approval in all cases before issuing orders.

Properties acquired under such a process will normally be intended for re-sale either before or after value added activity to achieve the specific goals of the Council unless a viable and credible business case exists otherwise and appropriate funding is available.

The Council will establish and maintain a rolling budget to undertake such activity.

5.3 Investment/Capital Spending

Where the council is considering capital spend or investment the following criteria shall apply:

- Direct investment into new property acquisition for investment return which display the following characteristics:
 - Low risk of tenant default and therefore robust income profile
 - Adequate liquidity of investment
 - Strategic opportunity which complements an existing City Council holding
 - Would protect the income from and value of an existing City council property holding
 - Enhances or contributes to long term revenue of the City Council
 - Forecast Return on Investment (ROI) of more than 4%
 - The prospect of materially enhanced returns – above a ROI of 4% through active asset management
- Direct investment into existing stock held by the City Council where a credible business case exists to add value through:-
 - Incremental Town Planning validation and or
 - Refurbishment and or
 - Redevelopment
- Direct investment into land or property for development or refurbishment
 - Where a credible business case exists to add value and/ or,
 - Appropriate for delivery of other corporate objectives; or
 - Appropriate to achieve long term strategic planning
- Planned Maintenance

The Council has undertaken a baseline Condition Survey to underpin future planning of its maintenance programmes. This is reviewed and budgeted on an elemental basis to develop a prioritised approach to work.

Using this as a base the Council will develop annual programmes of work and will on cyclical basis refresh the condition surveys to maintain an on-going and prioritised five year programme having regard to the buildings significance and the legal statutory and contractual significance and the impact on Health and Safety

The survey programme will ensure adequate information is available each year to inform and populate budgets and ensure appropriate funding.

The portfolio will be categorised on the following criteria

A=Good – Performing as intended and operating efficiently

B=Satisfactory – Performing as intended but showing minor deterioration

C=Poor – Showing major defects and or not operating as intended

D=Bad – life expired and or serious risk of imminent failure

6.0 Disposals

6.1 Land and property will be considered to be surplus or under-used if, following consultation, any of the following statements apply.

That the interest:

- No longer makes a positive contribution to the current delivery of Council services.
- Has no potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Corporate Plan aims and objectives.
- An alternative site can provide a more cost effective and/or efficient point of service delivery.
- The income from the site is below that which could be achieved from:
 - An alternative/more intensive use.
 - Investment of the capital receipt (i.e. uneconomically let)
- Has no potential to re-gear, or otherwise manage the lease in a more economically and advantageous way.
- There is no adopted Council Plan/policy/strategy, with resources identified, which will bring the site into beneficial use in the foreseeable future.
- There is no potential for advantageous shared use.

6.2 Disposals will be managed by Corporate Property as part of a programme to deliver capital receipts targets. These targets will be driven by the Council's wider needs and the potential to release surplus capital inherent in the portfolio. This may lead to the Council's targets being exceeded.

6.3 The Council will, as a matter of general policy, seek to achieve best consideration in all property disposals other than where specific cases can be sustained for sales at less than best consideration. Transfers for community use will normally include the imposition of "community lock out clauses" to ensure the enduring use is for the wider community.

7.0 Development/Regeneration

- In certain cases the Council will hold property interests in anticipation of some wider benefit to be secured through re-development, sometimes for long periods.
- These property interests will be maintained in a secure and safe condition. Where possible, holding costs will be defrayed by securing temporary rental or licence fees.

7.1 The continued holding of these properties usually has an opportunity cost and this is not generally justified where the redevelopment potential is small or remote. Continued justification will need to be substantiated on the basis of specific development proposals and estimated timescales, holding cost and return assumptions

7.2 In pursuance of the Council's Regeneration Strategy it will be appropriate for a Planning brief to be prepared for any land capable of redevelopment to identify the most advantageous use and nature of the redevelopment, and should have the objective of stimulating further regeneration in the locality.

7.3 An evaluation should be carried out in each case, as appropriate, to identify whether additional land should be acquired to enhance the impact and viability of any redevelopment.

7.4 Where the land forms or could form part of a larger redevelopment scheme in private ownership the property can be offered to the owner by private treaty at an appropriate price reflecting beneficial value and subject to positive planning covenants producing additional

benefits for the Regeneration Strategy. Alternatively it may be appropriate in certain circumstances for various forms of joint ventures or joint promotion agreements to be considered.

- 7.5 The Council seeks to achieve regeneration and beneficial change by leadership of redevelopment and stimulation of diversity and quality in employment, service and residential accommodation, to be accomplished through a combination of land ownership and planning powers and processes.

8.0 Letting and Tenant Mix Strategy (excluding the “Covered Market)

- 8.1 The Council will pursue a commercial letting policy designed to promote efficient management and maintain or enhance asset values and grow income flow, in accordance with the Portfolio Business Plan.
- 8.2 The Council will promote diversity in the retail estate so as to maximise retail opportunities to local residents and visitors, and encourage economic prosperity and vibrancy of the city.
- 8.3 The Council recognises that the prime goal of shops or other retained assets on housing estates and in residential neighbourhoods will often be to provide facilities for residents and because of the significant poverty and deprivation that is present the Council acknowledges that maintaining access to such service provision is important.

This though only one of a number of key drivers impacting these properties including access to the best pricing, creation of employment, improving health, enhancing the local economy and creating vitality and the council will consider all of these in achieving an appropriate tenant mix and these considerations will take precedence over maximisation of tenant income.

- 8.4 The Council will comply with the Government’s ‘*A Code of Practice for Commercial Leases in England and Wales*’ which is designed to offer potential tenants a varied range of tenure options, subject to the principles of good estate management.
- 8.5 The Council will ensure that commercial units are available also to all people in accordance with the Council’s equality and diversity policies. The Council will also provide documentation in a format that is accessible to people with disabilities.

9.0 Covered Market Leasing Strategy

The Council will develop and publish regularly a ‘Leasing Strategy’ for the covered market and all new lettings and applications for consent will be considered in accordance with the adopted ‘Leasing strategy’ document.

10.0 Community Lettings

- 10.1 The Council’s policy is to adopt the principles advocated in the RICS report ‘*Whose Property Is It Anyway?*’ and the findings of the Quirk review. This policy will be supplemented by the contents and principles established by the Localism Act.
- 10.2 The Council recognises the importance of providing support to voluntary organisations that provide services to the community compatible with the Council’s wider objectives and the Community Strategy. Traditionally this support has taken the form of “soft” rental terms on Council properties.
- 10.3 This traditional approach is seen as damaging from three perspectives. First, it promotes under-management by voluntary organisations of important resource costs. Secondly, it

makes it more difficult to perform day to day property management decisions sensibly, for example enforcing repairing covenants. Thirdly, a suppressed rent not only reduces the income receivable but also damages the underlying asset value base of the Council, and the performance analysis and understanding thereof.

- 10.4 The Council's preference will be to let properties on proper commercial lease terms and open market rents on an "arm's length basis", and where appropriate, to replace the hidden rental subsidy with an overt grant subsidy, with appropriate fully offsetting adjustments to budgets. This will also make the Council's overall support to the voluntary sector as a whole more visible and transparent.
- 10.5 Notwithstanding this preference the Council acknowledges a need to be flexible and innovative in terms of leasing and ownership options so as to provide solutions best fitted to individual needs.
- 10.6 The Council will maintain a record of all community and social lettings to ensure transparency

11.0 Environmental Impact

- 11.1 The Council seeks to own and occupy property in an environmentally responsible way with a commitment to reduce carbon emissions in accordance with corporate targets
- 11.2 New buildings should aim to achieve a Building Research Establishment Environmental Assessment Method (BREEAM) assessment of at least "Very Good" and ideally "Excellent", subject to commercial considerations of capital and life cycle cost. All new technologies for new build and retrofit will be considered and where possible prioritised for General Fund assets.
- 11.3 Where buildings are directly managed by the Council all property services i.e. repair and maintenance activity will have due regard to environmental and sustainability considerations and life cycle costing in the design, specification and implementation.
- 11.4 The Council will implement and comply with the Heat Network Regulations 2014 (As amended 2015) in relation to its property assets

11.5 The Council will comply with regulations relating to Energy Performance Certificates in relation to its property assets

12.0 Restrictive Covenants

- 12.1 The Council will not seek to breach covenants placed by third parties on its land where still enforceable but will seek to negotiate its modification or removal where appropriate to do so.
- 12.2 In relation to covenants the Council has imposed, it will seek to enforce such covenants where it is rational, sensible and proportional to do so, or, where no longer required, seek payment for its release or partial release where lawful to do so and in accordance with policy and fee/charging schedules to be prepared and agreed.
- 12.3 The principles of such fee and charging schedules are as follows:
- Right to Buy Covenants – Administration Fee
 - Qualified Covenants for extensions and minor alterations – Small fixed charge plus Administration Fee
 - Qualified Covenants for separate units of accommodation – Enhanced fixed charge plus Administration Fee
 - Absolute Covenants for extensions and minor alterations – Small fixed charge plus Administration Fee
 - Absolute Covenants for separate units of accommodation – Charge based on up to 50% of increased value

13.0 Landlord's consent

- 13.1 All requests for consent from the Council should be submitted in writing with supporting information to the Head of Housing & Property.
- 13.2 Requests will be dealt with in a reasonable time period and replied to in writing confirming if consent will be granted, or alternatively stating grounds for refusal of consent. Consent will not be granted until the completion of a formal licence where required.
- 13.3 The Council will outline scale fees if applicable for providing consent and the process of providing formal consent.
- 13.4 The Council will have regard to principles of good estate management practice in considering any application, and will consider financial, non-financial matters and the impact on the remainder of the Council's landholdings, existing and adjacent tenants, and or impact on the Community and economic prosperity of the area

14.0 Service Charge

- 14.1 Where ever practicable, the Council will endeavour to re-charge "landlords outgoings" in running buildings let to occupying tenants
- 14.2 The basis of the recharge will be subject to an agreed formula, and will be administered by the Council's Regeneration and Major Projects area.
- 14.3 Service charge accounts will be levied on the basis of "on account" payments, half yearly, or annual re-charges, and or reconciliations running between March and February or such other period as appropriate for the efficient management and collection of service charges. Full reconciliations will be provided where possible within three months of closing the account for the year.

14.4 The Council will where possible comply with the RICS Service Charge Code of Practice.

15.0 Insurance

15.1 The Council will endeavour where permitted to re-charge insurance premiums to tenants where they are insured under the terms of the Council block policy.

15.2 The Council will insure on the basis of an "All Risks" commercial insurance policy, which where possible will include Terrorism insurance where this is commercially available in the insurance market.

15.3 A copy of the insurance schedule will be provided to the tenant if requested.

15.4 All re-charges of insurance premiums will be administered annually in advance and to align with the insured period under the Council's block policy.

15.5 Where responsibility for insurance rests with the tenant, the tenant will be required to evidence this insurance to the Council upon reasonable notice period.

16.0 Health and Safety

16.1 Where premises are let the Council will ensure that all and any common facilities are compliant with relevant Health and Safety Legislation

16.2 Tenants may be required from time to time to evidence upon request statutory compliance with health and safety legislation including but not limited to Gas, Electric, Asbestos and Fire Risk relating to their leased accommodation. In receiving such information the Council does not accept any responsibility or liability for compliance or any breach of statutory requirements by the tenant.

17.0 Rent Arrears

17.1 The Council will act promptly and diligently in recovering rent arrears in order to protect revenues for front line services.

17.2 Rent is deemed to be in arrears if on the day it becomes due the Council is not in receipt of cleared funds.

17.3 The Council will use whatever means are available or appropriate to recover arrears of rent, including distraint, legal proceedings, Bankruptcy, Winding up Orders or referral to debt recovery specialists.

17.4 It is advised that any tenants who are experiencing problems should make contact with the Regeneration and Major Project area of the Council as soon as is practicable.

18.0 Repair and Maintenance

18.1 The Council will display a preference to let property on a full repairing and insuring basis, and therefore the tenant will be responsible for repair and maintenance of the assets in accordance with the express provisions of the lease/license, and requirements under statute.

18.2 The Council will undertake to comply with all covenants

18.3 The Council will ensure that its properties are maintained in accordance with corporate standards. A poor physical condition can contribute to an atmosphere of decay in the

immediate area whereas properties that are well maintained and secure can sustain or elevate the tone of the neighbourhood. The Council recognises that responsible ownership and occupation of property includes acting as a good neighbour by maintaining it in a good condition. It also recognises that insufficient expenditure on maintenance and management is normally reflected in a proportionately greater erosion of value.

19.0 Rent Reviews and Lease Renewals

- 19.1 This area of professional activity will be co-ordinated by the Council's Regeneration and Major Projects Area, in conjunction with the Council's Legal department. The activity may be instigated in-house or may be undertaken by appropriately qualified external professional advisers.
- 19.2 Where the council implements rent reviews and lease renewals, it will seek to establish the highest market rental value supported by comparable evidence, to preserve the capital value and income flow of the portfolio.
- 19.3 Where the Council implements lease renewals it will seek to impose terms that are commensurate with market practice, RICS guidance, and that preserve the value and income flow from the portfolio.
- 19.4 In accordance with the Letting/Tenant Mix Strategy, the council in all new leases will consider providing tenants with priced options in relation to monthly/quarterly in advance rents, upwards and downwards reviews, and all other reasonable requests. The council is required to secure best consideration in rent review and lease renewals activity.

20.0 Dilapidations

- 20.1 The council will undertake interim and terminal dilapidations schedules where appropriate to do so. The costs of preparation and service will be advised at the time of preparation and will be recovered where it is permitted to under the terms of the lease/license.
- 20.2 The Council will comply with the *Dilapidations Protocol 2012 of Property Litigation Association*, and will use its best endeavours to mitigate any claim for damages and costs.

21.0 Tenant Associations

- 21.1 The Council will promote and encourage the adoption of Tenancy Associations or member of Tenant Bodies etc.
- 21.2 All such Associations will have their primary relationship with the Regeneration and Major Projects area of the Council.

22.0 Commercialisation opportunities

- 22.1 The Council will explore all opportunities to generate additional income from its portfolio of Land and Buildings, although not limited to these will include:
- Telecoms/way leaves etc.
 - Wind turbines
 - Advertising
 - Kiosks
 - Promotional displays/events
 - Markets/street trading
 - Pop up shops

- 22.2 In all instances the Council will have regard to the impact of the activity on neighbouring owners, tenants and the community and neighbourhood.

23.0 Valuation

- 23.1 Professional property valuation services will be undertaken by the Regeneration and Major Project area of the Council. These will be undertaken by RICS qualified members of staff for a range of purposes across both commercial and residential sectors. Alternatively, the Regeneration and Major Projects area will be responsible for commissioning external valuation advice from appropriately qualified professionals.
- 23.2 An internal system of Quality Assurance is observed.
- 23.3 All valuations comply with Chartered Institute of Public Finance and Accountancy requirements in relation to valuation and asset register requirements of the end of year accounts.
- 23.4 The Council will outline scale fees, for undertaking valuations if appropriate.

24.0 Property Subsidisation

- 24.1 The Council is empowered, in certain circumstances, to grant interests in property at less than best consideration. However, this often disguises the actual costs of property in any particular project. All consideration is taken to ensure that valuations reflect any such subsidies when setting rental levels.

25.0 Equalities and Diversity

- 25.1 The Council has a Diversity and Equalities Action Plan and it will ensure that all actions taken under the AMP support this Action Plan. In the delivery of projects Equality / Diversity Impact Assessments are undertaken as necessary.
- 25.2 The Council will continue its work on Disability Discrimination Act access to public buildings. All of our buildings have had accessibility surveys and have accessibility Plans in place.
- 25.3 Wherever appropriate the Council will also support equalities initiatives in property management and construction.

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Appendix

Asset Management Plan Risk Register

No.	Risk Description	Gross Risk		Cause of Risk	Consequence	Mitigation	Current Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Residual Risk	
		Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain										
		I	P				I	P			I	P
1	No up to date AMP	4	4	Plan not prepared or not adopted	Ineffective management of property assets, loss of income, missed opportunities	Up to date Plan prepared and adopted	3	3	Accept	Effective	2	1
2	Inappropriate AMP	4	4	Plan not fit for purpose	Ineffective management of property assets, loss of income, missed opportunities	Professional preparation and input. Effective consultation across all stakeholders	3	3	Reduce - Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	2	1
3	AMP actions not undertaken	4	4	Lack of resource, lack of funds, no stakeholder buy in	Ineffective management of property assets, loss of income, missed opportunities	Effective and agreed resource, capital and revenue Plans to support Plans	3	3	Reduce – Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	3	2
4	Speed of delivery insufficient	3	4	Ineffective cumbersome or slow delivery and decision processes, lack of resourcing	Ineffective management of property assets, loss of income, missed opportunities	Effective processes, ISO + IIP systems in place, appropriate delegated authorities	2	3	Reduce – Empowered and motivated staff	Ineffective	2	2

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5	Inability to Recruit	3	3	Terms and conditions, staff availability, working conditions not suitable	Loss of or failure to retain staff or to recruit to meet requirements	Flexible HR and recruitment policies	3	3	Reduce – Effective appraisal and development systems	Effective	2	2
6	Market	4	3	Adverse market conditions	Adverse impact on values, receipts and income, capital receipts and spend	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3
7	Lack of supporting policy framework	3	3	Corporate policies not available, out of date	Ineffective management of property assets, adverse cost and revenue impacts	Corporate Leadership, Policies reviewed and updated on timely basis	3	2	Reduce – Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	2	2
8	Development activity	3	4	Development of new Westgate Shopping Centre, Oxpens, Templars Square, Northern Gateway	Change to values and rents in the city, changes to occupancy and voids	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3
9	Infrastructure changes	3	4	Implementation of major road schemes, redevelopment of railway station, pedestrianisation, congestion charging, car parking changes, transportation changes	Changes to values and rents, occupancy and voids	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3
10	Planning Change	3	4	Changes to zoning, green belt, statutory framework and legislation	Impact on values rents and opportunities	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Portfolio and property knowledge and property strategies in place	Ineffective	3	3

11	Reduced Council funding	4	4	Change to Council's Council's income from reduced Central Government funding and other statutory change	Inability to fund schemes, provide resource	Grow property income and value sufficiently to reduce need for funding	3	3	Reduce – Consideration of alternative delivery models	Ineffective	3	3
12	Failure to maintain properties and assets	3	3	Lack of awareness, funding or resource or ineffective processes and systems	Deterioration of properties and assets, loss of value and income, damage to heritage, health and safety risk	Portfolio knowledge, sufficient funding, effective processes and systems	2	3	Reduce – Performance measurement Benchmarking	Effective	2	2
13	Failure to understand Social Value of properties and assets	3	3	Lack of awareness, failure to quantify social value	Inappropriate decisions	Portfolio knowledge, stakeholder consultation, development of social value models	2	2	Reduce – Benchmarking, awareness of best practice	Ineffective	2	1
14	Failure to effectively use premises	3	3	Failure to review space, implement best working practices, invest, upgrade technology	Excess space retained, higher costs	Performance measurement, space standards, benchmarking	2	2	Reduce – Stakeholder consultation	Effective	2	1
15	Failure to identify opportunities	4	3	Lack of awareness, funding or resource or ineffective processes and systems	Missed opportunities, failure to grow income and value	Portfolio knowledge, sufficient funding, effective processes and systems	3	3	Reduce – Performance measurement Benchmarking	Ineffective	3	2
16	Failure to manage sustainability and energy consumption	3	3	Lack of awareness, failure to quantify sustainability issues, failure to understand energy consumption	Inappropriate decisions, increased costs, environmental impact	Performance measurement, energy targets and standards,	2	2	Reduce- Benchmarking, awareness of best practice	Effective	2	1

17	Failure to innovate	3	4	Culture, processes and systems not supporting behaviour	Missed opportunities, inappropriate decisions	Corporate leadership and vision, flexible and supportive systems, culture of innovation embedded, corporate risk appetite understood	3	3	Reduce – Effective risk management Performance appraisal	Ineffective	3	2
18	Failure to work with partners	3	3	Failure to communicate and liaise with third parties	Synergies and opportunities from shared activity and partnerships missed	Regular liaison and communication with third parties, ethos of shared and maximised community value	3	2	Reduce – Awareness of best practice	Ineffective	2	2
19	Oxford Centric Portfolio	4	4	Impact of a locationally limited investment portfolio	Excessive sensitivity to local regional changes and impacts	Market knowledge Performance measurement and projection, effective and rapid decision making	3	3	Reduce – Consider non oxford investment	Ineffective	3	2
20	Retail Centric Portfolio	4	4	Impact of predominantly retail investment portfolio	Excessive sensitivity to local and regional changes to retail market	Market knowledge Performance measurement and projection, effective and rapid decision making	3	3	Reduce – Consider change to Investment mix of portfolio	Ineffective	3	2
21	Adverse publicity/ public opinion	3	3	Inappropriate decisions, inadequate stakeholder consultation	Unfavourable Press and media outputs	Effective stakeholder consultation, awareness of impacts of decisions	3	2	Accept	Ineffective	2	2
22	Business Continuity	4	3	Loss of space and property due to risk event	Impacts/failure to deliver operational business, loss of income	Effective business continuity Plans in place	3	3	Accept	Ineffective	3	3
23	Technology change	3	3	Accommodation unfit for purpose	Inefficient delivery, excess space use, higher costs	Market knowledge	3	2	Accept	Ineffective	3	2

24	Community facilities unfit for purpose	3	3	Failure to complete Community Centre Review or failure to implement	Incorrect space and facilities delivered, cost impacts	Complete effective Community Centre Strategy Review and implement	2	2	Reduce – Performance measurement Benchmarking	Ineffective	2	1
25	Changes to leisure management model	4	3	Failure of current management contracts	Changed requirements, cost and value	Performance measurement, Contract management and review, financial monitoring	3	3			2	3
26	Ineffective management and delivery of allotments	3	3	Inappropriate delivery model	Cost ,income and social value impacts	Review delivery model	2	2	Reduce – Market knowledge. Best practice awareness	Ineffective	2	1
27	Car parking provision in city insufficient	4	3	Insufficient car parking, loss of facilities	Loss of income, poorer city image, deterrent to public visits, tourism, employment	Market knowledge, effective and timely decisions, clarity and implementation of strategy	3	3	Accept	Ineffective	2	2
28	Cemetery provision insufficient	3	3	Existing facilities full/end of life failure to obtain/develop new facilities	Loss of facility, public discontent	Clarity of requirements, Identify potential sites and negotiate acquisition on timely basis	2	3	Accept	Effective	2	2
29	Data Management	3	3	Failure to maintain accurate data and records	Loss of income, poor management	Quarterly data checks, change control process	2	3	Accept	Effective	2	2
30	Health and Safety	3	3	Failure to ensure Property Health and Safety	Injury to people/ loss of property, income. Claims against council	Regular property inspections and maintenance programmes, Tenant assurance programme	3	2	Accept	Effective	2	2

Risks identified have been assessed on the basis of Impact (**I**) and Probability (**P**) in worst case scenario (Gross Risk) and position after mitigation actions are taken (Residual Risk) together with assessment of Current Risk with actions and mitigations currently in place

References:

Oxford City Council Website:

www.Oxford City.gov.uk

OCC's Constitution

Audit Commission website: Total Place / One Council Use of Resources criteria

Making Assets Work – the Quirk Review of community management & ownership of public assets.

Building Research Establishment Environmental Assessment Method (BREEAM)

Local Government Act 1972 s.123

RICS Property Asset Management: Public Sector Asset Management Guidelines
Jan 2008

IESE (Improvement & Efficiency South East)

CIPFA best practice notes and recommendations for Asset Management Plans

OCC Corporate Plan

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To: City Executive Board
Date: 17 March 2016
Report of: Head of Financial Services
 Head of Business Improvement
Title of Report: Integrated Performance Report for quarter 3 2015/16

Summary and recommendations	
Purpose of report:	To update Members on Finance, Risk and Performance as at the end of Quarter 3, 31 December 2015.
Key decision:	No
Executive Board Member:	Councillor Ed Turner
Corporate Priority:	Efficient and Effective Council.
Policy Framework:	Corporate Plan
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Note the projected outturn position and the performance and associated risk information contained in the report; and 2. Recommend to Council approval of an additional capital budget of £0.150 million for electrical works at Cowley Marsh Depot to be funded from the service's projected underspend. 	

Appendices	
Appendix A	Corporate Integrated Report
Appendix B	City Regeneration Integrated Report
Appendix C	Organisational Development and Corporate Services Integrated Report
Appendix D	Community Services Integrated Report
Appendix E	Assistant Chief Executives Integrated Report
Appendix F1	General Fund Forecast Outturn
Appendix F2	Capital Programme Forecast Outturn

Introduction and background

1. This report sets out the projected outturn position for finance and performance as at the end of the third quarter of 2015/16, together with the risks faced. A brief summary is as follows:
2. Finance
 - a. **General Fund** – the outturn position is estimated to be a £0.444 million underspend on a latest net budget of £23.3 million. Key variances are: £0.195 million underspend due to expenditure plans associated with the Educational Attainment budget still being defined; £0.500 million underspend in Direct services due to the fall in fuel prices and increased car parking income; £0.149 million overspend in Planning & Regulatory due to income targets not being met across the service and £0.106 million overspend in Housing & Property due to overspends on Home Choice payments, repairs on Community Centres and caretaking costs. More detail is available in Appendices A2 and B2.
 - b. **Housing Revenue Account** – the HRA is projected to overspend by £0.273 million against the latest budget of £34.520 million and the approved HRA Deficit of £0.208 million. More detail is available in Appendices B and F3.
 - c. **Capital Programme** – the Capital outturn position is a projected underspend of £5.146 million against the latest budget of £41.966 million, this is made up of £5.161 million slippage and a £0.015 million overspend. More detail is available in Appendices A and F2.
3. Performance - 14 corporate performance indicators (74%) are being delivered as planned, 2 (10%) are below target but within acceptable tolerance limits and 3 (16%) are not meeting their target. These are detailed in paragraph 12 below and in Appendix A attached.
4. Risk Management – There is one red corporate risk and four amber risks as at 31 December. These are listed in paragraphs 11 to 14 and Appendix A.

Background

5. Finance, Performance and Risk information is reported in an integrated format to the City Executive Board on a quarterly basis.
6. Reports as at the 31 December 2015 are attached at Appendices A to F. The reports use a Red, Amber and Green (RAG) reporting methodology. These reports are available to Members in summary form on-line via the intranet on a monthly basis.

Financial Dials

7. 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

Assistant Chief Executive

8. An underspend is being forecast due to expenditure plans associated with the Educational Attainment budget still being defined. It is unlikely that this budget will be fully spent by the end of the financial year.

Planning and Regulatory

9. Income generation across Building control, HMO Licencing, Planning Policy, Food Hygiene courses, Planning Fees, Enforcement of Housing Act and Street Trading Licences are all under achieving and therefore an adverse variance of £0.149 million against an income budget of £3.017 million is being forecast in this area.

Housing and Property

10. An overspend of £0.106 million is forecast due to additional use of the Home Choice payment scheme, additional repairs to Community Centres and unbudgeted caretaking costs at Bury Knowle House and Barton Community Centre.

Direct Services

11. Direct Services are projecting a net underspend of £0.500 million due to Car parking showing a further favourable variance and fuel prices continuing to decrease and expenditure in this area reducing. The service are managing the budget pressure that was identified in December 2014 relating to the cost of disposal of dry recycle of approx. £0.600 million.
12. An additional Capital budget is required for remedial electrical works at Cowley Marsh Depot, these have been identified following a health and safety review and will cost approx. £0.150 million to carry out. The City Executive Board are recommended to approve an additional capital budget of £0.150 million, utilising the revenue underspend within the service.

Performance Management

Indicators not on target

13. Corporate and Directorate performance is reported within Appendices A to E. Of the nineteen Corporate Performance Indicators five are not on target: three are outside acceptable tolerance limits and two are within acceptable tolerance limits as set out below. Indicators outside acceptable tolerance limits are as follows:
 - a. **The number of Council apprenticeships created through Council investment for those who live in Oxford** – 6 apprentices were employed in December, short of the target of 26. There are a total of 19 apprentices in post at present, of which 6 are from Oxford. Numbers have dropped due to the ebb and flow of apprentice in various stages of their training. Two more have been appointed since December.
 - b. **The number of training places and jobs created as a result of Council investment and leadership** - current performance is 464 jobs and training places against a third quarter target of 519. We are expecting to see a positive increase in this target when the contract for the refurbishment of the Tower Blocks commences in January 2016.

- c. **The number of people estimated to be sleeping rough** – the annual estimate (November 2015) saw an increase from 43 to 56 against a December target of 45. This is due to a number of factors including a lack of move-on accommodation into the private rented sector and social housing and changes to the benefit system impacting EEA nationals in particular. Initiatives such as Real Lettings and the ethical landlord model are being developed to try and tackle these issues.

Indicators within acceptable tolerance limits

14. There are two performance targets which, although not completely met, are within acceptance tolerance limits and do not give cause for concern at this stage:
- Delivery of Efficiency Savings** – savings to date are marginally below target but are expected to be achieved the end of the year.
 - The percentage of estimated HMOs in the City that are licenced** – performance is at 71% against a December target of 73%.

Risk

15. 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	

16. The risk relating to the delivery of the HRA Business Plan following the announcement of the Chancellor’s Summer budget in July which has significant ramifications for the Council’s Medium Term Financial Plan, and in particular the Housing Revenue Account remains as a Red risk within the Corporate Risk Register.
17. The HRA Business Plan has been reworked to take into account the announcements made in the summer budget. There are still a number of issues which need to be clarified by the Government, including the levy that the Authority will be required to pay in respect of the High Value Council Housing Initiative and the level of rent increase the authority will be able to charge after the first four years. Each could have a material effect on the Authority’s HRA Business Plan.
18. There are four amber Corporate Risks as listed below with more detail contained in Appendix A:
- Resilience of the Information and Communications Technology function

- b. Delivery of the Medium Term Financial Plan
- c. Partnership Risk
- d. Recruitment and Retention

Financial implications

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

Legal issues

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

Level of risk

21. All risk implications are covered in the body of this report and the Appendices.

Equalities impact

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

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Background Papers: None

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To: City Executive Board and Full Council

Date: 14 April 2016 (CEB)
18 April (Council)

Report of: Executive Director Regeneration and Housing

Title of Report: Sale of Oxpens Land and Loan to Oxford West End Development Ltd

Summary and Recommendations

Purpose of report: To seek budgetary approval.

Key decision Yes

Executive lead members : Cllr Ed Turner, Board Member for Finance, Asset Management and Public Health. Cllr Bob Price, Board Member for Corporate Strategy and Economic Development.

Policy Framework: Corporate Plan - vibrant & sustainable economy; Core Strategy 2010; West End Area Action Plan 2008; Regeneration Framework 2010; Oxpens SPD 2013

Recommendations: That the City Executive Board resolves to recommend full Council to approve:

1. A loan of £4.16 million to Oxford West End Development Ltd to provide funds to the company to purchase land owned by Oxford City Council on terms set out in this report.
2. A capital budget of £4.16 million in the Council's General Fund Capital Programme in 2017/18 funded from the Capital Receipt received from the sale of the land.

Appendices

Appendix 1 Risk Register
Appendix 2 Land Ownership Plan

Background

1. Further to the City Executive Board's (CEB) approval in January 2016, the Council has now entered into a joint venture with Nuffield College and formed a new company, Oxford West End Development Ltd (OXWED). The company has successfully acquired land previously owned by LCR and will now proceed with the procurement of a developer partner, complete land assembly and bring forward a scheme of comprehensive development comprising a new mixed-use neighbourhood with essential business space and homes, both market and affordable. The previous CEB approval agreed the transfer of Council owned land into the joint venture, including the financial principles. However, separate budgetary approval is required to fund the transaction and this is the subject of this report.
2. The Council's own landholding will transfer into the joint venture company for an agreed price, each partner paying its share of the acquisition cost for which a budget facility is required.
3. Additionally, the new company requires sufficient working capital from the partners to cover legal, property and technical fees to undertake a marketing exercise to secure a developer partner and to cover other sundry and one-off expenses. The CEB report of January 2016 made provision for up to £150k to be invested in the company to cover the City Council's share of these fees.

Priority

4. The Oxpens development is a strategic priority in the Oxford City Deal and the Oxfordshire Strategic Economic Plan unlocking major private sector investment and jobs as well as delivering significant wider benefits, including:
 - business space and accommodation for new and growing enterprises and services which require links to the universities and service economy
 - city centre regeneration linked to major investment committed at the railway station and Westgate (£500m redevelopment now under construction)
 - transport improvements and flooding infrastructure which are essential to enable the city's economy to grow
 - providing a platform for wider regeneration including employment areas near the station and Osney Mead, and supporting redevelopment around Frideswide Square
 - providing new market and affordable housing (over 300 homes), and visitor accommodation.

Timing and Sale of Council Land

5. The Council has entered into a conditional contract for the sale of its land to the OXWED investment vehicle for development at an agreed price of

£8million. It will now seek vacant possession of its property in order to meet the contract unconditional date which is the 31st December 2017. At this point the Council will need to lend £4million plus £160k Stamp Duty to the company (which is half the cost to the joint venture) to complete the acquisition. The Council will receive £8million from the JV in payment for its land. The value of the loan may be reduced, depending on the terms agreed with a developer partner who may invest additional funds into the JV thereby reducing the Council's share to be funded.

6. Provision of car parking is maintained for the period of the Westgate construction and a licence will be granted post this period, up to 31st May 2018, to accommodate any risk of construction overruns and enable deconstruction of the temporary car parking structure. Currently, the Westgate development is on programme for opening before Christmas 2017.
7. For the avoidance of doubt, the land to be transferred does not include the Ice-rink or the Oxpens Meadow (see plan attached), and provision has been made to retain 50 parking spaces for the ice rink, in addition to any other public car parking.

Fees and Costs

8. The Company requires working capital to cover costs including the appointment of auditors, accountants and payment of insurances. These are expected to be covered by rental income from occupational leases.
9. In addition; the Company will incur costs associated with legal, property and technical fees to undertake the marketing exercise to secure a developer partner. These activities were originally anticipated as being covered by the Council as a single partner but will now be undertaken jointly with Nuffield College through the OXWED company. The CEB report of January 2016 made provision for up to £150k to be invested in the company to cover these fees and £50k was initially allocated as working capital.
10. The company has since incurred unexpected one off insurance premiums connected to the land sale. Consequently, the OXWED Board has requested that each partner increases its contribution to working capital by a further £50k. Therefore, a total of £100k of the £150k fees provision will now be invested in the Company, as additional loan stock. Nuffield College will also invest £100k.

Legal and Procurement Issues

11. No new legal issues arise out of the matters set out in this report.

Financial Issues & Due Diligence

12. The Council has sufficient financial resources to meet its share of the cost of acquiring the Council land. This will be funded from the Capital Receipt

received from the sale of the land. The investment will count as loan stock and attract interest of 6.5% as per the terms in the shareholders agreement.

13. The Councils £100k investment in the company will count as loan stock and attract interest of 6.5% p.a. as per the terms in the shareholders agreement.

14. **Timeframes for receipts:** The Council will receive its land payment of £8 million at around the same time that it makes its investment of £4.16 million, allowing for normal transactional processing times. The anticipated date for completion of the sale is December 2017. Returns on loan stock will be funded from receipts from sales of land parcels post-planning.

15. Table 1 – Cashflow Scenario

	2017-18	2018-19	2019-20	2020+	£m Total
Loan stock investment to company for share of Council land & working capital	(4.26)				(4.26)
Receipt for Council Land	8				8
Accrued Interest on loan stock				0.885	0.885
Reimbursement of loan stock				4.26	4.26
Net return	3.74			5.145	8.885

16. **It is recommended that:**

- Council establishes a capital budget of £4.16 million in the Council's General Fund Capital Programme in 2017/18 in order that the loan investment can be made, this to be funded from the Capital Receipt received from the sale of the land.

Environmental Impact

17. The land is on the Council's Prioritised list under Part 2A of the Environmental Protection Act 1990 and an intrusive investigation will be required as a condition of planning for any proposed change of use. Remediation will be required to make the land suitable for residential use. The Council has already received desktop assessments on the potential ground conditions and has made allowances for ground works in its financial assessments.

18. The project provides the opportunity to remediate or remove the historic landfill on the site and to improve the flood capacity of the Oxpens area.

Equalities Impact

19. The Initial Assessment is that the contents of this report do not lead to any unjustifiable differential impact on relevant groups. The project will provide an important means to deliver new private and affordable housing and commercial spaces in support of economic development and the creation of new jobs.

Name and contact details of author:-

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Background Papers: None.

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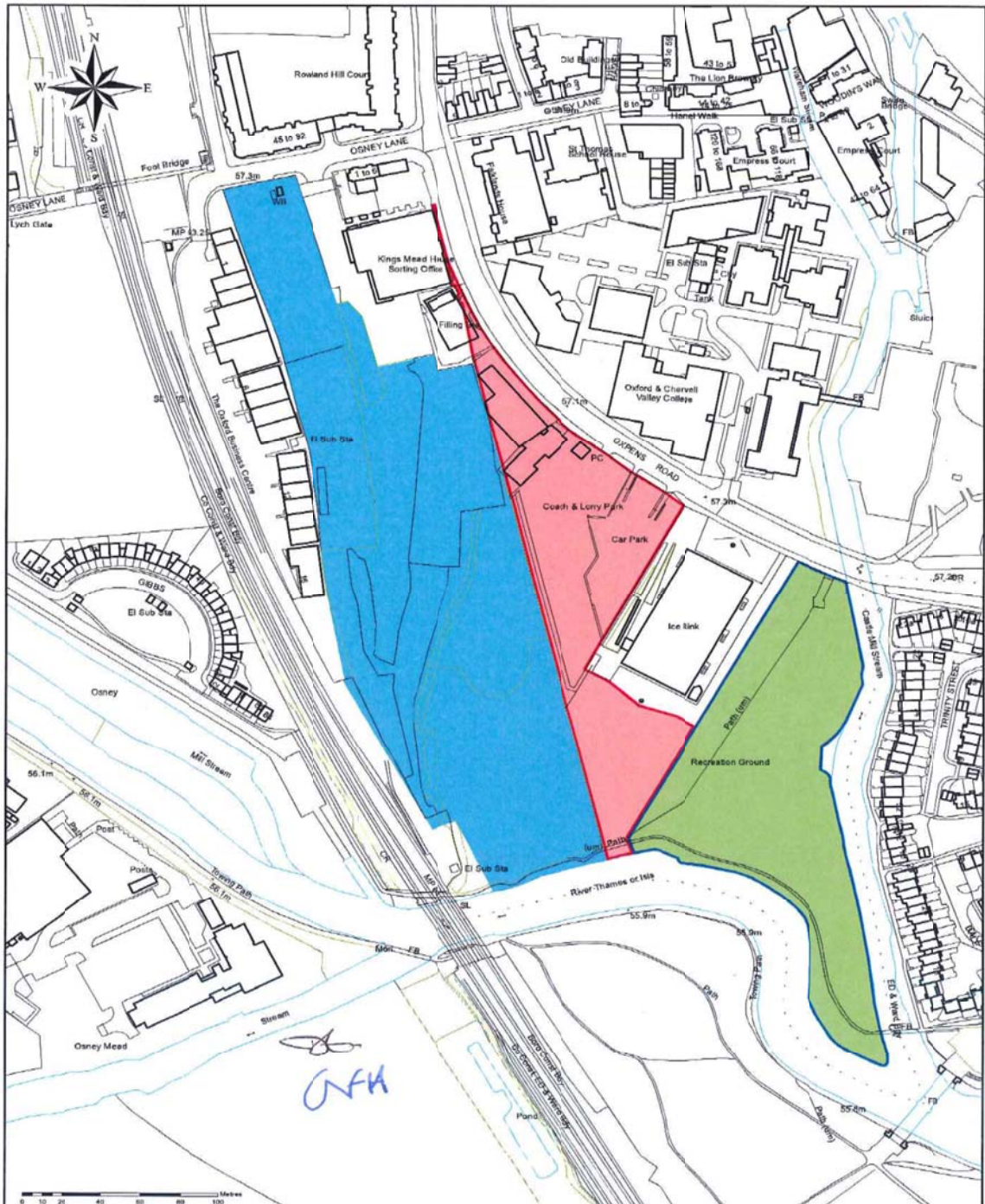
Appendix 1 – Risk Register Oxpens April 2016

Risk ID	Risk						Corporate Objective	Gross Risk		Current Risk		Residual Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts Only)
Category -000- Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
CEB-001-R&H	Financial	Threat	Return of investment is required early	Competing demands for resources	Reduced returns	Mar 16		3	4	3	3	3	3	R&H (DE)		3 years
CEB-002-R&H	Market Changes	Threat	Downturn impacts on returns	Property Market & economic cycles	Return on investment reduces	Jan 15		3	3	3	3	3	3	R&H (DE)		3-5yrs
CEB-002-R&H	Market Changes	Opportunity	Upturn impacts on returns	Property Market & economic cycles	Return on investment increases	Jan 15		3	3	3	3	3	3	R&H (DE)		3-5yrs

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
001	Financial	R&H	Accept					
002	Market downturn	R&H (FP)	Accept	Defined level of investment capped relative to baseline land value.	JLL RLV appraisal	Dec 2015	100%	
002	Market downturn	Finance (NK)	Accept	MRP to be made should value of land drop below investment value	Annual Monitoring	Oct 2015	0%	

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APPENDIX 2 PLAN



OCC Land to be transferred

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To: Council
Date: 18 April 2016
Report of: Head of Business Improvement
Title of Report: Pay Policy Statement 2016

Summary and recommendations	
Purpose of report:	To approve the annual pay policy statement in accordance with legislative requirements
Key decision:	No
Executive Board Member:	Councillor Susan Brown
Corporate Priority:	Efficient and Effective Council
Policy Framework:	None
Recommendation(s): That Council resolves to:	
1. Approve the Annual Pay Policy Statement 2016 for publication	

Appendices	
Appendix 1	Annual Pay Policy Statement 2016
Appendix 2	Risk Register

Introduction and background

1. The Council is required by legislation to approve and publish a Pay Policy Statement annually.

Overview

2. The Pay Policy Statement attached at Appendix 1 reflects the Council's current agreements and arrangements with regard to pay.
3. There are no changes to the arrangements set out in the Statement. Any changes would go through a process of consultation prior to implementation.
4. The Statement includes information on the Gender Pay Gap using the Equality and Human Rights Commission's recommended methodology. The Government has been consulting on draft legislation regarding specific reporting requirements for the

Gender Pay Gap. This is expected to come into force in the autumn with the first reporting date being April 2017. When the legislation is finalised the Statement will be reviewed to ensure compliance.

5. Consultation is also currently taking place regarding the recovery of exit payments for senior officers who return to the public sector within twelve months and capping exit payments made to public sector employees. These will be reviewed when the final legislation is implemented. The capping of exit payments is likely to have implications for the current policy on exit payments.
6. As per the usual provisions of the Pay Policy Statement, a review of Senior Officer pay will be commissioned during 2016.

Financial implications

7. The financial implications of this pay policy and the 5 year pay agreement negotiated in April 2013 have been included within the Council's Medium Term Financial Plan.
8. It is worth noting that the Council includes the requirement for the Oxford Living Wage to be taken into account in its standard procurement terms and conditions by any supplier, contractor or sub-contractor. The requirement to pay the Oxford Living Wage as a minimum also covers its Leisure Services partner.

Legal issues

9. The Council is legally required to approve and publish the annual statement. There are no other legal issues.

Level of risk

10. A risk register can be found at appendix 2.

Equalities impact

11. An Equalities Impact Assessment is not necessary as this report is to approve publication of details of existing pay arrangements. Future changes to pay arrangements will be subject to appropriate approvals and equalities impact assessments.

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Background Papers: None

PAY POLICY STATEMENT 2016

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PAY POLICY STATEMENT

Aim

1. To ensure the Council can be competitive in the local labour market and attract and retain employees with high levels of capability, capacity, motivation and who are a good fit with the Council's values. In doing so we need to:
 - Ensure value for money
 - Be transparent
 - Be fair, free from bias or discrimination
 - Ensure the differences in pay between the lowest and highest are not unnecessarily large.

Decision Making

2. Full Council sets the pay policy, it delegates to the Appointments Committee setting the Chief Executive and Directors pay. The Appointments Committee is politically proportionate in representing all party groups on the Council. The Chief Executive as Head of Paid Service has delegated authority in respect of all other pay decisions.

Scope

3. The Council's Pay Policy Statement covers all employees.

Definitions

4. This statement makes reference to the following:

'National Minimum Wage' – the national minimum wage is determined by Government and sets minimum hourly pay rates for everyone under the age of 25.

'National Living Wage' – the national living wage (new from April 2016) is determined by Government and sets minimum pay rates for everyone who is 25 or over.

'Voluntary Living Wage' – the voluntary living wage is a voluntary higher pay rate, that employers are encouraged to pay everyone over the age of 18. The Government has determined two rates: £9.40 in London, £8.25 in the rest of the UK.

'Oxford Living Wage' – Oxford City Council has adopted a voluntary 'Oxford Living Wage' which is set at 95% of the Voluntary Living Wage in London which is currently £8.93.

'Lowest paid employees' – for the purposes of this Statement, these are defined as: those employees paid at the prevailing Oxford Living Wage rate (on the basis these are the Council's lowest paid staff) with the exception of those identified at paragraph 19 (below). From October 2013 no Oxford City Council employee is paid at a rate below grade 3, except those identified at paragraph 19 (below).

'Pay multiple' - the ratio between the highest paid employee and the median earnings calculated across the whole Council.

‘Remuneration’ – includes all pay elements and also severance payments.

‘Senior staff / most senior staff’– either directly employed or hired under a contract for services, which can mean self-employed or via an agency. Specifically these are:

- *Chief Executive*
- *Directors*
- *Heads of Service*

Legislation

5. The Council is required by the Localism Act 2011 to prepare, approve and publish a pay policy statement.
6. The Council must also have regard to the Code of Recommended Practice for Local Authorities on Data Transparency which makes a commitment to follow three principles when publishing data: responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.

Principles

Remuneration

7. The City Council currently remunerates all staff through the following elements:
 - Salary – the Council has adopted an ‘Oxford Living Wage’. No employee or agency worker earns less than £8.93 per hour. The lowest Council employee rate (except for those employees identified in paragraph 19 below) is £9.21 per hour.
 - From April 2013 a new 5-year pay deal was agreed which introduced a 1.5% cost of living award each year, re-introduced increments (for those on the lowest spinal column point in each grade and subject to an assessment of performance and attendance) and continued the partnership payment.
 - Partnership Payment - payable to all staff who achieve an acceptable level of attendance and appraisal on the basis that the Council achieves its budget requirements. The Chief Executive and Directors have voluntarily withdrawn from the payment.
 - Various allowances payable where additional duties are undertaken and payment for which is not included through normal salary e.g. standby and overtime. There are various rules regarding these payments such as earnings limits over which certain items cannot be claimed.
 - A travel concession for all staff travelling to work by public transport and purchasing a season ticket – at a rate of 20% of the cost of the ticket or £150 per year, whichever is lower.
 - Other payments and allowances as appropriate in accordance with the conditions for the particular payment include:
 - Honoraria/Acting Up Allowances – where an employee has taken on additional duties or responsibilities for a defined period of time
 - Market Supplements – used in exceptional circumstances to supplement pay where market conditions do not enable the

organisation to recruit at its normal pay grades. Any such payment is for a defined period and subject to review

- Pay protection – where an employee has had a reduction in pay due to a change in responsibilities, or a new role through the Council's Organisational Change process. The employee receives stepped pay protection over a 3 year period following the change.
- Working from home allowance – paid to employees who work more than 2 days a week from home to recognise the additional expenses they incur.

8. All staff are eligible to join the Local Government Pension Scheme. They are automatically enrolled and are required to specifically opt out should they so wish unless their contract is for less than three months when they must opt to join.
9. Expenses such as work travel costs are reimbursed. The Council seeks to minimise the use of private vehicles for work purposes through encouraging the use of public transport, pool cars and bicycles. As well as reducing the cost to the Council, use of alternatives supports the organisation's corporate priority to be a Clean and Green Oxford. Where the use of private vehicles is necessary mileage is paid at the rate of 40p per mile.
10. There are a range of benefits such as flexible working, leisure concessions, childcare vouchers, car scheme, cycle scheme, employee assistance programme and various discounts on high street goods and services. Some are available through approved salary sacrifice schemes.

Variations in remuneration

11. Apart from the differences identified in paragraphs 12 & 13, there are no other distinctions made in terms of remuneration. Severance payments are made in accordance with the Council's Organisational Change Policy which applies to all staff.

Current Pay Schemes

12. Three pay schemes are operated (in agreement with trade unions) as follows:

- 1) National Joint Council (NJC) for Local Government Services. Grades 3 – 11 using a set of salary points. This covers the majority of staff (Scheme 1)
- 2) Joint National Council (JNC) for Craft & Associated Employees. Grades. This covers approximately 150 employees (Scheme 2)
- 3) Hay grades for certain senior positions as indicated in the biennial executive pay review (Scheme 3)

13. Staff are appointed at the bottom of the grade unless there are exceptional circumstances which must be agreed by the Human Resources and Payroll Manager. The schemes in more detail are as follows:

Scheme 1 – the principal scheme which is appropriate for the majority of staff and introduced as a result of Single Status and by agreement with trade unions. It consists of 9 grades and was based on the national spinal column points at the point the Council entered a local pay agreement. It is based on an analytical job evaluation scheme with a pay line set at broadly median market rate. Those employees on the bottom of each grade are eligible for biennial progression

based on an assessment of performance and attendance up to the mid point of the grade. In sales related jobs, there is a documented bonus scheme in place payable as a result of new business opportunities realised.

Scheme 2 – the Council has an agreement with trade unions whereby it adopts the national scheme for skilled craft workers with a productivity element determining progression. The scheme recognises the nature of progression through apprenticeships, and then once skilled the reasonably high level of competence needs to be maintained to perform safely and effectively.

Scheme 3 – like many other public sector organisations, the Council uses the Hay job evaluation scheme and industry leading independent consultants to recommend pay for the Chief Executive, Directors, Heads of Service, and a small number of key corporate roles and service managers who have very wide remits and responsibilities. Whilst the NJC job evaluation scheme represents good practice in determining relativities between posts for the majority of staff, the scheme does not include the appropriate breadth to include the responsibility factors of senior posts such as corporate leadership, reputation management, major service and programme delivery, etc. Senior Officer pay is reviewed every 2 years by independent external review and the recommendations considered by the Chief Executive or Appointments Committee as appropriate. In 2014 the Hay grades were brought in line with the regular pay scheme whereby defined increments were established in grades with progression on the same basis as all other staff. Therefore the usual 2 year review of Senior Officer pay is due again during 2016.

There are separate grades for senior officers as follows:

- Chief Executive
- Executive Directors
- Heads of Service (2 different grades according to level of responsibilities and market factors)
- Business Lead (in corporate leadership roles or areas of major staff and budget responsibilities)
- Service Manager + (in Housing to reflect increased responsibilities over grade 11 but less than Business Lead)

Progression is based on an assessment of competency and performance. The manager in each case determines progression within grades apart from the Chief Executive and Directors which is as set out in paragraph 2.

For all 3 schemes (except for Directors and the Chief Executive) an annual Partnership Payment is payable to eligible staff (i.e. those not receiving an increment) subject to the Council achieving its budget and an acceptable level of individual performance and attendance.

Returning Officer

14. The Council's Returning Officer (for the purposes of elections) is paid a separate fee in addition to normal salary in accordance with the prescribed fee for each election.

Pensions and Severance Payments

15. The Council's Pensions and Retirement Options Statement, including the Council's policy in relation to the Local Government Pension Scheme Regulations, applies to all staff. In accordance with this policy the Council does not augment pensions.
16. Severance payments are made in accordance with the Council's Organisational Change Policy which details the Council's redundancy scheme.
17. All payments are subject to an authorisation process involving Senior Officer approvals. In cases where the severance package exceeds £100,000 they are also subject to the approval of full Council. The Council will also apply the Public Sector Exit Payment Recovery Regulations (expected to be introduced in April 2016) as appropriate.
18. In accordance with the Council's normal arrangements regarding termination and severance payments, no employee leaving under a settlement agreement with a redundancy payment can be re-employed by the Council within a period of 36 months.
19. The same arrangements apply to ex-employees seeking engagement through an agency or under a contract for services.

Lowest Paid Employees

20. The Council adopted an 'Oxford Living Wage' in 2009 which is currently £8.93 per hour. No Council employee* will be paid less than this, apart from the Council's apprentices who commence their apprenticeship below the Oxford Living Wage but rapidly progress to rates in excess of it. The 2013 – 2018 pay deal gives further attention to the lowest paid by increasing the lowest spinal column point to £9.35 per hour from April 2016 (for Council staff only).

** No agency worker will be paid less than the prevailing Oxford Living Wage (the hourly rate calculation can include payment in lieu of holiday pay)*

Pay Multiple

21. As at April 2016 the highest paid officer currently receives £122,633 per annum (full time equivalent £153,292) including all elements of pay. The bottom point of Grade 3 is the lowest rate paid by the Council which is £18,038 per annum. The Council's current median salary is £28,711 per annum. This makes Oxford City Council's pay multiple 1:5.

The highest paid salary is 1:8 times more than the lowest paid salary.

Equal Pay

22. The Council will periodically undertake an equal pay review in agreement with trade unions.
23. The gender pay gap at the Council (as per the Equality & Human Rights Commission methodology) is as follows:

Full time gender pay gap = -2.65% (so on average women get paid more than men)

Part time gender pay gap (i.e. part time women compared with full time men which is the Commission methodology) = 5.26% (so on average part time women's hourly rate is less than full time men's hourly rate)

New legislation regarding gender pay gap reporting is expected in the autumn. We will comply with the new reporting requirements in future statements.

Communication & Data Publication

24. The Council will publish its Annual Pay Policy Statement on its website as soon as possible in each financial year following the first meeting of Council for the current financial year.
25. Any changes to the Pay Policy Statement may be made by resolution of the Council (including during the financial year to which it relates). Any changes will be publicised on the Council's website as soon as possible after revision.
26. The Council will also publish data annually relating to senior officer remuneration as outlined in the Code of Recommended Practice for Local Authorities on Data Transparency.
27. The following information is available on the Council's Website:-
 - Senior Officer Pay information
 - Pay scales for all schemes
 - Severance pay information contained in the Annual Statement of Accounts

Monitoring/Review

28. The Chief Executive, as the Head of Paid Service, has overall responsibility for employees and therefore annual publication of the Pay Policy Statement and pay data produced in relation to it.

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Appendix 2

Employment Policies and Procedures: Pay Policy Statement - Risk Register

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
Employment Policies and Procedures	Failure to provide a suite of policies that comply with employment legislation and that are fit for purposes of improving performance and managing risk	T	Managers not equipped with revised policies and procedures	Effective employment policies not implemented consistently and fairly applied	16.02.16	Helen Bishop	3	3	3	2	2	2	Reviewing and maintaining current employment policies is a continual process	Reviewing and maintaining current employment policies is a continual process	ongoing	open	80	Helen Bishop
Employment Policies and Procedures	Loss of opportunity to have a suite of policies that implement good practice	O	Manages not equipped with revised policies and procedures	Effective employment policies not implemented consistently and fairly applied	16.02.16	Helen Bishop	3	3	3	2	2	2	Reviewing and maintaining current employment policies is a continual process	Reviewing and maintaining current employment policies is a continual process	ngoing	open	80	Helen Bishop
Employment Policies and Procedures	Damage to Council's reputation	T	Failure to comply with legislative requirements	Required Statement not published	16.02.16	Helen Bishop	3	3	3	2	2	2	Reviewing and maintaining current employment policies is a continual process	Reviewing and maintaining current employment policies is a continual process	ongoing	open	80	Helen Bishop

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To: Council

Date: Monday 18 April 2016

Report of: Head of Law & Governance

Title of Report: Regulation of Investigatory Powers Act 2000

Summary and Recommendations

Purpose of report: To report the Council's application of its powers under the Regulation of Investigatory Powers Act 2000

Key decision? No

Executive lead member: Councillor Price

Report approved by: Head of Law & Governance

Policy Framework: Not applicable

Recommendation:

Council is asked to note the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA) for the period 1st April 2015 to 31st March 2016.

Introduction

1. This report relates to the Council's use of the Regulation of Investigatory Powers Act 2000 (RIPA) for the period April 2015 to March 2016. The three investigatory powers available to the Council are, directed covert surveillance, the interception of communications data and the use of Covert Human Intelligence Sources (CHIS). The Council has only ever authorised directed covert surveillance.

The Council's use of Covert Surveillance

2. There were no authorisations for the period 1st April 2015 to 31st March 2016.

Name and contact details of author:

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Law and Governance
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MINUTES OF THE CITY EXECUTIVE BOARD

Thursday 11 February 2016

www.oxford.gov.uk



COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Brown, Hollingsworth, Kennedy, Lygo, Rowley, Simm, Sinclair and Tanner.

OTHER MEMBERS PRESENT:

OFFICERS PRESENT: Peter Sloman (Chief Executive), David Edwards (Executive Director City Regeneration and Housing), Tim Sadler (Executive Director Community Services), Jackie Yates (Executive Director Organisational Development and Corporate Services), Lindsay Cane (Legal Services Manager), Caroline Green (Assistant Chief Executive), Stephen Clarke (Head of Housing and Property), Jane Winfield (Regeneration and Major Projects - Team Manager), Ian Wright (Service Manager Environmental Health), Julia Tomkins (Grants & External Funding Officer) and Catherine Phythian (Committee Services Officer)

163. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Head of Financial Services.

164. DECLARATIONS OF INTEREST

The following declarations of interest were noted with regard to Minute item 173:

Cllr Price - South Oxford Adventure Playground Committee
Cllr Kennedy – Citizens Advice Bureau and Bullingdon Community Association
Cllr Lygo - Oxfordshire Play Association and Pegasus Theatre
Cllr Simm - Donnington Doorstep family centre
Cllr Sinclair - Headington Action
Cllr Tanner - Donnington Doorstep family centre

165. PUBLIC QUESTIONS

There were no public questions.

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

Councillor Fooks addressed the Board on agenda item 19. Her comments are included in the minute for that item (190).

167. COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

There were no Councillor addresses on neighbourhood issues.

168. SCRUTINY COMMITTEE REPORTS

The Chair of the Scrutiny Committee noted the Board's responses to the recommendations of the Guest Houses Review Group and said that he would refer these to the next meeting of the Scrutiny Committee to enable a thorough consideration by members of the Committee and Review Group.

The Chair of the Scrutiny Housing Panel presented the report and recommendations on the Private Sector Housing Policy. She said that she was pleased to note that all 5 of the recommendations had been accepted by the Board. She said that the Panel were keen to ensure that the views of tenants were captured in the consultation and referenced the example of the Positive Futures work with young people. It was suggested that the consultation should involve the students unions for both universities. The Board noted that problems with parking, waste and bulky waste at HMOs remained emotive issues.

The following Scrutiny Committee reports and recommendations were considered as part of the substantive discussion of those items:

- Scrutiny Budget Review 2016 -17
- Capital Strategy
- Treasury Management Strategy
- Energy and Water Supply Procurement
- Corporate Plan
- Scrutiny Budget Review - suggested CEB response to recommendations

169. CORPORATE PLAN 2016/20

The Assistant Chief Executive submitted a report which detailed the results of the consultation on the draft Corporate Plan 2016 – 2020 and proposed its adoption.

The Assistant Chief Executive confirmed that the version of the Corporate Plan which would be submitted to Council had been fully fact-checked in light of the recent changes to local government finance and national policy.

The Board noted the Scrutiny Committee concerns regarding the low number of responses. The recommendation relating to the corporate success measures had been rejected because tenant satisfaction was already measured and the

proposed measure for new homes granted permission was outside the Council's control.

The City Executive Board resolved to:

1. **approve** the draft Corporate Plan 2016 -2020 as set out in Appendix 1; and
2. **recommend Council to resolve** to approve the draft Corporate Plan 2016 – 2020 and delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Corporate Plan 2016 – 2010 in advance of formal publication.

170. MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20 AND 2016-17 BUDGET

Councillor Brown joined the meeting.

The Head of Financial Services submitted a report which presented the outcome of the budget consultation and seeks agreement to the Council's Medium Term Financial Strategy for 2016-20 and 2016-17 Budget for recommendation to Council.

The Executive Board Member Finance, Asset Management and Public Health presented the report. He thanked the Scrutiny Finance Panel for their contribution and recommendations. The Board agreed that the involvement of the Scrutiny Finance Panel was a welcome and productive part of the Council's budgeting process. He thanked the Head of Financial Services and his team for all their hard work in preparing the budget and noted that they had been accurate in their predictions concerning the Government's financial settlement.

He informed the Board that the Government's Final Finance Settlement announcements on 8 February 2016 together with the passage of the Welfare Reform and Work Bill through Parliament had necessitated the changing of two of the recommendations to Council as detailed in the supplementary report submitted to the Board.

In discussion the Board noted the following points:

Settlement Funding Assessment (SFA) – the forced reduction in funding over the period represented a significant challenge and it was to the Council's credit that services had been safeguarded

Retained Business Rates – this was an area of significant uncertainty and volatility

Revenue Support Grant four year funding settlement - the opportunity to bid for this funding was welcome but there was no guarantee that the income would be forthcoming. The Executive Board Member Finance, Asset Management and Public Health confirmed that he and the s151 Officer would refer any substantive considerations to the Board.

Capital programme – this would provide some buffer and delay/minimise any immediate adverse impact on the revenue budget; all schemes on the waiting list had been moved to the main capital programme

Efficiency savings – the management and administration reviews had delivered savings in the current year. There were two areas to consider for future efficiency savings:

- creating a more sustainable income from exploiting assets and commercial rents
- encourage the take up of more web-based transactions / payments

The Chair of the Scrutiny Committee presented the Finance Panel's recommendations on the budget noting that 18 of the 24 recommendations had been accepted. He urged the Board to consider the benefits of adopting a gross budget based approach in the future. With regard to the remaining 6 recommendations the Board noted the following responses:

- Recommendation 6 – Agreed in part but noting the environmental and planning considerations.
- Recommendation 8 – Agreed in part. The Board agreed in principle but ultimately it was not in the Council's control.
- Recommendation 9 – Agreed in part. The Board agreed in principle but did not think that the examples given were particularly representative of the point at issue.
- Recommendation 11 – Not agreed. There was no underspend in this area.
- Recommendation 16 – Not agreed. The Board would maintain a watching brief and meet its legal obligations.
- Recommendation 19 – Not agreed. The need for a programme based approach to capital works was less relevant for this Council because we retained a Direct Services function.

In conclusion the Board agreed to add an additional recommendation based on the proposal set out at paragraph 20 of the report: *It is recommended that the decision to join the Business Rates Distribution Group is delegated to the Section 151 Officer in consultation with the Executive Member for Finance and Asset Management and Public Health once business rates estimates for 2016-17 are known for all Districts within Oxfordshire.*

The City Executive Board resolved to recommend Council to:

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

3. **approve** the Housing Revenue Account budget for 2016/17 of £43.487 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2016 giving a revised weekly average social rent of £104.79 as set out in Appendix 4 for all Council dwellings other than sheltered accommodation. In respect of sheltered accommodation that a rent increase of 0.9% is applied (average £0.88 per week increase) generating an additional income originally proposed of £27,000 for one year to be used in full or in part for improvements in the provision of sheltered accommodation. Such changes will be subject to the Welfare Reform and Work Bill becoming law and no exemption being granted) but that in the event that an exemption or partial exemption is granted that the rent be increased in accordance with the terms of the exemption or partial exemption subject to notice being given to tenants of the proposed rent increase. In that event a further report will be made to CEB and Council detailing the consequential effect on the Housing Revenue Account budget
4. **approve** the Capital Programme for 2016-20 as set out in Appendix 6 subject to funding availability from 2017-18 onwards;
5. **approve** the Fees & Charges schedule as set out in Appendix 8;
6. **delegate** to the Section 151 Officer in consultation with the Executive Board Member for Finance, Asset Management and Public Health the decision to apply for the four year funding settlement and determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13 and 17-18; and
7. **delegate** to the Section 151 Officer in consultation with the Executive Member for Finance, Asset Management and Public Health the decision to join the Business Rates Distribution Group once business rates estimates for 2016-17 are known for all Districts within Oxfordshire.

171. CAPITAL STRATEGY 2016-17

The Head of Financial Services submitted a report which presented the Capital Strategy 2016-17 for approval.

The Executive Board Member, Finance, Asset Management and Public Health presented the report and drew attention to the changes incorporated within the strategy:

- The explanation of what constitutes capital investment has been amended to include loans and grants to other organisations for capital purposes and the payment to the Government for the sale of High Value Council Housing
- Membership of the Capital Asset Management and Capital Board has been amended to reflect changes in organisational structure
- New freedoms around the use of capital receipts have been incorporated
- Given the financial pressures on the General Fund there is limited use of prudential borrowing to finance the General Fund Capital Programme

- The prudential borrowing that is planned is for specific projects which adhere to prudent financial criteria and hence do not result in increased ongoing revenue financial pressures
- The announcement of changes to the Housing Revenue Account, including the sale of High Value Council Housing, means that borrowing will be taken out to fund capital works on the HRA

The Chair of the Scrutiny Committee asked the Board to reconsider its rejection of the Scrutiny Finance Panel recommendation that an evaluation should be undertaken of how the Council could make best use of its grant funding for infrastructure at Oxpens. The Board noted that development was expected to be completed significantly before the 2027 deadline and that in fact contracts had to be let within five years. Alternative investment options were considered to be too high risk in the medium term but it might be possible to review the approach in about three to five years.

The Chair said that the Board and Scrutiny Committee involvement would be a key element in the on-going Oxpens development.

The City Executive Board resolved to:

1. **approve** the Capital Strategy 2016-17 attached at Appendix A.

172. TREASURY MANAGEMENT STRATEGY 2016-17

The Head of Financial Services submitted a report which presented the Council's Treasury Management Strategy for 2016/17 together with the Prudential Indicators for 2016/17 to 2018/19.

The Executive Board Member, Finance, Asset Management and Public Health presented the report and said that he was pleased to accept both the Scrutiny recommendations.

The Board discussed the uncertainty surrounding interest rate projections and noted that on an operational basis the officers were proactively looking for the best possible return on investment.

The City Executive Board resolved to recommend that Council resolves to:

1. Approve the Treasury Management Strategy 2016/17, and adopt the Prudential Indicators for 2016/17 – 2018/19 as set out in paragraphs 7 to 41, and Appendix 2;
2. Approve the Investment Strategy for 2016/17 and investment criteria as set out in paragraphs 21 to 38 and Appendix 1; and
3. Approve the Minimum Revenue Provision (MRP) Statement at paragraphs 11 to 20 which sets out the Council's policy on debt repayment.

173. GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS FOR 2016-2017

The Head of Community Services submitted a report which detailed the proposed allocation of grants to community and voluntary organisations through the Community Grants Programme.

The Executive Board Member, Culture and Communities presented the report and thanked the Grants & External Funding Officer and her colleagues for their continuing hard work in this area. She said that this programme was a good example of how the Council continued to work with the local community and voluntary sector to alleviate poverty and create a vibrant city for all residents. She said that the current political and economic climate meant the Council's grant programme faced increasing pressures and so it was essential that the grant applications were subject to a robust evaluation process.

She also thanked the Scrutiny Committee for its comments, noting the suggestions that the evaluation criteria might need to be reviewed in the future in the light of the wider economic climate and cuts to County Council services and also that consideration should be given to increasing the funding available through the "open bidding" element of the scheme.

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

1. **Approve** the recommendations for the second year of a three year commissioning programme as listed in Appendix 1;
2. **Approve** the recommendations for the applications received to the grants annual open bidding programme as set out in Appendix 2; and
3. **Approve** the recommendation to delegate authority to the Executive Director for Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual unallocated funding (£20,000) in the Advice and Money Management commissioning theme.

174. GO ULTRA LOW OXFORD GRANT FUNDING

The Director Community Services submitted a report which sought the necessary budget approval and delegated authority to allow officers to deliver a project to address on-street electric vehicle charging.

The Board Member, Climate Change and Cleaner Greener Oxford presented the report explaining that as part of a £35m national programme to accelerate electric vehicle take up, the Council and its partners have been awarded £800k capital and £16k revenue funding by Office of Low Emission Vehicles (OLEV). He congratulated the Environmental Sustainability Team on their success in working with the County Council and BMW Group UK to secure the funding.

The Chair of Scrutiny said that the Scrutiny Committee held a thorough discussion with officers on the detail of the project and had suggested that officers should consider working with local car clubs to promote the scheme.

The City Executive Board resolved to:

1. **Grant project approval** for the on-street electric vehicle charging project referred to in this report;
2. **Authorise** officers to complete negotiations with OLEV with a view to the Council being appointed as the accountable body for, and receiving grant funding under, a funding agreement with OLEV; and
3. **Delegate** to the Director of Community Services, in consultation with the Monitoring Officer and Section 151 officer, the authority to enter into:
 - a. a grant agreement with OLEV;
 - b. appropriate agreements with our bid partners; and also with all third parties required to deliver the project subject to their being selected under an appropriate procurement process.

175. NEW LEASE AT PATHWAYS OXFORD, DUNNOCK WAY

The Director, Regeneration and Housing submitted a report which proposed that the new lease of the Pathways Workshop should be below market rent.

The Executive Board Member for Finance, Asset Management and Public Health presented the report and recommended it to the Board on the basis that this was another way in which the Council could support the work of the community and voluntary sector in the city.

The City Executive Board resolved to:

1. **agree** a new lease to be granted at the Pathways Workshop at below market rent; and
2. **delegate authority** to the Executive Director of Regeneration and Housing to vary these lease terms to accommodate any particular concerns raised by the parties where this is without prejudice to the Council's position.

176. SALE OF BRASENOSE FARM HOUSE SITE

The Head of Housing and Property submitted a report which sought approval of the sale of Brasenose Farmhouse and yard which is held as a General Fund investment asset.

The Executive Board Member for Finance, Asset Management and Public Health presented the report and recommended it to the Board.

The City Executive Board resolved to:

1. **Approve** the sale of Brasenose Farmhouse and yard on the basis of the valuation set out in Appendix 3; and
2. **Delegate authority** to the Executive Director for Regeneration and Housing to vary those terms on condition that the revised terms continue to represent the best consideration reasonably obtainable.

177. AWARD OF NEW CONTRACTS FOR BUILDING AND HOUSING MATERIALS

The Head of Direct Services submitted a report which detailed the arrangements for the award of new contracts for building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical.

The Executive Board Member for Finance, Asset Management and Public Health presented the report and recommended it to the Board.

The City Executive Board resolved to:

1. **Grant delegated authority** to the Executive Director of Community Services in consultation with the Corporate Procurement Manager, to award new contracts to the suppliers of building and housing materials, specifically: plumbing and heating, gas spares, building materials, and electrical materials, as selected in accordance with the procurement process described in the report.

178. ENERGY & WATER SUPPLY CONTRACT PROCUREMENT APPROACH 2016 - 2020

The Head of Community Services submitted a report which sought approval for the approach to the procurement of energy and water for the period 1 October 2016 to 30 September 2020.

The Board Member, Climate Change and Cleaner Greener Oxford presented the report and recommended it to the Board. The Chair of Scrutiny said that the proposals had been reviewed by the Finance Scrutiny Panel and he was pleased to note that the Panel's two recommendations had been accepted by the Board.

The City Executive Board resolved to:

1. **approve** the use of the Kent County Council energy procurement framework via its trading arm LASER (the specialist public sector energy buying organisation) for a further four years (2016-2020) to procure the Council's energy contracts from October 2016 and water contracts from April 2017;
2. **approve** the continuation of the energy purchasing approach of:
 - a) a flexible contract for larger electricity and gas supplies
 - b) a fixed term fixed price contract for smaller quarterly billed supplies;

3. **delegate authority** to the Director of Community Services in consultation with the Head of Financial Services to select the most appropriate ‘flexible energy contract basket’ option; and
4. **approve** that, as part of the annual budget setting process, the Lead Member will determine the proportion of renewable energy purchased under the contract each year in consultation with the Head of Financial Services (S151 Officer) and Director of Community Services.

179. REPLACEMENT OF HOUSING SYSTEMS

The Head of Business Improvement submitted a report which sought project approval for the purchase of new Housing IT Systems.

Councillor Rowley, Executive Board Member for Housing presented the report explaining that this was a straightforward re-tendering exercise to deliver improved efficiency and new functionality.

The City Executive Board resolved to:

1. **grant project approval** for the tendering of the Council’s housing systems; and
2. **delegate authority** to the Executive Director Organisational Development and Corporate Services to award the contract for new Housing IT System(s) on the basis of the most economically advantageous bid.

180. PRIVATE SECTOR HOUSING POLICY (PRE-CONSULTATION)

The Executive Director of Regeneration & Housing submitted a report which presented a draft Private Sector Housing Policy for discussion and amendment prior to public consultation.

The Board Member, Corporate Strategy and Economic Development presented the report and thanked officers for their work. He highlighted the following points:

- The Council’s Award winning Additional HMO Licensing Scheme is a major plank in the Council’s approach to regulating and improving some of the worst housing stock in Oxford. The Licensing Scheme will be maintained and further refined and improved, with a greater focus on unlicensed HMOs
- Regulation and Improvement of Continuing and extending the proactive work being carried out in the non-HMO rented sector to regulate and improve Dwellings Occupied by Families or Single Occupants
- Identifying and introducing a Selective Licensing Scheme to deal with poor management and property conditions and address anti-social behaviour associated with non-HMO privately rented properties
- Dealing with unlawful developments being used as substandard accommodation and ensuring that “beds in sheds” do not become an accepted feature of the PRS in Oxford

- Continuing to support some of the most vulnerable people in Oxford by providing facilities which enable them to live in their own homes with dignity, and provide support allowing them to get home from hospital
- Enabling funding for home improvements for owner-occupied properties in poor condition.

In discussion the Board noted that there was no single source of information on the numbers of privately rented properties in the city. Officers drew on a variety of data sources including census data and publicly available information from estate agents. For this reason the Board felt that the number of private rented properties in the city detailed in the report was probably understated.

The Board learnt that this scheme would seek to replicate the HMO licensing scheme and learn from that process. The consultation was part of the evidence gathering and a further report covering the results of the consultation and setting out the detailed arrangements for the scheme would be submitted later in the year.

The Board noted with concern the growing public misconception that the HMO licensing scheme had contributed to the increase in rents across the city. They agreed that this needed to be challenged and corrected. The Executive Director of Regeneration & Housing undertook to include a rebuttal statement as part of the consultation.

The City Executive Board resolved to:

1. **Approve** the draft Private Sector Housing Policy 2016 – 2019 for public consultation.

Councillor Turner left the meeting during consideration of this item.

181. EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING

The Head of Housing and Property submitted a report detailing the basis for the charging of rent for externally leased HRA property to partner organisations as supported housing.

Councillor Rowley, Executive Board Member for Housing commended the report to the Board as it supported the objectives of the Housing Strategy by providing supported accommodation to vulnerable persons at affordable rents.

The City Executive Board resolved to:

1. **Agree** rent setting on the basis set out in paragraphs 5, 6 and 7 of the report.

182. ITEMS RAISED BY BOARD MEMBERS

No items were raised by Board Members.

183. MINUTES

The Board resolved to **approve** the minutes of the meeting held on 21 January 2016 as a true and accurate record.

184. MATTERS EXEMPT FROM PUBLICATION

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

185. SALE OF BRASENOSE FARM HOUSE SITE - CONFIDENTIAL APPENDIX

The Board received and **noted** the contents of the not for publication appendix to the report on the sale of Brasenose Farm House site (agenda item 14; minute 176).

186. EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING - CONFIDENTIAL APPENDIX

The Board received and **noted** the contents of the not for publication appendix to the report on externally leased HRA properties (agenda item 19; minute 181).

The meeting started at 5.00 pm and ended at 6.40 pm

MINUTES OF THE CITY EXECUTIVE BOARD

Thursday 17 March 2016



COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Brown, Hollingsworth, Kennedy, Lygo, Rowley, Simm, Sinclair and Tanner.

OTHER MEMBERS PRESENT: Councillors Fooks and Simmons.

OFFICERS PRESENT: Peter Sloman (Chief Executive), Tim Sadler (Executive Director Community Services), Stephen Clarke (Head of Housing and Property), Nigel Kennedy (Head of Financial Services), Lindsay Cane (Legal Services Manager), Richard J Adams (Community Safety & Resilience Manager), Dave Scholes (Housing Strategy & Needs Manager), Frances Evans (Housing Strategy & Performance Manager), Ossi Mosley (Rough Sleeping & Single Homelessness Officer), Paul Wilding (Programme Manager Revenue & Benefits), Alan Wylde (Housing Development & Enabling Manager) and Catherine Phythian (Committee Services Officer)

187. APOLOGIES FOR ABSENCE

There were no apologies for absence.

188. DECLARATIONS OF INTEREST

There were no declarations of interest.

189. PUBLIC QUESTIONS

The City Executive Board noted the following public questions and the written responses (as published) on:

Agenda item 7: Waterways Public Space Protection Order: pre-consultation

- Cassi Perry
- Jane Charlesworth
- Nick Brown
- Dr. Stephen Preston
- Jon Ody
- Dr. Adrian L. Smith
- Kirstin Bilham
- Holly Morse

- Sam Dent
- Penny Schenk
- Sean O'Reilly
- Joe Jennings
- Max Mason
- Sharyn Hyde
- Fiona Bradshaw

The Chair welcomed members of the public to the meeting and explained that although the Board had issued a general response to the questions on the Waterways PSPO in advance of the meeting, detailed replies to each of the questions would be published on the website by the end of March.

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

Councillor Fooks addressed the Board on agenda items 9 and 15. Her comments are included in the minutes for those items (195 and 201).

191. COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

There were no Councillor addresses on neighbourhood issues.

192. SCRUTINY COMMITTEE REPORTS

The following Scrutiny Committee reports and recommendations were considered as part of the substantive discussion of those items:

- Waterways Public Space Protection Order: pre-consultation
- Universal Credit Delivery Partnership Agreement
- Allocation of Homelessness Prevention Funds
- A Housing Company for Oxford

193. WATERWAYS PUBLIC SPACE PROTECTION ORDER: PRE-CONSULTATION

The Executive Director, Community Services submitted a report which detailed proposals for consultation on a Public Spaces Protection Order for the principle waterways of Oxford.

The Executive Board Member, Crime, Community Safety and Licensing presented the report. She stressed that the focus of the draft Public Spaces Protection Order was on public spaces and not private property and that it was about enforcement at the lowest level to tackle unreasonable and anti-social

behaviour. She thanked the public and the Scrutiny Committee for their comments.

The Chair of the Scrutiny Committee presented the scrutiny report and recommendation on this issue. He explained that, following a lengthy debate, the majority of the Scrutiny Committee members had concluded that there was a reputational risk to the Council in proceeding with consultation as there had been insufficient involvement of key organisations at an early stage and the draft PSPO and supporting documentation needed revision.

The Chair of the City Executive Board thanked the Scrutiny Committee for its helpful contribution. He said that in response to the Scrutiny Committee's recommendation it was proposed that the Council's Public Engagement Board should consider all the points raised by Scrutiny and provide professional advice on the details of the proposed consultation process, and specifically, that it will ensure effective engagement with all interested parties, including but not limited to UMBEG (Unlawfully Moored Boat Enforcement Group) and NBTA (National Bargee Travellers Association) prior to commencement of the public consultation process.

- a) the Head of Law and Governance, and other relevant officers, should review the current drafting of the Order before it is published for consultation and agree an amended form with the Executive Board Member, Corporate Strategy and Economic Development before it is used in that process.

The Board noted that the Head of Law and Governance had reviewed the current drafting of the Order and proposed the following amendments to the draft Order:

1. That the draft prohibition at (d) be amended to read 'No person shall create smoke, noise or fumes in such a manner as to give reasonable grounds for annoyance to any person.'
2. That the draft prohibition at (e) be amended to read 'No person shall damage waterways habitats, signage, lifebelts, fencing or other waterways infrastructure.'

The City Executive Board resolved to:

1. **Approve** consultation on the Public Spaces Protection Order for the principle waterways of Oxford, , as amended by the Head of Law and Governance and subject to the following condition:
 - a) that the Council's Public Engagement Board should consider all the points raised by Scrutiny and provide professional advice on the details of the proposed consultation process, and specifically, that it will ensure effective engagement with all interested parties, including but not limited to UMBEG (Unlawfully Moored Boat Enforcement Group) and NBTA (National Bargee Travellers Association) prior to commencement of the public consultation process.

Councillor Brown joined the meeting during the discussion of this item and prior to the recommendation being agreed.

194. ASSET MANAGEMENT PLAN 2016-2020

The Regeneration and Major Projects Service Manager submitted a report detailing the Asset Management Plan 2016-20 which would provide the basis for the management of the Council's property assets going forward.

The Executive Board Member, Finance, Corporate Asset Management and Public Health presented the report and recommended its adoption by Council. The Board noted the growing importance of property assets for long term income generation and agreed that this was an area that should be closely monitored by Scrutiny and the Board.

The City Executive Board resolved to:

1. **Approve** the Asset Management Plan 2016-2020 attached at Appendix 1 for adoption by the Council.

195. INTEGRATED PERFORMANCE REPORT Q3 2015/16

The Head of Financial Services and Head of Business Improvement submitted a report on the status of Finance, Risk and Performance as at the end of Quarter 3, 31 December 2015 and which sought approval for an additional capital budget of £0.150 million for electrical works at Cowley Marsh Depot.

The Executive Board Member, Finance, Corporate Asset Management and Public Health presented the report. He highlighted the favourable variance on car park income and commented on two main areas of concern: the continuing pressures of providing support to the homeless and the shortfall on the number of apprenticeships.

The Board acknowledged that the of the government changes to benefits had significant implications for the General Fund and HRA and that it should be recorded as such in the risk register. The Board also noted with concern the forecast underspend on the Educational Attainment budget, which was exacerbated by the lack of staff resources available at the County Council to work with the City Council to develop expenditure plans.

The City Executive Board resolved to:

1. **Note** the projected outturn position and the performance and associated risk information contained in the report; and
2. **Recommend Council to** approve an additional capital budget of £0.150 million for electrical works at Cowley Marsh Depot to be funded from the service's projected underspend.

Cllr Fooks left the meeting at the end of this item.

196. UNIVERSAL CREDIT DELIVERY PARTNERSHIP AGREEMENT

The Revenues & Benefits Programme Manager presented the report which detailed the proposed Delivery Partnership Agreement with the Department of Work and Pensions for the provision of services required for 2016 and in subsequent years as a consequence of the roll out of Universal Credit.

The Board noted that the main risk to the Council was reputational and linked to the need to adequately resource the support service as demand increased in future years.

The Board Member for Customer and Corporate Services thanked the Scrutiny Committee for its thorough discussion of the report and confirmed that she had accepted the three recommendations. In conclusion she said that this was a good example of how the City and District Councils could work together to provide a co-ordinated support service.

The City Executive Board resolved to:

1. **Authorise** the Executive Director for Organisational Development and Corporate Services to enter into arrangements with the Department of Work and Pensions for the provision of services for the delivery of Universal Credit in 2016 and in subsequent years, provided that (s)he is satisfied that the full terms of the agreement are acceptable and properly reflect the principles set out in the report.

Cllr Simmons left the meeting at the end of this item.

197. WORKING WITH THOSE ALREADY NEET (NOT IN EMPLOYMENT, EDUCATION OR TRAINING) - APPLICATION TO EUROPEAN STRUCTURAL & INVESTMENT FUND

The Revenues & Benefits Programme Manager introduced the report which sought approval to deliver a project supporting young people into employment, education or training subject to securing funding from the European Structural & Investment Fund. He explained that this was a key project as the unemployment level for under 25s in the county remained relatively high at 4% compared to the overall unemployment level of 1%.

The Board Member for Customer and Corporate Services said that this was a good example of how the City was working with the District Councils to deliver a co-ordinated support service.

The City Executive Board resolved to:

1. **Grant project approval** to allow the Oxford City Council to deliver support for young people into employment, education or training, subject to securing the necessary funding from the European Structural and Investment Fund, as outlined in the report.

198. AWARD OF THE LIFT MAINTENANCE AND WATER MONITORING CONTRACTS

The Head of Property & Housing submitted a report which sought delegation to award two contracts to deliver Water Monitoring Services and Lift Service and Maintenance Services to the Council.

The Executive Board Member, Housing presented the report and commended it to the Board.

The City Executive Board resolved to:

1. Delegate authority to the Executive Director Regeneration & Housing, after consultation with the Monitoring Officer and s151 Officer, following completion of the EU-compliant tender process described in this report, to award:
 - a) Water Monitoring Services Contract
 - b) Lift Service and Maintenance Contract

199. ALLOCATION OF HOMELESSNESS PREVENTION FUNDS

The Head of Housing and Property submitted a report which sought approval of the allocation of the homelessness prevention funds, with the purpose of meeting the objectives of the Homelessness Strategy.

The Executive Board Member, Housing presented the report and confirmed the Council's commitment to ending rough sleeping within the City by supporting homeless people and those threatened with homelessness into sustainable accommodation, as evidenced by the £1.2M budget provision.

In discussion the Board considered the following points:

- the particular problems facing people living in a "tent city" and the ways in which the Council could support them, for example, by relocating them to established campsites as an interim measure
- that the Council's rough sleeping team do use existing links to ensure that rough sleepers and people in a "tent city" have access to medical services
- that there was a further group of people who needed support, the "hidden homeless" who although not sleeping on the street were living in vehicles etc

The City Executive Board resolved to:

1. **Approve** the allocation of the Preventing Homelessness funds to commission homelessness services as outlined in paragraph 14 of the report;
2. **Delegate to** the Head of Housing and Property Services, in consultation with the Portfolio Holder for Housing, the discretion to administer any necessary changes to these allocations and allocate the balance of the Preventing Homelessness funds.

200. REVIEW OF OLDER PERSONS ACCOMMODATION /REVIEW OF SHELTERED HOUSING

The Head of Housing and Property submitted a report which presented the Review of Older Persons Accommodation in Oxford.

The Executive Board Member, Housing presented the report and thanked the Strategy and Service Development Manager for her excellent work and contribution to this issue.

The Board noted the following points:

- the need for the City Council to proactively work in partnership with Registered Providers, the County Council and Clinical Commissioning Group to identify the need for extra care, specialist and general needs accommodation that is suitable for older people in the future
- the refocussing of accommodation provision towards older people, 75 years of age and older, or those persons who are younger but with significant health needs
- the importance of learning from the previous de-designation exercises to ensure careful and planned consultation with residents

The City Executive Board resolved to:

1. **Note** the contents of the Review of Older Persons Accommodation in Oxford, attached as Appendix 1 to this report; and
2. **Approve** the recommendations as set out in section 13 of the review document (Appendix 1).

Cllr Price left the meeting during discussion of this item. Cllr Turner took the Chair for the remainder of the meeting.

201. A HOUSING COMPANY FOR OXFORD

The Head of Housing and Property submitted a report which presented the business case for the establishment of a Council owned housing company, and sought approval for the Council to enter into such agreements as are necessary to enable the company to acquire the affordable housing at Barton Park in place of the Council.

The Executive Board Member, Housing presented the report. With regard to the recommendations from the Scrutiny Committee he confirmed that he was happy to accept the first recommendation. He explained that he could not accept the second recommendation as it was necessary to strike a balance between urgency and accountability.

The Board noted that although the tenure options for housing at Barton Park was determined by the existing s106 agreement, there would be considerable scope to include a wide range of tenures in future housing projects undertaken by the housing company.

The Board thanked the Housing Development & Enabling Manager for the report and his hard work in developing the proposals for the establishment of a Council owned housing company.

The City Executive Board resolved to:

1. **Agree** the principle of setting up a Local Authority wholly owned housing company structure ('the company') with the overarching aim of increasing housing supply, noting that there are a range of work-streams which the company structure can pursue, including:-
 - The purchase and management and management of the affordable rented homes at Barton Park;
 - The development of new affordable housing with a range of tenures;
 - The purchase and management and management of high value void properties from the Council to re-provide affordable housing; and
 - The undertaking of Estate regeneration schemes
2. **Delegate authority** to the Executive Director, Housing and Regeneration in consultation with the Council's statutory officers, Deputy Leader and portfolio holder for Housing, to do anything necessary to set up an appropriate company structure, including:
 - a. Selection of the name of the company
 - b. Approval of the type of company, the articles of the company and the size and composition of its board
 - c. Appointment of Directors and Company Secretary of the company
 - d. Approval of a shareholders agreement to be entered into between the company and the Council
 - e. Ensuring that the company will hold appropriate insurances and/or benefit from insurances that the Council holds
3. **Authorise** the entry into discussions with Barton Oxford LLP and Hill Residential Ltd to enable the novation/assignment (and variation to the extent necessary) of the Overarching Agreement and the Conditional Development Agreement and all or any associated agreement warranties etc so that the company may acquire the affordable housing at Barton Park in place of the Council and the delegation to the Executive Director, Housing and Regeneration in consultation with the Council's statutory officers of all necessary steps to achieve this, including:

- a. approval of the final terms of any proposed agreements with Barton Oxford LLP and Hill Residential Ltd to give effect to the above
 - b. the decision whether or not to offer a Council guarantee to Barton Oxford LLP and/or Hill Residential Limited in order to enable the company to acquire the housing at Barton Park and approval of the terms of any such guarantee
 - c. approval of the terms of any contracts to be entered into between the company and the Council in relation to the management and maintenance of the Barton Park affordable homes
 - d. approval of the terms of any nomination/allocation agreement to be entered into between the Council and the company
 - e. approval (in exercise of the housing and regeneration function but not so as to affect the planning function of the Council) of any proposed variation to the Barton Park s.106 agreement.
4. **Recommend Council** to amend the Treasury Management Strategy to enable the making of loans to the wholly owned Housing Company on State Aid compliant terms of up to £12,250,000 to fund its purchase of the Phase 1 affordable housing at Barton Park and to delegate to the Chief Finance Officer approval of the terms of the loan and the terms of the facility agreement(s) and any associated documentation.
 5. **Recommend Council** to agree the inclusion of an amount of £12,250,000 in its General Fund Capital Programme in 2017/18 funded by Prudential Borrowing.
 6. **Recommend Council** to agree the provision of a loan facility to the Company of up to £250,000 to fund the set up costs and provide initial working capital and delegate to the Chief Finance Officer approval of terms of the loan and the terms of the facility agreement.
 7. **Recommend Council** to agree the adoption of the Local Authorities (Indemnities for Members and Officers) Order 2004 in respect of officers of the Council appointed to the Housing Board in accordance with paragraph 40.
 8. **Recommend Council** to agree a General Fund revenue budget of £40,000 in 2016/17 for the setting up of the Company funded from reserves.

202. ITEMS RAISED BY BOARD MEMBERS

No items were raised by Board Members.

203. MINUTES

The Board resolved to APPROVE the minutes of the meeting held on 11 February 2016 as a true and accurate record.

The meeting started at 5.00 pm and ended at 6.30 pm

MINUTES OF THE CITY EXECUTIVE BOARD

Thursday 24 March 2016



COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Kennedy, Lygo, Rowley, Sinclair and Tanner.

OTHER MEMBERS PRESENT: Cllr Jean Fooks

OFFICERS PRESENT: Peter Sloman (Chief Executive), Tim Sadler (Executive Director Community Services), Nigel Kennedy (Head of Financial Services), Lindsay Cane (Legal Services Manager), Shaun Hatton (Highways and Engineering Manager) and Catherine Phythian (Committee Services Officer)

204. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Brown, Cllr Hollingsworth and Cllr Simm.

205. DECLARATIONS OF INTEREST

There were no declarations of interest.

206. PUBLIC QUESTIONS

No public questions were received.

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

Councillor Fooks addressed the Board on agenda item 9. Her comments are included in the minutes for those items (212).

208. COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

There were no councillor addresses on neighbourhood issues.

209. SCRUTINY COMMITTEE REPORTS

No scrutiny committee reports were submitted to the meeting.

210. OXFORD AND ABINGDON FLOOD ALLEVIATION SCHEME

The Executive Director Community Services submitted a report which sought authority to enter into an agreement with the Environment Agency in regard to funding the Oxford and Abingdon Flood Alleviation Scheme, and to seek project approval for the scheme.

The Executive Board Member, Corporate Strategy and Economic Development presented the report. He confirmed that there was already budget provision; that the scheme was due to start in 2018, subject to further evaluation by the Treasury and DEFRA; and that it was hoped that the preferred route would be identified by June 2016 and that this would then be subject to public consultation.

The City Executive Board resolved to:

1. **Authorise** the Council's entry into the proposed agreement with the Environment Agency, as described in this report, under which the Council would play an active role in the establishment of the business case of the Oxford and Abingdon flood alleviation scheme, and provide funding to a capped sum.
2. **Grant project approval** for the Council's involvement in the Oxford and Abingdon flood alleviation scheme, as described in this report.

211. BID FOR REFURBISHMENT AND EXTENSION OF CAR PARK FOR A PUBLIC SECTOR BODY

The Executive Director Community Services submitted a report which sought approval to enter into a contract for civil engineering works associated with the refurbishment and extension of a car park in Oxford for a public sector body.

The Executive Board Member, Finance, Corporate Asset Management and Public Health presented the report. The Board noted that this was a low risk project which drew on the Council's skills and resources and that there was a market opportunity for the Council to continue to develop its service offering in this area.

The Board congratulated the Highways and Engineering Manager and his team on their success in winning bids and delivering external work to a high standard.

The City Executive Board resolved to:

1. **Authorise** the entering into a contract for civil engineering work referred to in this report.

2. **Note** that the contract will make a satisfactory contribution towards local overheads, as identified in the Not for Publication appendix.

212. DEVOLUTION UPDATE

The Assistant Chief Executive submitted a report which updated the Board on the proposals for devolution and sought authorisation for further joint working in support of those proposals.

The Executive Board Member, Corporate Strategy and Economic Development and the Chief Executive presented the report. The Board acknowledged that the overall objective of devolution was to stimulate the economy, deliver improved services and make savings for the benefit of the residents of Oxfordshire.

The Board noted that:

- there were sufficient resources to meet the additional call on budget
- that the details of the consultation process would be developed as part of the study by the external consultants, and that it would look at best practice models from other local authorities such as Dorset County Council
- that initial feedback from Government indicated that the City and District Council proposals for devolution needed to be more ambitious and innovative in terms of governance (e.g. possible alternatives developed by other local authorities included an elected mayor and/or fewer tiers)
- that the terms of reference for the study by the external consultants included the requirement to look at a range of alternative models and options, including cross-boundary arrangements
- that the proposals would be evaluated on the following criteria:
 - improved and sustainable strong leadership
 - value for money
 - improved service delivery
 - transition costs
 - savings

The City Executive Board resolved to:

1. **Agree** to work with the other District Councils and partners to further develop the initial unitary devolution proposals.
2. **Agree** that independent consultants should be jointly appointed by the Districts to undertake detailed work and a contribution of up to £50k be made to facilitate those studies.
3. **Recommend Council** to allocate the budget of £50k to support the initial study on viability and sustainability and governance; specialist work on collaboration around Children and Adult services; public consultation and involvement; and preparation of a revised Devolution Deal. This will be funded from reserves and balances.

213. ITEMS RAISED BY BOARD MEMBERS

No items were raised by Board Members.

Matters Exempt from Publication

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

214. CONFIDENTIAL APPENDIX: BID FOR REFURBISHMENT AND EXTENSION OF CAR PARK FOR A PUBLIC SECTOR BODY

The Board received and **noted** the contents of the not for publication appendix to the report on the bid for refurbishment and extension of a car park for a public sector body (agenda item 8; minute 211).

The meeting started at 4.00 pm and ended at 4.40 pm

To: Council
Date: Monday 18 April
Report of: Councillor Bob Price, Leader of the Council
Title of Report: The Oxfordshire Growth Board

Summary and recommendations	
Purpose of report:	The report is to provide an update on the work of the Oxfordshire Growth Board
Key decision:	Yes
Executive Board Member:	Councillor Bob Price Leader of the Council
Corporate Priority:	Vibrant and Sustainable Economy and Meeting Housing Needs
Policy Framework:	The Corporate Plan
Recommendation(s):	
1. Council is asked to comment on and note the contents of the report	

Introduction and background

1. The Oxfordshire Growth Board is a Joint Statutory Committee of the six councils in Oxfordshire delivering projects from the City and Growth Deals.
2. The Oxfordshire Growth Board is a Joint Statutory Committee of the six councils of Oxfordshire charged with the delivery of projects that the councils of Oxfordshire are seeking to deliver collaboratively. It also oversees all the projects agreed in the City Deal and Local Growth Deals that fall to the councils, working collaboratively, to deliver.
3. It also exists to advise on matters of collective interest, to seek agreement on local priorities and influence relevant local, regional and national bodies.
4. The Growth Board is supported by an Executive Officers Group comprising senior officers from the six member local authorities, the HCA, LEP and other partners.
5. Details of the terms of reference and membership is available in the link below:

<https://www.oxfordshire.gov.uk/cms/content/oxfordshire-growth-board>

Oxfordshire Growth Board update – Post-SHMA work

6. An important project currently being undertaken by the Oxfordshire Growth Board is the 'Post-SHMA' (Strategic Housing Market Assessment) work stream. The ultimate output from this will be the **apportionment of the Oxford unmet housing need**, i.e. distribution amongst the four District councils of the quantum of housing that will need to be delivered in Oxfordshire by 2031 which relates to the City's Objectively Assessed Housing Need, but which cannot be met in Oxford due to its limited land supply.
7. The timetable originally agreed by Growth Board for completing this work was completion by July 2015. The completion date is now expected to be September 2016, hence there has been slippage of some 14 months overall, despite the City Council strongly arguing the importance of sticking to the agreed timetable.
8. Nevertheless, looking back over the last year, there has been some significant progress in terms of the process reaching its conclusion. The Growth Board Project Team, which consists of officers from the four district councils, the City Council and the County Council, has been overseeing and inputting into this work. So far the following outputs have been completed:
 - Publication of the Oxford Green Belt Study. This study independently assessed parcels of land which together covered the whole of the Oxford Green Belt against four Green Belt purposes, on a consistent basis. The study was undertaken by Land Use Consultants. The findings will feed into the Growth Board's decision on how to apportion the housing in light of the performance of the Green Belt in particular areas considered alongside the Assessment of Spatial Options (see below).
 - Agreement by the Partners to a working assumption that the Oxford unmet need, for the purposes of the post-SHMA work, is 15,000 homes. This flowed from input from a Critical Friend employed by the Growth Board, which concluded that Oxford's Strategic Housing Land Availability Assessment was compliant with national policy, albeit some adjustments to assumptions on housing densities might lead to a higher capacity to deliver housing in the City.
9. The following sub-projects are ongoing:
 - Assessment of Spatial Options. This work is being independently led by Land Use Consultants with input from the Project Team. It will assess the performance of a long-list of spatial (site) options for meeting the Oxford unmet need against a set of sustainability criteria devised by LUC and agreed with the Project Team. The criteria have recently been agreed, and a draft assessment of options will be considered by the Partners at a 'Check and Challenge' workshop on 15th April. A final study report, which should identify stronger- and weaker-performing options, is anticipated to be completed in May 2016.
 - Infrastructure Delivery Framework. This is to be prepared by Oxfordshire County Council in partnership with sustainable transport consultancy ITP. The timetable is uncertain due to a lack of consultancy tenders at the commissioning stage, but is hoped to conclude in July 2016.
10. Follow-on workstreams (which will be after the apportionment of numbers) are agreed as:

- Strategic Habitat Regulations Assessment. This exercise is yet to be scoped and may be a straightforward screening process to identify which preferred sites will need an HRA when being considered in Local Plan reviews. No timetable yet agreed.
 - Water Cycle Study. This exercise is yet to be scoped, but is likely to consider constraints to the water supply and sewerage infrastructures, and impacts on delivery of the preferred prospective strategic sites identified by the Growth Board earlier in the process. No timetable yet agreed.
11. The current date for completing the housing apportionment process, by way of an agreed Memorandum of Understanding between all the Growth Board partners, is anticipated as by the end of September 2016. Partners are aware of the urgency of having this agreed, given West Oxfordshire's examination is currently suspended pending the apportionment being agreed, and other Plan reviews and partial reviews at South Oxfordshire and Cherwell respectively will also need this evidence to progress. Therefore the September date is expected to hold, or at least minimal slippage anticipated.

Implications for the City Council

12. The City Council is committed to progressing with partners sustainable urban extensions to the North and South of Oxford. It is important therefore that the joint post-SHMA project works through, as it will demonstrate that reasonable alternatives for meeting the Oxford unmet need have been consistently assessed and openly considered, discussed and where felt necessary challenged by Growth Board partners.
13. It is important to note that the Growth Board partners have agreed to the principle that local plans are 'sovereign' i.e. the joint work cannot in itself allocate or predetermine sites ahead of them being considered in the context of formal Local Plan preparation. This means that just because a site performs well against the jointly-agreed sustainability criteria, the relevant local authority is not in any way obliged to allocate or even prefer that site in preparing their Local Plan. However there would be a clear risk for the relevant local authority that they were disregarding jointly and independently-prepared evidence, and potentially failing the Duty to Cooperate and the 'Effectiveness' Test of Soundness, if they were to seek to take forward less sustainable alternatives (for example sites more distant from Oxford and/or poorly accessible to Oxford by public transport, walking or cycling).
14. The City Council has worked with consultants to separately prepare a comprehensive evidence pack to demonstrate that urban extensions to the north and south of Oxford are highly sustainable and deliverable options for meeting a significant proportion of Oxford's unmet housing need. It is expected that this evidence will also be considered by the Growth Board and in the preparation of relevant local plans and plan reviews, albeit within the context of the joint working process. This evidence will be made available on the City Council's website within the next few weeks.

Financial implications

15. There are no financial implications relating to this report.

Legal issues

16. There are no legal implications relating to this report.

Report author	Insert details here
Job title	Matt Bates
Service area or department	Planning Policy
Telephone	01865 252277
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Background Papers: None

To:	Council
Date:	18 April 2016
Report of:	Chair of the Scrutiny Committee
Title of Report:	Scrutiny Briefing
Purpose of report:	To update Council on the activities of the scrutiny function

Appendices

Appendix 1 - Scrutiny work programme

Appendix 2 - Scrutiny Recommendation Tracker

Introduction

1. We're coming to the end of another productive year for Scrutiny and a busy programme of meetings will be concluded in mid-April. Two review groups (guest houses and the budget) have already completed their work and a third, the Equality and Diversity Review Group, is now expected to report in June.
2. As I have previously highlighted, Scrutiny has played an important role in contributing to and improving council decision making as well as helping to deliver tangible financial benefits to the organisation.
3. A total 39 scrutiny meetings will have taken place by the end of the current council year. This includes fifteen review group meetings and two one-off single-issue panels as well as meetings of the Scrutiny Committee, Finance Panel and Housing Panel.
4. The Committee and two Standing Panels will have considered some 73 items this year, including 35 pre-decision reports and 37 reports specifically requested by scrutiny based on member priorities. The Committee also heard one call in of an executive decision. Feedback following the Corporate Peer Challenge in 2014 was that Scrutiny could have a more proactive improvement focus as the emphasis appeared to be on holding the executive to account, and Scrutiny has continued to follow this advice. A 50/50 balance between pre-scrutinising City

Executive Board (CEB) decisions and commissioning reports independently is similar to last year and enables scrutiny to pursue its own agenda with an improvement focus while also monitoring and contributing to selected executive decisions.

5. Since May 2015 Scrutiny has made a total of 176 recommendations to CEB, of which 123 (70%) have been agreed and a further 27 (15%) agreed in part. This includes recommendations from three review groups that were initiated in the 2014-15 council year but not all of the work that was started in 2015-16.
6. As this may be my final briefing to Council as Chair of Scrutiny, I'd like to thank all elected members and members of the public who have engaged in the scrutiny process over the last two years, including members who suggested topics for Scrutiny to consider, as well as committee members, their substitutes and members of panels and review groups. I'd also like to thank Board Members for their contributions at meetings and for providing helpful and considered responses to recommendations. Scrutiny could not function as effectively as it does without the support and buy-in of the organisation so I'd also like to thank the officers at all levels who have helped to support the work of Scrutiny in my time as Chair.

Work plan

7. Scrutiny has requested suggestions of topics and issues that members would like to see included in the work plan for the coming year. Scrutiny can consider anything the Council is responsible for or anything that affects the city or its people, although health, policing and County Council functions are scrutinised by other bodies. Please email your suggestions by 20 May 2016 to Andrew Brown, abrown2@oxford.gov.uk. In June the new Committee will consider and prioritise all suggestions received.

Current Activity

Guest Houses Review Group

8. The Review Group's report recommended the introduction of a local code of good practice for guest houses to sign up to, with a degree of oversight to check compliance.
9. The Board has now responded to the recommendations and will discuss with senior officers the resource implications of the agenda set out in the report and seek to identify the how to effectively deliver the actions proposed.

Equality and Diversity Review Group

10. The Equality and Diversity Review Group is focused on finding ways of overcoming barriers faced by under-represented groups on the Council's workforce. This Review Group chaired by Councillor Tom Hayes will meet to agree its recommendations before reporting to Scrutiny and CEB in June 2016.

The Scrutiny Committee

11. The Committee has recently considered reports on taxi licensing and Customer Contact performance as well as pre-scrutinising the following City Executive Board decisions - the numbers of recommendations made to the Board and those agreed (either in full or in part) are in brackets:
- Grant Allocations to Community & Voluntary orgs (0)
 - Corporate Plan 2016-20 (3 / 2)
 - Go Ultra Low Oxford Grant Funding (0)
 - Universal Credit Delivery Partnership Agreement (3 / 3)
 - Working with those already NEET - application to European Structural & Investment Fund (0)
 - Waterways PSPO – pre consultation (1 / 1)
12. The Committee met on 5 April to consider reports members requested on the Council's Youth Ambition programme, tackling isolation, graffiti removal and the Tree Management Plan. The Committee also pre-scrutinised a revision to the Discretionary Housing Payments (DHP) policy and monitored progress following the work of the Local Economy Review Group. Recommendations of tackling isolation and the DHP policy will be presented to CEB on 14 April 2016.

Housing Panel

13. The Housing Panel has recently considered some major housing-related decisions including the Review of Older Persons Accommodation (0), Private Sector Housing Policy (5 / 5), Allocation of Homelessness Prevention Funds (0), and in a joint session with the Finance Panel, A Housing Company for Oxford (2 / 1). The Panel has also considered other topics of interest to members including the Tower Project, Great Estates programme and security in communal areas of tower blocks. The Panel meets on 11 April to focus on Tenant Involvement.

Finance Panel

14. The Finance Panel meets on 7 April to consider a report members requested on Council Tax and Business Rates exemptions and discounts. The Panel will be speaking with representatives of both Credit Unions operating in the city, Oxfordshire Credit Union and Blackbird Leys Credit Union, to consider and independent evaluation report as well as the support Credit Unions receive from the Council in light of recent regulatory changes. The Panel will also hold a follow up discussion with a representative of the Low Carbon Hub to discuss the Hub's funding model.

Looking Ahead

15. Scrutiny will meet in June to consider its standing panels and priority topics for the year ahead. The Committee will also consider reports on educational attainment, the employment of interns, apprentices and work experience students and planning enforcement.

Councillor Craig Simmons – Chair of the Scrutiny Committee

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SCRUTINY WORK PLAN

April 2016 – May 2016

Published on: 06/04/16

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its inhabitants. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2016/17 Council year and will be reviewed monthly by the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior council officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#).

The following criteria may be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to two standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership




Committee	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Councillors Simmons (Chair), Hayes (Vice-Chair), Coulter, Darke, Fry, Gant, Hollick, Henwood, Lloyd-Shogbesan, Pegg, Smith and Taylor
Finance	Finance and budgetary issues and decisions	Councillors Simmons (Chair), Fooks, Fry & Hayes
Housing	Strategic housing and landlord issues and decisions	Councillors Smith (Chair), Benjamin, Gotch, Henwood, Sanders & Wade; Geno Humphrey (co-optee).

Current and planned review groups

Topic	Scope	Nominated councillors
Guest Houses	To review the case for interventions to prevent exploitation in guest houses	Cllrs Coulter (Chair), Paule, Royce & Simmons
Budget Review 2016/17	To review the Council's 2016/17 draft budget and medium term financial plan	Finance Panel Members
Equality & Diversity	To review barriers faced by under-represented groups in employment and anti-discrimination practices.	Cllrs Hayes (Chair), Altaf-Khan, Taylor & Thomas

Indicative timings of 2015/16 review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Budget Review 2016/17										
Guest Houses										
Equality and diversity										

	Scoping
	Evidence gathering
	Reporting

Scrutiny Committee

5 April 2016

Agenda item	Issue Type	Description	Executive Member	Lead Officer
Youth Ambition	Scrutiny item	To receive an update on spend and outcomes of the Council's Youth Ambition programme.	Councillor Pat Kennedy – Young People, Schools and Skills	Hagan Lewisman, Active Communities Manager
Preventing isolation	Scrutiny item	To consider the Council's role in tackling loneliness among the elderly. This follows a previous item in February 2015.	Councillor Dee Sinclair - Crime, Community Safety and Licensing	Luke Nipen, Communities Specialist Officer
Graffiti	Scrutiny item	To receive a progress update on the Council's approach to preventing and removing graffiti, including on private property. This follows a previous item in December 2014.	Councillor John Tanner - Climate Change and Cleaner Greener Oxford	Doug Loveridge, Streetscene Services Manager
Tree Management Policy	Scrutiny item	To consider the Council's Tree Management Policy, which was adopted in 2008 and last reviewed in 2011.	Councillor Mark Lygo – Leisure, Sport and Events	Stuart Fitzsimmons, Parks & Open Spaces Manager
Recommendation Monitoring – Local Economy	Scrutiny item	To monitor progress following the recommendations of the Local Economy Review Group in June 2015.	Councillor Bob Price – Leader of the Council, Corporate Strategy and Economic Development	Laurie-Jane Taylor, City Centre Manager
Discretionary Housing Payment Policy - 2016 revision	Forward Plan item	The report seeks approval of the revised Discretionary Housing Payment policy for 2016. This policy is amended in response to changes in the government's welfare policy and the amount of government grant paid to Local Authorities.	Councillor Susan Brown – Customer and Corporate Services	Paul Wilding, Revenue and Benefits Programme Manager

7 June 2016

Agenda item	Issue Type	Description	Executive Member	Lead Officer
Educational Attainment	Scrutiny item	To consider an independent report on the Council's educational attainment investments produced by Oxford Brookes University.	Councillor Pat Kennedy, Board Member for	Tim Sadler, Executive Director for Community Services
Employment of interns, apprentices and work experience students	Scrutiny item	To receive a briefing on how many interns, apprentices and work experience students have been taken on by the Council and in which departments. Consider career progression and tasks undertaken.	Councillor Pat Kennedy – Young People, Schools and Skills	Jarlath Brine, OD & Learning Advisor
Planning Enforcement	Scrutiny item	To consider how planning compliance is monitored, what enforcement action is taken and whether this is relayed to the appropriate Planning Committee.	Councillor Alex Hollingsworth, Planning, Transport and Regulatory Services	Patsy Dell, Head of Service - Planning and Regulatory
Planning and Regulatory Service Plan	Scrutiny item	To consider a combined service plan for the Planning and Regulatory service. This is expected to bring together various action plans into a single updated document.	Councillor Alex Hollingsworth - Planning, Transport and Regulatory Services	Patsy Dell, Head of Service - Planning and Regulatory
Report of the Equality and Diversity Review Group	Scrutiny item	To review report of the Equality and Diversity Review Group which has explored barriers faced by under-represented groups in employment at the Council and anti-discrimination practices.	Councillor Bob Price – Leader of the Council, Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Westhill Farm	Scrutiny item	To receive a briefing on the proposed demolition of Westhill Farm in Shotover Woods.	Councillor Mark Lygo – Leisure, Sport and Events	David Edwards, Executive Director of Regeneration and Housing

Sustainable Energy Action Plan (SEAP) for Oxford	Forward Plan item	This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	Councillor John Tanner - Climate Change and Cleaner Greener Oxford	Mairi Brookes, OxFutures Programme Manager
Energy Strategy – Housing & Property	Forward Plan item	This report presents past, current and future work around energy in Housing, and requests approval of Housing & Property's approach to Energy and fuel poverty in its own domestic housing stock.	Councillor Mike Rowley - Housing	Deborah Haynes, Energy Efficiency Projects Officer
Oxford City Council Safeguarding Report – 2015-2016	Forward Plan item	To note progress made on Oxford City Council's Section 11 Self-assessment Action Plan 2015-2016 and to approve the Action Plan for 2016-2017.	Councillor Dee Sinclair - Crime, Community Safety and Licensing	Val Johnson, Policy Team Leader

Finance Panel

7 April 2016

Agenda item	Issue Type	Description	Executive Member	Lead Officer
Council Tax exemptions	Scrutiny item	To receive an update on the numbers and financial implications of different types of Council Tax exemptions and discounts and consider how abuses are detected and prevented.	Councillor Susan Brown – Customer and Corporate Services	Tanya Bandekar, Service Manager – Revenues and Benefits
Oxfordshire Credit Union (TBC)	Scrutiny item	To receive a briefing on the role of Oxfordshire Credit Union and the support provided by the City Council in light of regulatory changes.	Councillor Bob Price – Leader of the Council, Corporate Strategy and Economic Development	Nigel Kennedy, Head of Financial Services
Low Carbon Hub Funding Model	Scrutiny item	To receive an update from Steve Drummond (Low Carbon Hub) on how the Low Carbon Hub are adapting their funding model. This follows a previous item in October 2015.	Councillor Ed Turner – Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

Housing Panel

11 April 2016

Agenda item	Issue Type	Description	Executive Member	Lead Officer
Tenant involvement	Scrutiny item	Joint session with the Tenant Scrutiny Panel to consider how tenants are involved in decisions that affect them.	Councillor Mike Rowley - Housing	Simon Warde, Tenant Involvement Manager

Long list of suggestions for 2016/17 scrutiny work plan (deadline for suggestions 20 May 2016)

Agenda item	Issue Type	Description	Lead Officer
City Centre Public Spaces Protection Order	Scrutiny item	To monitor the impacts of the City Centre PSPO, including the numbers and types of early interventions and enforcement actions.	Richard Adams, Community Safety and Resilience Manager
Devolution plans for Oxfordshire	Scrutiny item	To monitor the progress of devolution proposals for Oxfordshire.	Caroline Green, Assistant Chief Executive
Oxfordshire Growth Board	Scrutiny item	To monitor agendas and minutes published by the Board.	Paul Staines, Oxfordshire Growth Board Programme Manager
Local Plan	Scrutiny item	To consider one or more aspects of the Local Plan which is subject to review	Patsy Dell, Head of Planning and Regulatory
Fusion Lifestyle performance	Scrutiny item	To monitor an annual Fusion Lifestyle contract performance dashboard.	Ian Brooke, Head of Community Services
Discretionary Housing Payments	Scrutiny item	To monitor Discretionary Housing Payments spend mid-way through the year.	Paul Wilding, Revenue & Benefits Programme Manager
Design Review Panel	Scrutiny item	To consider the work and effectiveness of the Oxford Design Review Panel.	Sarah Harrison, Principle Planner
Grant Allocations to Community & Voluntary	Forward Plan item	To consider a report on the allocation of grants to the community and voluntary organisations for 2017/2018.	Julia Tomkins, Grants & External Funding Officer

Organisations			
Planning Annual Monitoring Report	Forward Plan item	To consider the effectiveness of planning policies contained within Oxford's Local Development Plan.	Rebekah Knight, Planner
Transfer Station for Recycled Material	Forward Plan item	Proposal to create and operate a Council managed Transfer Station for City collected co-mingled recyclate, green waste, street arisings and engineering works spoil.	Roy Summers, Deputy Head of Direct Services
Performance monitoring	Scrutiny item	Quarterly reports on a set of Corporate and Housing service measures chosen by the Committee.	N/A
Response to national policy changes	Scrutiny item	To receive a briefing on the City Council's responses to Government housing and welfare policy changes.	TBC
Homelessness prevention funding	Scrutiny item	To receive an update on homelessness prevention funding from April 2017, including the expected impacts of County Council funding cuts and plans to mitigate these.	Ossi Mosley, Rough Sleeping & Single Homelessness Officer
Under-occupation in the Council's housing stock	Scrutiny item	To receive an update on the levels of under-occupation in the Council's housing stock and efforts to reduce under-occupation, including support and incentives for downsizing.	Bill Graves, Landlord Services Manager
Choice Based Lettings refusal reasons	Scrutiny item	To receive a briefing on reasons given by Choice Based Lettings applicants for refusing Council properties, including requests for minor adaptations.	Tom Porter, Allocations Manager
Great Estates	Scrutiny item	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Martin Shaw, Property Services Manager
A Housing Company for Oxford	Scrutiny item	To monitor progress of the Housing Company for Oxford in its first year of operation.	David Edwards, Executive Director of Regeneration and Housing
Rents performance	Scrutiny item	To monitor the Council's rents performance including current and former tenant arrears.	Tanya Bandekar, Revenue and Benefits Service Manager
Empty Property Strategy	Scrutiny item	To consider a refresh of the Council's Empty Property Strategy 2013-18.	Mel Mutch, Empty Residential Property Officer
Tenant satisfaction	Scrutiny item	To monitor tenant satisfaction survey results.	Bill Graves, Landlord Services Manager
Leaseholder relationships	Scrutiny item	To consider Council relationships with leaseholders including the views of individual leaseholders.	Bill Graves, Landlord Services Manager

Budget and Medium Term Financial Strategy	Forward Plan item	To review the Council's draft budget for 2017-18 and Medium Term Financial Strategy	Nigel Kennedy, Head of Financial Services
Budget monitoring	Forward Plan item	To monitor the Council's finances at the end of each quarter.	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy 2017-18	Forward Plan item	To consider the Treasury Management Strategy 2017-18 and monitor Treasury performance.	Anna Winship, Management Accountancy Manager
Capital Strategy 2017-18	Forward Plan item	To consider the Council's Capital Strategy for 2017-18	Nigel Kennedy, Head of Financial Services

Scrutiny Recommendation Tracker 2015-16

A Housing Company for Oxford – Housing Company 9 March				
Recommendation	Agreed ? (Y / N)	Comment	Lead Member & Officer	Implemented Y/N / due date
1 - That the Company articles should be drafted in such a way so as not to preclude entering into any funding arrangements or partnerships that could help to increase the supply of affordable housing, including working with alternative housing providers and models (such as co-housing or a community land trust).	Yes		Cllr Rowley & David Edwards	July 2016
2 - That consideration should be given to enabling wider member oversight and input into decisions delegated to officers, in particular decisions about the articles of the Company, shareholder agreements, and details of agreements regarding the acquisition of affordable housing at Barton Park.	No	The recommendation to delegate to officers is for one of expediency to get this very important project moving as quickly as we can and it is considered that given this can only be exercised in consultation with the deputy leader and portfolio holder provides sufficient member oversight. Accountability for Barton Park has not been a problem where we are 50% owners and the housing company will be 100% owned. Briefings can be arranged on matters of interest for other members.	Cllr Rowley & David Edwards	N/A
Oxford Waterways Public Spaces Protection Order consultation – Scrutiny Committee 7 March				
Recommendation	Agreed (Y / N)	Comments	Lead Member & Officer	Implemented Y/N / due date
That the Council should revise the documentation, draft Public Spaces Protection Order (PSPO) and	In part	Comment from the Board Member and Director This report to the Board is intended to be the first	Cllr Sinclair & Richard	June 2016

<p>consultation proposals in collaboration with interested parties before consulting on an improved proposal for an Oxford Waterways PSPO.</p>		<p>stage in our consideration of the potential scope and effectiveness of a PSPO in respect of anti-social behaviours affecting Oxford's waterways.</p> <p>The recommendations from Scrutiny are helpful, and reflect the lengthy discussions that have taken place with local residents and other interested parties over the past months. In drafting the report, it was felt to be appropriate to adopt a two-stage approach due to the complexity of the issues involved, and this first stage involves an additional non-statutory consultation on whether a PSPO is the appropriate way of managing the behaviours that have been creating harm and concern, and, if so, the form it might take.</p> <p>This consultation stage effectively corresponds to the wish expressed by the Scrutiny Committee for an early and meaningful engagement with all those who have an interest in the use and management of the city's waterways.</p> <p>The draft Order provides an outline of the potential scope of the regulations and it will provide a means of obtaining views, guidance and evidence as to their appropriateness and likely effectiveness. In response to the Scrutiny Committee's recommendation, I am making two proposals to the Board.</p> <p>1. That the Council's Public Engagement Board should consider all the points raised by Scrutiny and provide professional advice on the details of the proposed consultation process, and specifically, that it will ensure effective engagement</p>	<p>Adams</p>	
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		<p>with all interested parties</p> <p>2. That the Head of Law and Governance, and other relevant officers, should review the current drafting of the Order before it is published for consultation and agree an amended form with me before it is used in that process.</p> <p>Comment from the Head of Law and Governance</p> <p>I have reviewed the draft Order proposed for consultation and would recommend that the following changes be made to it –</p> <ol style="list-style-type: none"> 1. That the draft prohibition at (d) be amended to read ‘No person shall create smoke, noise or fumes in such a manner as to give reasonable grounds for annoyance to any person.’ 2. That the draft prohibition at (e) be amended to read ‘No person shall damage waterways habitats, signage, lifebelts, fencing or other waterways infrastructure.’ <p>I will, of course, review all of the terms of any Order proposed following the consideration of all the consultation responses.</p>		
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Universal Credit Delivery Partnership Agreement – Scrutiny Committee 7 March

<i>Recommendation</i>	<i>Agreed (Y/N)</i>	<i>Comment</i>	Lead Member & Officer	Implemented Y/N / due date
1 - That appropriate workforce planning is conducted to ensure future demand for support can be	Y	Workforce planning has been carried out in respect of Universal Credit for the last four years. This has been conducted to plan for the reduction in	Cllr Brown & Paul Wilding	March 2017

met by the Council		workload within the Benefits service and the Contact centre, and also the increase in workload as a result of the need to support people migrating to Universal Credit. This will continue to be reviewed on an annual basis but as we flagged at Scrutiny it is unlikely that in the future the council will be able to provide directly all the support required by claimants. We continue to fund and work closely with advice agencies in the city who provide valuable additional help and support.		
2 - That the City Council writes to the County Council encouraging them to maintain and promote library based IT access to support customers making Universal Credit applications	Y	A meeting was held with the library service prior to the rollout of Universal Credit in Oxford to understand their capacity to support claimants. Provision is currently sufficient as most people migrating to UC at the moment are familiar with accessing services online. We will contact the Library Service again in order to start thinking about catering for people in the next phase of UC rollout, where support needs may be greater.	Cllr Brown & Paul Wilding	March 2017
3 - That the Council works with social landlords and other agencies to try and address the problem of rent arrears caused by the move to Universal Credit	Y	We will continue to engage with social landlords and other stakeholders in the city to share best practice in relation to managing arrears that arise as a result of migration to the new benefit,	Cllr Brown & Paul Wilding	March 2017
Corporate Plan – Scrutiny Committee 2 February 2016				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the Corporate Plan is fact-checked in light of recent changes to local government finance and national policy before it is presented to Council.	Y	The draft Corporate Plan will be updated to reflect latest draft budget and any policy announcements before it is presented to Council.	Cllr Price & Caroline Green	Y
2. That consideration is given to	Y	It is agreed that this should be considered.		Dec 2016

<p>whether and how the number of responses received to the public consultation on the Budget and Corporate Plan could be maximised in future years.</p>		<p>The consultation on the draft Budget and Corporate Plan 2016-20 opened on 18th December 2015 and closed on 24th January 2016. An invitation to take part in the consultation was sent to over 3,300 email addresses via the consultation portal and an invitation from the Assistant Chief Executive was sent to key stakeholders. An advert was placed in the Oxford Mail on 22nd December, 29th December and 5th January. Paper copies were available on request from the Consultation Officer in the Town Hall. Responses were tracked on a weekly basis and a reminder email was sent on 15th January 2016.</p> <p>The number of responses to public consultation on the Corporate Plan and Budget was lower than average in recent years (average 68). There are a number of factors to consider:</p> <ol style="list-style-type: none"> 1. The plan is developed with engagement of key partner organisations referenced in the plan so they may not feel the need to respond 2. Due to circumstances beyond our control, the consultation period is squeezed into a four week period that includes the Christmas and New Year holidays. 3. The Corporate Plan is the sum of many plans, strategies and policies that are developed on an on-going basis, and which the general public and key partners are consulted and invited to comment. 4. Respondents may focus their response on the draft Budget 		
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<p>3. That consideration is given to the following suggestions on the corporate success measures:</p> <p>a) That there should be a corporate success measure on tenant satisfaction given that the Council has special responsibilities as a landlord;</p> <p>b) That the corporate success measure for new homes granted permission in the city should better reflect the actual delivery of new homes.</p>	<p>N</p>	<p>3a) There are three success measures for each priority theme in the Corporate Plan which are designed to focus on the biggest challenges under each theme going forward. On this basis, the three proposed for the Housing Needs theme relate to housing delivery, limiting the use of temporary accommodation as a measure of preventing homelessness; and increasing the number of HMOs licensed in the city. In addition to the measures in the Corporate Plan we will continue to monitor progress on key indicators and report regularly to the Housing Panel. This will include satisfaction tenant satisfaction in recognition of the Councils' responsibilities as a landlord.</p> <p>3b). The corporate success measure using planning permissions reflects performance that is under the Council's control and that we can directly influence and measure. This is the measure by which we are judged by Government. Housing completions are also important to monitor, and the City Council does this annually in the Annual Monitoring Report. It is recognised that it is important that officers work proactively with developers to resolve blocks or delays on schemes. However there are many factors, including market forces which influence the timeline of when housing developments are built out, that are beyond the Council's control, including market circumstances. These wider factors make it more difficult to assess the effectiveness of the Council's performance through assessment of the annual number of housing completions. There is also a significant timelag in the collection of data</p>	<p>N/A</p>
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		on completions which makes monitoring of progress in a timely manner problematic.		
Private Sector Housing Policy 2016-2019 – Housing Panel 1 February 2016				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That direct invitations to comment should be sent to Parish Councils and any lease-holders forums, in addition to the stakeholders listed in the report.	yes		Cllr Price & Ian Wright	June 2016
2. That the consultation should be promoted through channels such as the Your Oxford newsletter and that further consideration should be given to how the Council can best engage with private rented sector tenants, perhaps through an 'appreciative enquiry'.	yes			June 2016
3. That the Council should make fuller use of the powers available to it to enforce the removal of waste and bulky items left outside HMO properties.	yes	I would want to clarify with Direct Services whether they are finding difficulties in using their full powers and whether we have the resources to do this.		June 2016
4. That Council Officers are asked to provide an update on the feasibility of increasing the number of free bulky items collections available to tenants living in HMOs. This should include the feasibility of offering free bulky items collections on a 'per household' rather than 'per property' basis.	yes			June 2016
5. That the facility to report	yes			June 2016

suspected unlicensed HMOs should be promoted more widely, including through Tenants in Touch.				
Budget Review 2016/17 – Finance Panel 28 January 2016				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
<p>1. That to improve the transparency and accessibility of the Council's budget proposals and in line with the increased reliance on external revenues and more uncertain Government support, the following should be provided in future years:</p> <p>a) Details of gross revenue income and other grants received by service and how these relate to the gross expenditures on these services (Budget Report);</p> <p>b) Staffing establishment (FTE) figures by service or team so that staffing changes can be seen in proportion to the size of the services or teams that are impacted (Appendix 3).</p> <p>c) Net budget allocations in the Detailed General Fund Budget Proposals, so that adjustments can be seen in proportion to the size of the budgets impacted (Appendix 3);</p> <p>d) Clearer explanation where adjustments in new investments / bids budget lines are reversals of one-off investments that have</p>	Y	<p>The Council's Budget Book, which is available on the website, provides the information requested at b) and c). It is therefore suggested that the budget papers, which are already extensive are read in conjunction with the Budget Book going forward.</p> <p>a) Grant information will be provided for those services which it is significant as part of the budget process for 17/18.</p> <p>d) The narrative in Appendix three has been amended for the final budget to ensure that all lines that are reversing previous one off bids has been identified, and this will also be incorporated into future years papers.</p> <p>e) Capital funding is now included within the covering report</p> <p>f) Schemes within the Capital Programme have been grossed up and any capital receipts or other funding are listed separately within the funding statement</p> <p>g) In consultation with Heads of Service this will be considered for future year fees and charges documentation</p>	Cllr Turner & Nigel Kennedy	Dec 2016

<p>already been made (Appendix 3); e) Details of how the Capital Programme as a whole and major individual capital schemes are expected to be funded (Appendix 6); f) The gross cost of capital schemes, indicating external funding, in addition to the City Council's contributions (Appendix 6); g) Indicative fees and charges rates where Service Managers have the discretion to set these (for example the typical hourly rate charged for a senior lawyer) (Appendix 8); h) More specific descriptions of what new fees and charges relate to in practice (Appendix 8).</p>		<p>h)description of the fees and charges are reviewed on an annual basis as part of the budget process</p>		
<p>2. That the Council should look to opt in to receiving a four-year Revenue Support Grant settlement from Government in order to obtain additional (but not absolute) funding certainty and stability in the coming years as this grant funding reduces to zero by 2019-20.</p>	Y	<p>Agreed Within the Final Budget Report to City Executive Board .there is a recommendation for the Council to opt into the four year settlement, to give the Council more certainty over its income. Further details are awaited on information required for the efficiency plan required by the Government and when the Council will need to submit.</p>		Y
<p>3. That Council Tax increases should be modelled at 1.75%, rather than 1.5%, in years two, three and four of the Medium Term Financial Plan and that if the Government's referendum threshold is set above 1.75% in those years, the Council should plan to increase Council Tax</p>	Y	<p>Agreed. In the updated Consultation Budget the Council have updated its forecast council tax rises from 1.5% to 1.75% in line with the Governments assumptions on average council tax rises. Should the referendum level in future years be maintained at 2% then the Council will review its position.</p>		Y

by the maximum amount permitted.			
4. That annual assessments should continue to be made of the potential benefits and risks to the Council of entering into a Business Rates Distribution Agreement with other Oxfordshire Councils.	Y	Agreed	Y
5. That progress against new income targets expected to be achieved by trading 'white collar' services (e.g. legal, HR) should be particularly closely monitored given that this is a relatively new area of trading for the Council.	Y	Agreed All trading income targets are reported and monitored monthly	Y
6. That the Council should continue to maximise income from its commercial assets, including by actively exploring the feasibility of generating income by leasing spaces (so called 'air leases') above Council-owned car parks, for example for buildings or solar power generation.	Part	On the general point about maximising its income from commercial assets – this is a firm aim of the administration, provided other corporate aims of the council are not threatened. On the issue of "air leases", this has of course already been agreed in the case of St. Clements' car park, and is being explored in other cases. However, the potential should not be over-stated, particularly for residential accommodation, where there may well be severe concerns about the quality of such accommodation and living environment that could be provided, and the administration has no desire to build floating slums. Officers will explore this concept and where there is a proven business case plans will be brought forward for Members to consider.	Dec 2016
7. That Council Officers should explore whether there are opportunities to generate regular revenue income in Environmental	Y	Agreed Officers will continue to identify funding which assists in meeting the Councils objectives and is financially beneficial	Dec 2016

Sustainability in order to reduce the net budget requirement of that service, which has a good record of achieving one-off funding.				
8. That the Council should continue to engage constructively with Oxfordshire County Council in order to achieve common charging across all Oxford Park and Ride sites and protect planned additional income of £580k per annum from 2018/19.	Part	Agreed We will engage with the County Council to try to ensure a joined-up approach to park and ride charging. The additional income is based upon an estimate of likely policy changes.		Dec 2016
9. That Council Officers should explore whether there are opportunities to increase income by charging 'premium' and/or seasonal fees and charges, including specifically for the following: a) Commercial filming (including higher premiums for late notice requests); b) Householder services – such as bulky items collection; c) Pre-Christmas premiums for Town Hall bookings and commercial events in prime locations (e.g. Broad Street markets).	Part	Agreed. Fees and Charges are reviewed annually to ensure amongst other things they are in line with market rates. a) The Council only receive around £1200 per annum from filming and therefore charging a premium price may have negligible impact on the overall financial position of the Council b) Each household is currently entitled to 2 free collections per year of up to 3 items per visit, thereafter there is a charge. The Council believes it counterproductive to charge for all bulky waste collections since this will encourage fly tipping together with a costly clear up operation. c) The prices charged for events and town hall bookings are considered to be competitive in the market and it may be counterproductive to vary these significantly		Y
10. That the anonymised results of the new biennial Best Companies employee engagement survey	Y	Agreed		Dec 2016

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

		business rates. Officers will continue to look for these initiatives.		
15. That the Council should look to maximise revenues from the planned new waste transfer station, both by opening up the facility to others and by the local reuse of materials, if such outlets exist.	Y	Agreed. The Council will look to examine all opportunities which generate additional income in the business case that will be presented to City Executive Board.		Dec 2016
16. That given the pressures on homelessness and the risks around County Council cuts, it would be prudent to redirect £200k of revenue contributions to capital and instead use this to top up the homelessness reserve, which is expected to be reduced from £1m to £800k.	N	Not Agreed. Redirecting £200k of capital contributions to top up the homelessness reserve in the manner suggested would only leave a shortfall in the funding of the capital programme and is not recommended. The Council has increased the revenue budget by £200k per annum and recently used £5 million of its capital funds which is match funded to provide an additional 50 homes for homeless families. The Council will continue to review the level of reserves that are required for homelessness support.		N/A
17. That the Council's reserves and balances should continue to be reviewed at appropriate intervals with a view to investing any suitable funds, such as those held against a risk or item of expenditure occurring in a future year.	Y	Agreed. As part of the budget setting process reserves and balances are reviewed annually and the Councils Section 151 has a statutory duty to report to Council for Members to consider them alongside the Budget. Pending their use reserves and balances are either invested in banks, building societies or longer term higher interest instruments such as property funds or used to mitigate the need to externally borrow to fund capital schemes, hence lowering the cost to the council.		Y
18. That the Capital Programme and capital scheme reserve list should be revised in light of recent capital movements, grant income and the need to re-profile some schemes.	Y	Agreed. This has been done and all of the schemes previously on the reserve list have now been funded by the estimated additional resources.		Y

19. That the Council should seek to contract large capital schemes as soon as possible to minimise price inflation and uncertainty, and consider the case for taking a more programme-based approach to contracting capital works.	N	Not Agreed. The Council has a significant capital programme over the next four years in excess of £130 million. A large proportion of the Programme is funded by in year revenue and therefore the ability to bring forward schemes whilst mitigating inflationary pressures would create cash flow difficulties. Schemes do have a contingency built into the budgeted cost and officers review the Capital Programme annually to confirm that the budgeted cost is still sufficient. Where required the Council does make use of external suppliers such as project managers and cost consultants to ensure that projects are delivered on time in accordance with the Programme.		N/A
20. That the Council should keep the local impacts of the forced sale of high value council housing (HVCH) policy under review and consider any opportunities or mechanisms to free up funds from the new £20.1m contingency without affecting the Council's ability to retain HVCH.	Y	Agreed. The £20million is a contingency to mitigate the need to sell Council Housing to fund the HVCH levy. The Council will adapt its budget plans as appropriate when the potential cost to the Council is clarified.		Dec 2016
21. That in the light of recent housing policy and budgetary changes, it would be prudent to keep the decision taken last year to defer a £20m debt repayment due in 2021 under review to ensure that it is still in the best long-term interests of the Council and Council tenants.	Y	Agreed. There are still a number of uncertainties around the Housing Agenda which the Government have yet to clarify. As Government policy becomes clearer the Council will look to adapt its Budget Plans and Debt Strategy as appropriate to ensure financial stability of the Housing Revenue Account.		Dec 2016
22. That clarity should be provided on whether the renewable element of the HRA Energy Efficiency	Y	Agreed. Further reduction of FIT by the Government makes this increasingly unlikely although we await confirmation from LCH that this		Dec 2016

programme could be delivered in partnership with the Low Carbon Hub.		is indeed the case.		
23. That HRA capital spending on adaptations for the disabled should be reviewed to ensure that best value is being achieved. An audit should be undertaken and updated regularly of the number of tenants living in adapted properties to ensure that they are used to house people who need them.	Y	Agreed. This service area was the subject of a review in 2014. The recent older persons housing review due to report to CEB in March confirms the need to maintain budgets to support independent living. The policy relating to the adaptation of properties will be re-examined in 2016/17.		Dec 2016
24. That 'sinking funds' should be instituted into new build leasehold arrangements where appropriate (e.g. blocks of flats) to prevent potentially high bills for leaseholders when these properties require capital works.	Y	Agreed. The Council already operates a sinking fund for major repairs for its development at Singletree Rosehill and is exploring this for the new Council homes at Barton		Dec 2016
Capital Strategy – 28 January Finance Panel				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
That an evaluation should be undertaken of how the Council can make best use of its grant funding for infrastructure at Oxpens. This should include evaluating the risks and benefits of using all or part of the grant in the interim in order to fund other things or generate a return, potentially substituting this grant funding with prudential borrowing at a later date in the	N	The Council and its partner Nuffield college have only just exchanged contracts on the land purchase from LCR. The grant from the Local Enterprise Partnership is conditional on the Council providing the infrastructure for the development and consequently the Council will either have to fund this itself or ensure it is carried out by the developer to meet the requirement of the grant. There is a long stop date when the infrastructure needs to be in place of 31/12/2027 or the grant repaid to the Local Enterprise Partnership. It is too	Cllr Turner & Nigel Kennedy	Y

event that it was needed to fund infrastructure at Oxpens.		early to say at this point whether the Council can secure external funding to pay for the infrastructure and therefore at this stage it is safer to put the grant into an earmarked reserve backed by a long term investment to attract a higher rate of return. This would at least improve the Council's revenue position as opposed to spending the money, only to find that it was required for the infrastructure at a later date. The position will be reviewed as the project develops and as the risk of the council having to fund the infrastructure is lowered then it can be released into the capital programme to fund other projects which meet the council's objectives.		
Treasury Management Strategy, Annual Report and Performance 2016/17 – 28 January Finance Panel				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That clarity should be provided as to whether the Council's 'real asset lettings' homelessness property investments should be included on its asset register and how a provision would be made in the event that the value of these 'assets' was to fall.	Yes	The Council will make an investment of £5million and in exchange will receive a number of units in the Fund. The investment will constitute capital expenditure in accounting terms to be financed by Prudential Borrowing. Although the Councils investment is guaranteed against the houses purchased the houses themselves are not owned by the council and therefore do not appear on the local authority balance sheet. The Section 151 Officer considers that it is prudent not to make a Minimum Revenue Provision (MRP) charge for repayment of the debt against its revenue account as the debt would be due for repayment with the closure of the Fund after the initial period and the proceeds used to repay the investment. The Assets will be valued on an annual basis and the value reflected in the price of the units in the	Cllr Turner & Nigel Kennedy	Y

		fund. Any fall or increase in the value of the assets and hence the value of the units would be held in an unusable reserve on the balance sheet until the investment matures at which point the loss or surplus is realised. Should the value of the asset reduce over time then the Council will need to consider making a Minimum Revenue Provision since the amount received on maturity of the investment may be insufficient to repay the amount.		
2. That the Council should continue to maintain a watching brief on the progress of the Municipal Bonds Agency (Local Capital Financing Company), as well as other relevant financial borrowing instruments.	Yes	Agreed. The council will maintain a watching and will consider the Municipal Bond Agency alongside other financial institutions when it has a need to borrow to finance capital expenditure		Y
Energy and Water Supply Procurement 2016 – 2020 – 28 January Finance Panel				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That annual decisions on the proportion of renewable energy purchased through the LASER Public Buying Organisation should be informed by evaluations of the costs and benefits of this spend compared to other potential carbon reduction projects.	Y	Yes happy to agree both.	Cllr Tanner & Jo Colwell	July 2016
2. That notes or action points of meetings of the Council's Carbon and Natural Resources Board should be made available to all elected Members.	Y			July 2016

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