

# Agenda

www.oxford.gov.uk



## City Executive Board

Date: **Thursday 15 December 2016**

---

Time: **5.00 pm**

---

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

---

For any further information please contact:

**Sarah Claridge, Committee and Member Services Officer**

Telephone: 01865 529920

Email: [executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk)

---

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

# City Executive Board

## Membership

<b>Chair</b>	Councillor Bob Price	Corporate Strategy and Economic Development
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Susan Brown	Customer and Corporate Services
	Councillor Alex Hollingsworth	Planning and Regulatory Services
	Councillor Pat Kennedy	Young People, Schools and Skills
	Councillor Mike Rowley	Housing
	Councillor Christine Simm	Culture and Communities
	Councillor Dee Sinclair	Community Safety
	Councillor Linda Smith	Leisure, Parks and Sport
	Councillor John Tanner	A Clean and Green Oxford

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

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

### **HOW TO OBTAIN A COPY OF THE AGENDA**

In order to reduce the use of resources, our carbon footprint and our costs we will no longer produce paper copies of agenda over and above our minimum requirements. Paper copies may be looked at the Town Hall Reception and at Customer Services, St Aldate's.

A copy of the agenda may be:-

- Viewed on our website – [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)
- Downloaded from our website
- Subscribed to electronically by registering online at [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)

# AGENDA

## PART ONE PUBLIC BUSINESS

### Pages

- |   |   |         |
|---|---|---------|
| 1 | <b>APOLOGIES FOR ABSENCE</b>  |         |
| 2 | <b>DECLARATIONS OF INTEREST</b>   |         |
| 3 | <b>ADDRESSES AND QUESTIONS BY MEMBERS OF THE PUBLIC<br/>(15 MINUTES TOTAL)</b>                            |         |
| 4 | <b>COUNCILLORS ADDRESSES ON ANY ITEM FOR DECISION ON<br/>THE BOARD'S AGENDA</b>                           |         |
| 5 | <b>COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES (10<br/>MINUTES IN TOTAL)</b>                             |         |
| 6 | <b>ITEMS RAISED BY BOARD MEMBERS</b>  |         |
| 7 | <b>SCRUTINY COMMITTEE REPORTS</b>   |         |
| a | <b>AIR QUALITY</b>  | 13 - 16 |
| b | <b>DEVELOPMENT OF A RECYCLING TRANSFER STATION</b><br>A report may follow.                                |         |
| c | <b>TREASURY MANAGEMENT PERFORMANCE: ANNUAL<br/>REPORT AND PERFORMANCE 2016/17</b><br>A report may follow. |         |
| 8 | <b>QUARTERLY INTEGRATED PERFORMANCE 2016/17 - Q2</b>  | 17 - 32 |

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

The Heads of Financial Services and Business Improvement have submitted a report which outlines the Council financial risk and performance as at 30 September 2016.

**Recommendations:** That the City Executive Board resolves to:

1. **Note** the projected financial outturn and current position on risk and performance as at the 30 September 2016;
2. **Agree** the transfer of the projected underspend on Corporate Contingencies of £1.5 million to the Capital Financing Reserve as set out in paragraph 12.

## 9 BUDGET 2017/2018

33 - 176

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

The Head of Financial Services has submitted a report which proposes a Medium Term Financial Strategy and the 2017/18 Budget for consultation

**Recommendations:** That the City Executive Board resolves to:

1. **Approve** the 2017-18 General Fund and Housing Revenue Account budgets for consultation and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-9, noting :
  - a. the Council's General Fund Budget Requirement of £21.256 million for 2017/18 and an increase in the Band D Council Tax of 1.99% or £5.67 per annum representing a Band D Council Tax of £290.19 per annum
  - b. the Housing Revenue Account budget for 2017/18 of £44.285 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2017 giving a revised weekly average social rent of £105.65 as set out in Appendix 4
  - c. the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
2. **Agree** not to implement the voluntary 'Pay to Stay' policy for Council house tenants (para 9)
3. **Agree** the fees and charges shown in Appendix 7
4. **Delegate authority** to the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 20-21 below.

5. **Recommend to Council** an additional loan of up to £50,000 for working capital to Oxwed as highlighted in paragraph 50
6. **Recommend to Council** provision of a loan facility to Oxford City Housing Ltd of up to £60.850 million (para 48) subject to the provision of; and agreement to a business case by the Company. This replaces all previous recommendations agreed by City Executive Board.

**10 TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2016/17**

177 - 186

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

The Head of Financial Services has submitted a report which outlines the performance of the treasury management function for the 6 months to 30 September 2016.

**Recommendations:** That the City Executive Board resolves to:

1. **Note** the performance of the treasury management function for the six months to 30 September 2016

**11 HOMELESS ACCOMMODATION PROPERTY INVESTMENT AND RETAINED RIGHT TO BUY CAPITAL RECEIPTS QUALIFYING EXPENDITURE**

187 - 196

**Lead Members:** Councillor Turner Board Member for Finance, Asset Management and Public Health, and Councillor Rowley, Board Member for Housing

The Heads of Housing and Property Services; and Financial Services have submitted a report which seeks project approval for the purchase of temporary homeless accommodation in order to utilise retained capital receipts and deliver General Fund savings.

**Recommendations:** That the City Executive Board resolves to:

1. **Note** that the proposal set out in this report has informed the budget setting process and that the implications are contained within the Consultation Budget which appears elsewhere on the agenda;
2. **Give project approval** to the proposals, to purchase accommodation, as set out in this report, and within the allocated capital budget.

## 12 TRANSFER STATION FOR RECYCLED MATERIAL

197 - 210

**Lead Member:** Councillor Tanner Board Member for A Clean and Green Oxford

The Executive Director for Community Services has submitted a report which proposes to create and operate a Council managed transfer station for co-mingled recycle, green waste, street arisings and engineering works spoil.

**Recommendations:** That the City Executive Board resolves to:

1. **Approve** the project to create and manage a recycling transfer station, as described in this report. Subject to approval of funding by council in the 2017/18 budget.
2. **Seek** planning approval and an environment permit for the proposed recycling transfer station. Authorise officers to incur the costs relating to the preparation of the application and permit.
3. **Delegate authority** to the Director of Community Services, in consultation with the Council's s151 and Monitoring Officers and subject to the receipt of satisfactory planning consent, to proceed with the creation of the recycling transfer station.
4. **Delegate authority** to the Director of Community Services to enter into a contract for the construction of the Recycling Transfer Station facility following a procurement process in accordance with the councils approved procedures

## 13 SUSTAINABLE ENERGY ACTION PLAN (SEAP) FOR OXFORD

211 - 268

**Lead Member:** Councillor Tanner Board Member for Climate Change and Cleaner Greener Oxford

The Executive Director for Community Services has submitted a report which seeks approval for the publication and submission of Oxford's sustainable energy action plan ('Low Carbon Oxford: A Route Map to 2020') to the EU Covenant of Mayors scheme.

**Recommendations:** That the City Executive Board resolves to:

1. **Approve** the 'Low Carbon Oxford: A Route Map to 2020' report and the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.
2. **Delegate authority** to the Executive Director of Community Services to amend and agree the final text and design; and then submit the Low Carbon Oxford: A Route Map to 2020' report and

the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.

3. **Recommend that Council** notes that the submission of the Sustainable Energy Action Plan to the Covenant of Mayors fulfils the Council's decision of 20 July 2015 to sign up to the Compact of Mayors as these two initiatives are merging into a single global initiative.

## 14 COMMERCIAL WASTE COLLECTION CAPACITY

269 - 272

**Lead Member:** Councillor Tanner Board Member for A Clean and Green Oxford

The Head of Direct Services has submitted a report which seeks approval for investment to expand the commercial waste fleet collection capacity.

**Recommendations:** That the City Executive Board resolves to:

1. **Delegate authority** to the Executive Director, Community Services in consultation with the Head of Finance to:-
  - I. Add an additional refuse collection vehicle (RCV) to the vehicle replacement programme and place an order for this vehicle now.
  - II. Create two permanent posts, one driver and one loader, to crew the additional RCV.

**Recommend that Council** note the implications of this bid which will be considered as part of the Council's Consultation Budget proposals

## 15 MINUTES

273 - 278

Minutes of the meeting held on 17 November 2016

**Recommendation:** The City Executive Board NOTES the minutes of the meeting held on 17 November 2016 as a true and accurate record.

## 16 MATTERS EXEMPT FROM PUBLICATION

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

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

**PART TWO**  
**MATTERS EXEMPT FROM PUBLICATION**

**17 APPENDIX 1\_ COMMERCIAL WASTE COLLECTION CAPACITY**

279 - 284

**Lead Member:** Councillor Tanner Board Member for A Clean and Green Oxford

Exempt under paragraph 3 Part 1, Schedule 12 of the Local Government Act 1972

Information relating to the financial or business affairs of the Council



## **DECLARING INTERESTS**

### **General duty**

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

### **What is a disclosable pecuniary interest?**

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

### **Declaring an interest**

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

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

### **Members' Code of Conduct and public perception**

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

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

## **HOW OXFORD CITY COUNCILLORS AND MEMBERS OF THE PUBLIC CAN ENGAGE AT THE CITY EXECUTIVE BOARD**

### **Addresses and questions by members of the public, (15 minutes in total)**

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two clear working day before the meeting (eg for a Thursday meeting, the deadline would be 9.30am on the Tuesday). Questions can be submitted either by letter or by email ([executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk)).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Board member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

### **Councillors speaking at meetings**

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

### **Councillors speaking on Neighbourhood issues (10 minutes in total)**

Any City Councillor can raise local issues on behalf of communities directly with the Board. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Board within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Board. The Board's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

### **Items raised by Board members**

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Board decision. Any item which requires a decision of the Board will be the subject of a report to a future meeting of the Board

- a)
- b)

|

This page is intentionally left blank

**To: City Executive Board**

**Date: 15 December 2016**

**Report of: Scrutiny Committee**

**Title of Report: Air Quality**

## **Summary and Recommendations**

**Purpose of report:** To present the recommendation of the Scrutiny Committee on Air Quality

**Scrutiny Lead Member:** Councillor Andrew Gant, Chair of Scrutiny

**Executive lead member:** Councillor John Tanner, Board Member for A Clean and Green Oxford

**Recommendation** of the Scrutiny Committee to the City Executive Board:

**That the City Executive Board states whether it agrees or disagrees with the six recommendations set out in the body of this report.**

## **Introduction**

1. The Scrutiny Committee prioritised the issue of air quality for consideration during the 2016/17 council year and requested a report from the Council's Air Quality Officer to support a discussion at the 7 November 2016 Scrutiny Committee meeting. The Committee would like to thank Councillor John Tanner and Ian Halliday for providing an excellent report and supporting this discussion.

## **Summary and recommendation**

2. The Board Member and Air Quality Officer explained that significant progress was being made in improving air quality in the City but that further action was needed. More information about air pollution is available than ever before and public awareness of the impacts of air pollution on health are increasing. They explained there needed to be a shift to zero emission transport in the City as hybrid buses, taxis and freight still produced diesel emissions.

3. The Committee asked a question about the implications of a recent High Court ruling which ruled that the Government failed to comply with EU targets on air quality. The Air Quality Officer advised that the Department for Environment, Food and Rural Affairs (DEFRA) had indicated that their broad air quality framework and current targets would remain in place post-Brexit. It was stated that DEFRA was likely to look to increase the number of Clean Air Zones being implemented in UK cities, but that plans for a zero emissions zone in Oxford already went further. Government has also indicated that any EU fines in relation to non-compliance of EU targets could be passed down to local authorities. The Committee suggest that, in the event of a future weakening of air quality targets in the UK, the Council should continue to work to the current EU targets.

***Recommendation 1 – That the City Council continues to seek to comply with the current EU air quality targets in the event that the UK Government chooses to introduce less-stringent targets after leaving the EU.***

4. The Committee commented that the Low Emissions Zone (LEZ) in Oxford City Centre was not well publicised by signage. The Committee heard that the LEZ only applies to buses and while the bus companies were fully aware, more could be done in terms of wider awareness-raising.

***Recommendation 2 – That the City Council should promote and raise public awareness of initiatives to improve air quality in Oxford such as the Low Emissions Zone.***

5. The Committee commented that there were no smokeless obligations or restrictions on boat emissions in the City Centre area. Currently data is not available to evidence the level of impact of emission from boats. The Committee suggest that measures are needed to determine if emissions from boats are found to be in breach of air quality targets. If this is found to be the case the Council should work in partnership with the Canal and Rivers Trust and press for the introduction of appropriate measures.

***Recommendation 3 – That the City Council gathers empirical evidence of the impacts of boat emissions on air quality and works in partnership with partners to identify solutions.***

6. The Committee noted that there was a growing body of evidence that planting trees can help to reduce nitrogen dioxide concentrations and noted that the Council could draw on local expertise in this field. The Air Quality Officer agreed and said this was something that could be looked at. The Committee suggest that further consideration should be given to the case for tree planting to offset emissions and whether tree planting could be included in the Council's Air Quality Action Plan.

***Recommendation 4 – That further consideration is given to whether tree planting should form part of the City Council's approach to improving air quality in Oxford.***

7. The Committee examined air quality data at various locations in the City for 2011 to 2015 and questioned why, following a trend of steadily improving data, air

quality appeared to have deteriorated in 2015 at various locations. The Committee heard that the monitoring data was considered to be accurate to within plus or minus 25%, so the 2015 rises were generally within the margin of error. However, it was expected that prolonged roadworks close to some monitoring locations had had a significant impact on air quality in those areas.

8. The Committee noted that St. Clements was one area where, even allowing for the margin of error, the monitoring data for nitrogen dioxide had consistently exceeded targets. The Air Quality Officer agreed that the data indicated that this was one of the worst areas in the City for air quality due to heavy traffic, frequent bus movements, a lack of alternative routes and its geographical position. He said that the department had tried but been unsuccessful in seeking funding for additional monitoring at St. Clements. The City continued to raise concerns with the transport authority, Oxfordshire County Council. The Committee suggest that urgent action is needed at St. Clements in particular, perhaps supported by an area-specific action plan.

***Recommendation 5 – That the City Council works with the Transport Authority in order to achieve air quality objective levels in the worst areas (e.g. St. Clements).***

9. The Committee noted the need for effective partnership working with the County Council as the local transport authority. Transport accounts for 75% of emissions, so transport policy and strategy will have the biggest impact on air quality. The Committee heard that a lot of work had gone into working with the County to reduce emissions from buses and that further air quality improvements required commitment and continued pressure from the City Council.
10. The Committee questioned what impact the opening of the redeveloped Westgate Shopping Centre was expected to have on air quality. The Air Quality Officer said he had reviewed the air quality impact assessments for the new Westgate Centre and there was likely to be an increase in nitrogen dioxide concentrations at a specific location. This had resulted in the developers being required to implement mitigation measures. Modelling future air quality was difficult to do and it was now becoming generally recognised that some projections had included very optimistic assumptions about the impacts of new technologies on emissions levels and air quality, as evidenced by the VW emissions scandal.
11. The Board Member expressed concern about the transportation of shoppers to and from the new Westgate Shopping Centre. He said that his preference was for fast buses to and from park and rides or slightly further afield.

***Recommendation 6 – That the City and County Council encourage shoppers to utilise sustainable methods of transport when the Westgate Shopping Centre reopens in autumn 2017.***

12. Other lines of inquiry pursued by the Committee included the impacts and take up of additional cycle parking at park and ride sites, controls around wood burning stoves, the prevalence of volatile organic compounds in the City and whether

additional monitoring would take place during a major road scheme in Headington. The Committee noted that people would be forced to consider whether journeys through Headington were really necessary and that people tended to be exposed to the highest levels of nitrogen dioxide when in their vehicles, rather than when walking or cycling. The Committee also voiced support in principle for the introduction of a Workplace Parking Levy.

### **Further consideration**

13. The Committee agreed to revisit the issue of air quality within the next six months or so and to invite representatives of the County Council to that discussion.

#### **Name and contact details of author:-**

Andrew Brown on behalf of the Scrutiny Committee  
Scrutiny Officer  
Law and Governance  
Tel: 01865 252230 e-mail: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

**List of background papers: None**  
**Version number: 1.0**



**To:** City Executive Board  
**Date:** 15 December 2016  
**Report of:** Head of Financial Services  
 Head of Business Improvement  
**Title of Report:** Integrated Performance Report for Quarter 2 2016/17

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update Members on Finance, Risk and Performance as at 30 September 2016.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Cllr Ed Turner, Finance, Asset Management and Public Health
<b>Corporate Priority:</b>	Efficient and Effective Council.
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendations:</b> That the City Executive Board resolves to:	
1.	<b>Note</b> the projected financial outturn and current position on risk and performance as at the 30 September 2016;
2.	<b>Agree</b> the transfer of the projected underspend on Corporate Contingencies of £1.5 million to the Capital Financing Reserve as set out in paragraph 12.

<b>Appendices</b>	
Appendix A	Corporate Integrated Dials
Appendix B	General Fund - September 2016 Forecast Outturn
Appendix C	Capital Programme - September 2016 Forecast Outturn
Appendix D	HRA - September 2016 Forecast Outturn

## Introduction and background

1. This report updates the Board on the financial, corporate performance and corporate risk positions of the Council as at 30 September 2016. A brief summary is as follows:
2. **Financial Position**
  - a. **General Fund** – the outturn forecast is a favourable variance of (£1.680) million against the Net Budget Requirement of £19.853 million;
  - b. **Housing Revenue Account** – the outturn forecast is a favourable variance of (£0.115) million;
  - c. **Capital Programme** – the outturn forecast is (£1.272) million.
3. **Performance** – 73% (11) of the Council’s corporate performance targets are being delivered as planned, 13% (2) are below target but within acceptable tolerance limits and 13% (2) are currently at risk.
4. **Corporate Risk Management** – There are two red corporate risks at the end of quarter two. These are detailed below.

## General Fund Revenue

5. The Net Expenditure Budget agreed at Council in February 2016 was £19.853 million. This has increased by £2.899 million to £22.572 million primarily due to transfers from earmarked reserves in respect of agreed carry forwards from 2015/16.
6. Virements authorised under delegated powers by the Council’s Head of Financial Services totalling £0.411 million have also been actioned. The most notable of which (£0.327 million) relates to the realignment of training budgets across services.
7. At 30 September 2016 the General Fund is projecting a favourable variance of (£1.680) million. The variances are explained below.
  - **Planning and Regulatory** - a projected adverse variance of £0.281 million is due largely to staffing pressures in the current year of £0.126 million to support improvements in the quality of service. The ongoing pressure of the restructure is approx. £0.070 million which will be incorporated into the Medium Term Financial Plan as part of the annual refresh. Income targets across the service also show shortfalls, in: housing enforcement £0.020 million; Building Control fees £0.070 million; Street Trading licences £0.025 million and Food Hygiene Courses £0.040 million.
  - **Business Improvement** - A budget pressure of £0.100 million has arisen as the deployment of the BT One Phone solution has taken longer than anticipated and we have had to continue to pay the outgoing provider. The project will be concluded in November. Following the recent ICT infrastructure outage the Council have successfully sought financial redress from SCC using the remedies contained within the contract, (£0.050) million and will utilise this to mitigate the overspend.
  - **Direct Services** – a projected favourable variance of (£0.300 million) has arisen due to overachievement of income in Motor Transport (£0.054 million); Commercial Waste (£0.149 million); Off street parking (£0.097 million);

underspends on fuel (£0.053 million), and underspends on the establishment due to vacancies currently within the service area, (£0.040 million).

- **Corporate Accounts** - A favourable variance of (£0.179) million relates to Investment Interest and reflects the diversity of our investments made to yield a higher return, averaging 1.07% for the period.
  - **Contingencies and Transfers from Reserves** - The balance of contingencies currently sits at £1.888 million. These contingencies are held to mitigate unachieved efficiencies and increased income. However at this stage in the financial year all such efficiencies are on track to be achieved.
- 8 In light of the current financial position it is recommended that £1.68 million is transferred to the Capital Financing Reserve and utilised as part of the annual Medium Term Financial Planning (MTFP) Process to fund future years Capital Programmes. In the unlikely event that the current year's positive position deteriorates this transfer can subsequently be reversed. The level of future years contingencies will be reviewed as part of the MTFP process.

### Housing Revenue Account

8. The HRA is currently forecasting a surplus outturn position of (£0.125) million, this is a favourable variance of (£0.115) million against the latest budget of (£0.010) million. It is anticipated that this surplus will be transferred to reserves to meet future expenditure requirements. Major variations include:
- **Dwelling Rents** -A year end projected favourable variance of (£0.382) million, this is due to fewer Right To Buy sales in the first quarter of the year than originally projected. Additional rental income is also being received from the 75 units that are being used as Temporary Accommodation properties and 36 void properties being moved to higher formulae rent during the first two months of the year.
  - **Service Charges** - A year end projected favourable variance of (£0.300) million, due to changes in the budgeted charges.
  - **Management and Services (Stock Related)** has a year end projected adverse variance of £0.075 million which is due to additional expenditure associated with the tribunal case on the Tower Blocks project.
  - **Miscellaneous Expenditure (Non Stock Related)** has a year end projected adverse outturn of £0.216 million, this relates to the cost of the Regeneration Projects Team, which has been set up to look at regeneration sites across the HRA which could be used for redevelopment.
  - **Responsive and Cyclical Repairs** has a year end projected adverse variance of £0.351 million due to a shortfall in the electrics budget due to the regulation changes which reduces the remedial replacement programme from 7 years to 5, and additional planned maintenance for flooring in communal areas.
  - **Interest Paid** has a year end projected favourable variance of (£0.219) million due to recent changes in interest rates

- **Investment Income** has a year end projected adverse variance of £0.103 million also due to recent changes in interest rates.
- **Other HRA Reserve Adjustments** has a year end projected adverse variance of £0.302 million, this relates to surpluses in the HRA revenue account being put aside to fund future expenditure on such projects as Pay to Stay
- **Transfer to/from Major Repairs** has a year end projected favourable variance of (£0.200) million, this shows the transfer to capital funding to allow an increase to Responsive repairs for planned maintenance for the flooring in communal areas.

## Capital

- 14 The projected outturn on the Capital Programme is £42.964 million a favourable variance of (£1.272) million against the latest budget. This variance is made up of :

### Slippage

- ICT Software and Licences – (£0.273) million slipped into future years;
- Acquisition of Investment Properties – (£0.385) million – redevelopment work on Odeon Cinema and 1-3 George Street will be now carried out in 2017/18;
- Flood Alleviation at Northway & Marston – (£0.105) million – expenditure slipped into 2017/18;
- Blackbird Leys Regeneration – (£0.275) million – expenditure slipped into 2017/18;
- Barton Regeneration – (£0.070) million - expenditure slipped into 2017/18.

### Budget over/(under) spends

- Invest to Save in Leisure Service – (£0.117 million) underspend identified which will fund Court Place Car Park;
- Court Place car Park - £0.117 million, additional expenditure being funded from the underspend on Invest to Save in Leisure Service;
- HCA New Build – (£0.196) million underspend.

## Performance Management

- 15 There are fifteen corporate performance measures that are monitored during the year. Eleven (73%) are being delivered as planned, two (13%) are below target but within acceptable tolerance limits, and two (13%) are at risk of not meeting target.
- 16 Of the eleven that are being delivered as planned, three relate to Vibrant and Sustainable Economy, two relate to Meeting Housing Need, two to Cleaner Greener Oxford, two to an Efficient and Effective Council and two to Strong and Active Communities.

17 The two measures that are not meeting their target are as follows:

- **Number of people using leisure centres** – Target of 714,000 and an actual of 681,594 for the first two quarters of the year. There has been a downward trend in the number of visits year on year and this is reflective of the temporary facility closure for planned maintenance and investment work at the Ice Rink and Ferry Leisure Centre. Hinksey Outdoor Pool visits were also lower year on year due the inclement weather conditions during June. Fusion are reviewing activity programmes and its overall offer in reaction to this.
- **Implementation of measure to reduce the city council’s carbon footprint by 5% each year** – Covered Market LED lighting upgrade is in preparation stage; Leys Pool boiler upgrade has commenced; Tower Blocks LED lighting upgrades are in progress; Investigations are underway in to potential for Solar Car Ports feeding large site loads towards trial install.

### **Corporate Risk**

18 Following a desktop review of the Corporate Risk Register, a new register has been compiled and seven red risks have been identified. These risks were reviewed at the end of Quarter 2 and five have been identified as amber and two remain as red risks, these red risks are detailed below:

- a. **Devolution** - Potential changes to Local Government structures could result in Oxford City potentially ceasing to exist in its current form. This is currently having a major drain on time and resources internally and impacting on relationships with other stakeholders. The Council’s preferred outcome is one which ensures devolution to enable investment and continued focus on Oxford City.
- b. **Climate Change** - Oxford has been subject to a number of significant flooding and extreme weather events resulting in widespread disruption and damage. Mitigation arrangements and plans have been put in place but there is a risk that they could be insufficient to deal with major future flooding or extreme weather. Flood alleviation schemes are underway and being investigated.

### **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.

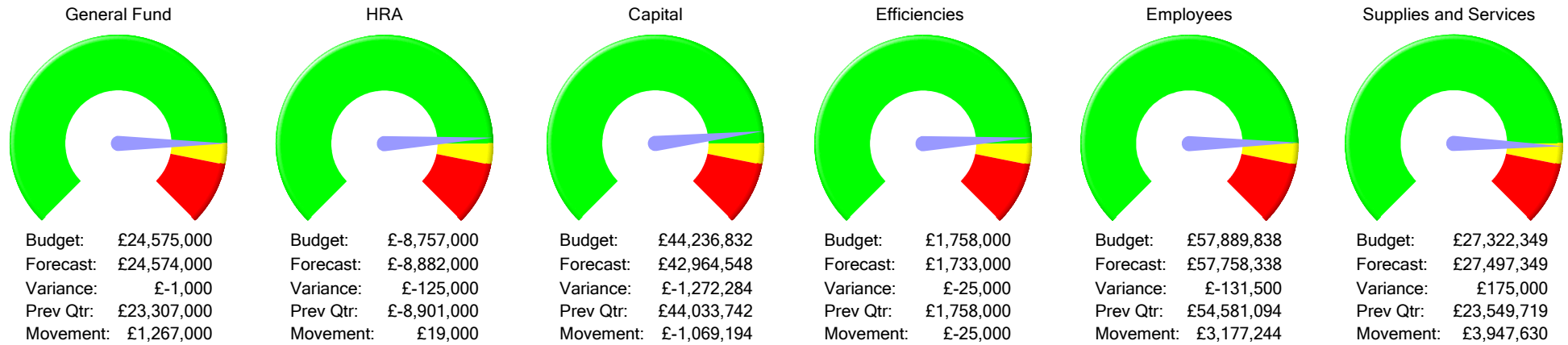
<b>Report authors</b>	Nigel Kennedy Helen Bishop
Job title	Head of Financial Services Head of Business Improvement
Service area or department	Financial Services/Business Improvement
Telephone	01865 252708
e-mail	<a href="mailto:nkennedy@oxford.gov.uk">nkennedy@oxford.gov.uk</a> / <a href="mailto:hbishop@oxford.gov.uk">hbishop@oxford.gov.uk</a>

**Background Papers:** None

# Appendix A

## Corporate Integrated Report Q2 2016/17

### Financial Performance



#### Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Meeting Housing Need	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Strong and Active Communities	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Cleaner Greener Oxford	0 (0%)	1 (33%)	0 (0%)	2 (67%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (33%)	2 (67%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (13%)</b>	<b>2 (13%)</b>	<b>11 (73%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	1 (7%)	2 (13%)	12 (80%)

#### Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Meeting Housing Need	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Cleaner Greener Oxford	0 (0%)	1 (33%)	2 (67%)	0 (0%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (33%)	2 (67%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (13%)</b>	<b>5 (33%)</b>	<b>8 (53%)</b>

#### Risk Management

Service	No Data	Red	Amber	Green
Meeting Housing Need	0 (0%)	0 (0%)	1 (100%)	0 (0%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	1 (100%)
Cleaner Greener Oxford	0 (0%)	1 (100%)	0 (0%)	0 (0%)
An Efficient and Effective Council	0 (0%)	1 (14%)	5 (71%)	1 (14%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (20%)</b>	<b>6 (60%)</b>	<b>2 (20%)</b>

	No Data	Red	Amber	Green
Previous Quarter	0 (%)	0 (%)	0 (%)	0 (%)

#### Direction of Travel

Service	No Data	Declining	No change	Improving
<b>Total</b>				

This page is intentionally left blank



GF Outturn Report 16/17 Q2 30th September, 2016	@	Approved Budget	Earmarked Reserves & Corporate Contingency Movements	Virements in Q1	Virements in Q2	Latest Budget	Actual YTD	Budget YTD	Variance YTD	Projected Outturn against Latest Budget @ 30th September, 2016	PO Variance
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Directorates</b>											
Assistant Chief Executive		709	96	6	(23)	787	332	358	(26)	787	
<b>Assistant Chief Executive</b>		<b>709</b>	<b>96</b>	<b>6</b>	<b>(23)</b>	<b>787</b>	<b>332</b>	<b>358</b>	<b>(26)</b>	<b>787</b>	
Partnerships Team		494	7	12	50	564	265	266	(1)	572	8
Planning and Regulatory		1,412	102	7	14	1,535	496	391	106	1,816	281
Housing and Property		(4,926)	208	(112)	(50)	(4,880)	(5,210)	(5,167)	(44)	(4,880)	
<b>Regeneration &amp; Housing</b>		<b>(3,020)</b>	<b>318</b>	<b>(93)</b>	<b>14</b>	<b>(2,781)</b>	<b>(4,449)</b>	<b>(4,509)</b>	<b>61</b>	<b>(2,492)</b>	<b>289</b>
Environmental Sustainability		665	(73)	(5)	(14)	574	307	284	23	584	10
Community Services		5,138	598	(4)	23	5,754	3,089	3,321	(232)	5,684	(70)
Direct Services		3,385	802	237	(2)	4,421	1,022	1,449	(427)	4,121	(300)
<b>Community Services</b>		<b>9,188</b>	<b>1,328</b>	<b>228</b>	<b>7</b>	<b>10,749</b>	<b>4,418</b>	<b>5,054</b>	<b>(636)</b>	<b>10,389</b>	<b>(360)</b>
Transformation		377	228			605	107	410	(303)	605	
Business Improvement		7,746	341	73	2	8,163	4,609	4,545	64	8,263	100
Organisational Development		987	266	(327)		927	384	465	(81)	927	
Welfare Reform Team		152	160	81		392	208	226	(17)	392	
Financial Services		2,836	205	24		3,065	1,681	1,821	(141)	3,065	
Law & Governance		2,631	27	9		2,668	1,419	1,334	85	2,638	(30)
<b>Organisational Development &amp; Corporate Services</b>		<b>14,729</b>	<b>1,228</b>	<b>(141)</b>	<b>2</b>	<b>15,819</b>	<b>8,409</b>	<b>8,801</b>	<b>(392)</b>	<b>15,889</b>	<b>70</b>
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>		<b>21,606</b>	<b>2,969</b>			<b>24,575</b>	<b>8,710</b>	<b>9,703</b>	<b>(993)</b>	<b>24,574</b>	<b>(1)</b>
<b>SLA's &amp; Capital Charges</b>		<b>(136)</b>				<b>(136)</b>			<b>()</b>	<b>(136)</b>	
<b>Corporate Accounts</b>		<b>(3,416)</b>	<b>(160)</b>			<b>(3,576)</b>	<b>(5,016)</b>	<b>4,627</b>	<b>(9,643)</b>	<b>(3,755)</b>	<b>(179)</b>
<b>Contingencies</b>		<b>1,798</b>	<b>90</b>			<b>1,888</b>				<b>388</b>	<b>(1,500)</b>
<b>Total Corporate Accounts &amp; Contingencies</b>		<b>(1,617)</b>	<b>(70)</b>			<b>(1,687)</b>	<b>(5,016)</b>	<b>4,627</b>	<b>(9,643)</b>	<b>(3,366)</b>	<b>(1,679)</b>
<b>Net Expenditure Budget</b>		<b>19,853</b>	<b>2,899</b>			<b>22,752</b>	<b>3,695</b>	<b>14,331</b>	<b>(10,636)</b>	<b>21,072</b>	<b>(1,680)</b>
Transfer to / (from) Ear Marked Reserves			(2,899)			(2,899)	(2,899)	(1,312)	(1,587)	(2,899)	
<b>Net Budget Requirement</b>		<b>19,853</b>				<b>19,853</b>	<b>796</b>	<b>13,019</b>	<b>(12,223)</b>	<b>18,173</b>	<b>(1,680)</b>
<b>Total Funding Available</b>		<b>19,853</b>				<b>19,853</b>	<b>1,264</b>	<b>(3,164)</b>	<b>4,428</b>	<b>19,853</b>	
<b>(Surplus) / Deficit for year</b>							<b>(468)</b>	<b>16,183</b>	<b>(16,651)</b>	<b>(1,680)</b>	<b>(1,680)</b>

This page is intentionally left blank

Capital Budget and Spend as at 30th September 2016											
Cost Centre	Capital Scheme	2016/17 Budget Book	Carry Forwards and In-Year Adjustments	Latest Budget	Profiled Budget	Spend to 30th September 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£	£			£	£	£
C3044	ICT Software / Infrastructure and Licences	762,903	10,955	773,858	392,407	138,184	(254,223)	500,000	(273,858)	(273,858)	-
C3039	ICT Infrastructure	19,707	(19,707)	-	-	550	550	0	-	-	-
C3053	New Council website	61,004	(61,004)	-	-	-	-	0	-	-	-
G6013	G6013 Superconnected Cities	118,000	125,000	243,000	218,000	95,985	(122,015)	243,000	-	-	-
<b>S03 Business Improvement</b>		<b>961,614</b>	<b>55,244</b>	<b>1,016,858</b>	<b>610,407</b>	<b>234,719</b>	<b>(375,687)</b>	<b>743,000</b>	<b>(273,858)</b>	<b>(273,858)</b>	<b>-</b>
M5014	West End Partnership	-	335,000	335,000	335,000	335,000	-	335,000	-	-	-
M5023	Oxpens Regeneration	1,400,000	(1,400,000)	-	-	-	-	0	-	-	-
<b>S10 Partnerships Team</b>		<b>1,400,000</b>	<b>(1,065,000)</b>	<b>335,000</b>	<b>335,000</b>	<b>335,000</b>	<b>-</b>	<b>335,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CIL and S106 Funded Schemes</u></b>											
F1323	Bridge Over Fiddlers Stream	223,000	(223,000)	-	-	1,318	1,318	3,000	3,000	3,000	-
F7007	Woodfarm / Headington Community Centre	20,000	-	20,000	-	-	-	20,000	-	-	-
F7009	CCTV Gipsy Lane Campus	60,000	(60,000)	-	-	-	-	0	-	-	-
F7011	Headington Environmental Improvements	-	59,004	59,004	-	-	-	59,004	-	-	-
F7020	Work of Art Shotover View	14,635	-	14,635	-	-	-	14,635	-	-	-
F7021	St Clements Environmental Improvements	50,000	-	50,000	-	-	-	50,000	-	-	-
F0025	Westgate area public realm improvements	567,000	-	567,000	-	-	-	567,000	-	-	-
<b>Grants</b>								0	-	-	-
E3511	Renovation Grants	25,000	8,083	33,083	13,785	249	(13,535)	33,083	-	-	-
E3521	Disabled Facilities Grants	900,000	-	900,000	161,973	155,083	(6,890)	900,000	-	-	-
<b>S11 Planning &amp; Regulatory</b>		<b>1,859,635</b>	<b>(215,913)</b>	<b>1,643,722</b>	<b>175,758</b>	<b>156,651</b>	<b>(19,107)</b>	<b>1,646,722</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>
<b><u>Covered Market</u></b>											
B0027	Covered Market - Improvements & Upgrade to Roof	-	122,900	122,900	2,900	4,460	1,560	122,900	-	-	-
B0028	Covered Market - New Roof Structures to High St Entrances	-	80,000	80,000	11,432	660	(10,772)	80,000	-	-	-
B0036	Investment ~ Covered Market	-	151,529	151,529	37,882	39,414	1,532	151,529	-	-	-
<b><u>Investment Properties</u></b>											
B0040	Investment ~ Broad Street	-	54,071	54,071	-	20,650	20,650	54,071	-	-	-
B0041	Investment - Misc. City Centre Properties	-	30,000	30,000	-	-	-	30,000	-	-	-
B0043	Investment George Street	-	113,000	113,000	-	(0)	(0)	113,000	-	-	-
B0046	Investment - Ship Street	-	45,325	45,325	-	540	540	45,325	-	-	-
B0092	Acquisition of Investment Properties	588,000	8,257	596,257	302,257	120	(302,137)	211,250	(385,007)	(385,007)	-
<b><u>Miscellaneous Council Properties</u></b>											
B0032	Bury Knowle House	-	18,000	18,000	18,000	18,670	670	18,700	700	-	700
B0052	Miscellaneous Properties	14,360	(14,360)	-	-	-	-	0	-	-	-
B0077	Direct Services Depots	-	26,964	26,964	26,964	22,454	(4,510)	26,964	-	-	-
B0078	Allotments	61,000	-	61,000	20,331	-	(20,331)	61,000	-	-	-
B0082	Garages	103,309	(5,016)	98,293	24,574	6,960	(17,614)	98,293	-	-	-
<b><u>Parks &amp; Cemeteries</u></b>											
B0048	Leisure - Cemeteries	29,097	(2,727)	26,370	26,370	23,952	(2,418)	26,370	-	-	-

Cost Centre	Capital Scheme	2016/17 Budget Book	Carry Forwards and In-Year Adjustments	Latest Budget	Profiled Budget	Spend to 30th September 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£	£			£	£	£
B0050	Leisure ~ Depots	19,000	-	19,000	-	8,588	8,588	19,000	-	-	-
B0065	Parks & Cemetery - Masonry Walls & Path Improvements	150,000	-	150,000	-	390	390	150,000	-	-	-
	<b>Town Hall &amp; St Aldates Chambers</b>										
B0054	Town Hall	50,000	(50,000)	-	-	-	-	0	-	-	-
B0091	Town Hall Boiler Replacement	-	25,000	25,000	25,000	7,955	(17,045)	25,000	-	-	-
B0093	Health & Safety Works to SAC	370,000	-	370,000	215,833	350,128	134,294	370,000	-	-	-
B0094	Donnington Community Centre Roof	50,000	-	50,000	-	30,300	30,300	50,000	-	-	-
	<b>General Fund Housing Projects</b>										
M5020	Empty Homes CPO Revolving Fund	750,000	-	750,000	375,000	-	(375,000)	750,000	-	-	-
M5021	Equity Loan Scheme for Teachers	150,000	-	150,000	40,000	39,900	(100)	150,000	-	-	-
M5024	National Homelessness Property Fund	5,000,000	(500,000)	4,500,000	2,700,000	2,700,000	-	4,500,000	-	-	-
M5025	Phase 1 Affordable Housing at Barton Park	-	-	-	-	-	-	0	-	-	-
	<b>S13 Housing and Property Total</b>	<b>7,334,766</b>	<b>102,943</b>	<b>7,437,709</b>	<b>3,826,544</b>	<b>3,275,141</b>	<b>(551,403)</b>	<b>7,053,402</b>	<b>(384,307)</b>	<b>(385,007)</b>	<b>700</b>
E3554	Additional SALIX Plus funding	454,649	(247,064)	207,585	-	-	-	207,585	-	-	-
E3555	Flood Alleviation at Northway & Marston	1,100,000	472,134	1,572,134	266,883	195,023	(71,860)	1,466,883	(105,251)	(105,251)	-
E3557	Oxford and Abingdon Flood Alleviation Scheme	500,000	-	500,000	350,000	350,000	-	500,000	-	-	-
E3558	Go Ultra Low	800,000	(550,000)	250,000	-	7,474	7,474	250,000	-	-	-
	<b>S20 Environmental Sustainability</b>	<b>2,854,649</b>	<b>(324,930)</b>	<b>2,529,719</b>	<b>616,883</b>	<b>552,497</b>	<b>(64,386)</b>	<b>2,424,468</b>	<b>(105,251)</b>	<b>(105,251)</b>	<b>-</b>
G3015	NE Marston Croft Road Recreation Ground	13,151	(13,151)	-	-	-	-	0	-	-	-
G6008	CCTV Project	25,000	-	25,000	-	-	-	25,000	-	-	-
B0075	Stage 2 Museum of Oxford Development	35,000	19,500	54,500	37,000	21,759	(15,241)	54,500	-	-	-
B0033	Community Centres	-	-	-	-	-	-	0	-	-	-
G3017	South Oxford Community Centre Cafe	100,000	(100,000)	-	-	-	-	0	-	-	-
B0084	Jericho Community Centre	200,000	(200,000)	-	-	-	-	0	-	-	-
A4808	Blackbird Leys Leisure Centre Improvements	-	354,236	354,236	-	7,831	7,831	354,236	-	-	-
A4810	New Build Completion Pool	-	61,032	61,032	61,032	89,316	28,284	88,956	27,924	-	27,924
A4816	Pavilions General	-	-	-	-	9,198	9,198	9,198	9,198	-	9,198
A4837	Quarry Pavillion	1,200,000	(1,540)	1,198,460	159,755	94,173	(65,582)	1,198,460	-	-	-
A4840	Cotteslowe Lower Pavilion	48,000	440,789	488,789	36,659	580,371	543,712	525,000	36,211	-	36,211
A4820	Upgrade Existing Tennis Courts	97,000	(4,008)	92,992	42,000	-	(42,000)	70,000	(22,992)	-	(22,992)
A4821	Upgrade Existing Multi-Use Games Area	37,000	12,973	49,973	40,464	40,884	420	40,464	(9,510)	-	(9,510)
A4826	Parks Works	50,000	6,069	56,069	56,069	50,370	(5,699)	50,370	(5,699)	-	(5,699)
A4833	Horspath Sports Park	30,000	92,886	122,886	122,886	67,898	(54,988)	122,886	-	-	-
A4834	Cotteslowe Park Splash Feature	200,000	-	200,000	200,000	45,078	(154,922)	200,000	-	-	-
A4838	Invest to Save in Leisure Service	500,000	-	500,000	130,000	-	(130,000)	383,000	(117,000)	-	(117,000)
A4839	Hinksey Splash Park parts replacement	40,000	-	40,000	40,000	8,270	(31,730)	40,000	-	-	-
	<b>S22 Community Services Total</b>	<b>2,575,151</b>	<b>668,786</b>	<b>3,243,937</b>	<b>925,864</b>	<b>1,015,147</b>	<b>89,282</b>	<b>3,162,069</b>	<b>(81,868)</b>	<b>-</b>	<b>(81,868)</b>
R0005	MT Vehicles/Plant Replacement Programme.	1,373,945	569,815	1,943,760	686,110	528,676	(157,433)	1,979,760	36,000	-	36,000
T2289	Vehicle Brush Wash	100,000	-	100,000	-	-	-	100,000	-	-	-
T2269	Toilet Improvements	-	-	-	-	-	-	0	-	-	-
T2277	Food waste collection from flats	155,000	22,365	177,365	84,780	28,973	(55,807)	141,365	(36,000)	-	(36,000)
T2288	Cowley Marsh Electrical Works	-	150,000	150,000	-	1,088	1,088	150,000	-	-	-
B0037	Car Parks	50,000	-	50,000	43,774	51,946	8,172	50,000	-	-	-

Cost Centre	Capital Scheme	2016/17 Budget Book	Carry Forwards and In-Year Adjustments	Latest Budget	Profiled Budget	Spend to 30th September 2016	Variance to Profile Budget	Forecast 16/17 Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£	£			£	£	£
B0081	Car Parking Oxpens	-	54,703	54,703	27,354	43,635	16,281	54,703	-	-	
B0086	Extension to Seacourt Park & Ride	1,240,856	(84,662)	1,156,194	386,460	18,470	(367,990)	1,156,194	-	-	
T2273	Car Parks Resurfacing	300,000	-	300,000	-	-	-	300,000	-	-	
T2274	Gloucester Green Car Park Waterproofing	-	38,000	38,000	-	840	840	38,000	-	-	
T2283	Sandy Lane Resurfacing	-	22,153	22,153	22,153	-	(22,153)	22,153	-	-	
A4836	Court Place Farm Car Park	80,000	(4,598)	75,402	10,775	(2,198)	(12,973)	192,402	117,000	-	117,000
T2290	Marsh Road Recreation Ground Car Park Extension	132,000	-	132,000	-	1,920	1,920	132,000	-	-	
T2286	Cycling	50,000	25,001	75,001	5,000	5,000	-	75,001	-	-	-
A4830	Develop new burial space	-	21,975	21,975	21,975	-	(21,975)	21,975	-	-	
T2285	Verti Drain	15,000	-	15,000	11,250	-	(11,250)	15,000	-	-	
	<b>S23 Direct Services Total</b>	<b>3,496,801</b>	<b>814,752</b>	<b>4,311,553</b>	<b>1,299,630</b>	<b>678,350</b>	<b>(621,280)</b>	<b>4,428,553</b>	<b>117,000</b>	<b>-</b>	<b>117,000</b>
B0074	B0074 R & D Feasibility Fund	351,841	(201,841)	150,000	33,333	1,185	(32,148)	150,000	-	-	
C3052	C3052 Fraud Solutions and Data Warehouse	6,000	-	6,000	6,000	-	(6,000)	0	(6,000)	-	(6,000)
	<b>S32 Finance Total</b>	<b>357,841</b>	<b>(201,841)</b>	<b>156,000</b>	<b>39,333</b>	<b>1,185</b>	<b>(38,148)</b>	<b>150,000</b>	<b>(6,000)</b>	<b>-</b>	<b>(6,000)</b>
	<b>General Fund Total</b>	<b>20,840,457</b>	<b>(165,959)</b>	<b>20,674,498</b>	<b>7,829,419</b>	<b>6,248,689</b>	<b>(1,580,730)</b>	<b>19,943,214</b>	<b>(731,284)</b>	<b>(761,116)</b>	<b>29,832</b>
	<b>Housing Revenue Account Capital Programme</b>										
	<b>External Contracts</b>										
N6384	Tower Blocks	11,877,000	311,045	12,188,045	4,594,893	3,884,821	(710,072)	12,188,045	-	-	
N6386	Structural	135,000	120,794	255,794	19,185	92,480	73,295	255,794	-	-	
N6389	Damp-proof works (K&B)	97,000	-	97,000	38,761	43,938	5,176	97,000	-	-	
N6392	Roofing	162,000	-	162,000	77,760	95,938	18,178	162,000	-	-	
N6393	External Doors	100,000	(100,000)	-	-	-	-	0	-	-	
N6394	Windows	100,000	(100,000)	-	-	-	-	0	-	-	
N6434	Doors and Windows	-	200,000	200,000	133,200	63,620	(69,580)	200,000	-	-	
N7020	Extensions & Major Adaptions	323,000	450,000	773,000	463,800	295,122	(168,678)	773,000	-	-	-
N7026	Communal Areas	162,000	-	162,000	42,444	(7,699)	(50,143)	162,000	-	-	
N7027	Environmental Improvements	-	-	-	-	-	-	-	-	-	
N7038	Insulation Works	300,000	-	300,000	150,000	166,740	16,740	300,000	-	-	
N7041	Electric Heating Conversion to Gas	400,000	-	400,000	-	39,004	39,004	400,000	-	-	
	<b>New Build</b>										
B0034	Rose Hill Community Centre	-	206,874	206,874	206,874	181,916	(24,958)	206,874	-	-	
N7029	HCA New Build	206,000	25,000	231,000	231,000	32,969	(198,031)	35,000	(196,000)	-	(196,000)
N7032	Great Estates: Estate Enhancements and Regeneration	1,000,000	650,621	1,650,621	519,058	401,459	(117,598)	1,650,621	-	-	
N7040	Blackbird Leys Regeneration	685,000	(270,000)	415,000	53,950	-	(53,950)	140,000	(275,000)	(275,000)	
N7042	Barton Regeneration	865,000	-	865,000	164,350	14,171	(150,179)	795,000	(70,000)	(70,000)	
	<b>Internal Contracts</b>										
N6385	Adaptations for disabled	587,000	-	587,000	342,984	321,810	(21,174)	587,000	-	-	
N6390	Kitchens & Bathrooms	2,424,760	-	2,424,760	1,673,569	1,702,798	29,229	2,424,760	-	-	
N6391	Heating	1,820,240	-	1,820,240	759,040	707,804	(51,237)	1,820,240	-	-	
N6388	Major Voids	359,000	-	359,000	84,832	60,129	(24,703)	359,000	-	-	
N6395	Electrics	365,000	100,000	465,000	211,250	172,626	(38,624)	465,000	-	-	
	<b>Housing Revenue Account</b>	<b>21,968,000</b>	<b>1,594,334</b>	<b>23,562,334</b>	<b>9,766,949</b>	<b>8,269,646</b>	<b>(1,497,303)</b>	<b>23,021,334</b>	<b>(541,000)</b>	<b>(345,000)</b>	<b>(196,000)</b>
	<b>Grand Total</b>	<b>42,808,457</b>	<b>1,428,375</b>	<b>44,236,832</b>	<b>17,596,368</b>	<b>14,518,335</b>	<b>(3,078,033)</b>	<b>42,964,548</b>	<b>(1,272,284)</b>	<b>(1,106,116)</b>	<b>(166,168)</b>

This page is intentionally left blank

<b>HRA Outturn Report 16/17 @ 30th September, 2016</b>	<b>Approved Budget (per Budget book)</b>	<b>Release from/to Earmarked Reserves</b>	<b>Virements</b>	<b>Latest Budget @ 30th Sept, 2016</b>	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>Variance YTD</b>	<b>Projected Outturn</b>	<b>Projected Outturn Variance</b>
	<b>£000's</b>			<b>£'000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£'000's</b>	<b>£000's</b>	<b>£000's</b>
Dwelling Rent	(41,528)	(162)	(220)	(41,910)	(21,318)	(20,955)	(363)	(41,910)	(382)
Service Charges	(1,267)	(300)		(1,567)	(817)	(839)	23	(1,567)	(300)
Garage Income	(206)			(206)	(98)	(103)	5	(206)	
Miscellaneous Income	(702)			(702)	(373)	(323)	(50)	(702)	
Right to Buy (RAF)	(52)			(52)	(13)	(26)	13	(52)	
<b>Net Income</b>	<b>(43,755)</b>	<b>(462)</b>	<b>(220)</b>	<b>(44,437)</b>	<b>(22,619)</b>	<b>(22,246)</b>	<b>(372)</b>	<b>(44,437)</b>	<b>(682)</b>
Management & Services (Stock Related)	9,915	18	57	9,986	4,213	4,422	(209)	9,990	75
Misc Expenditure (Not Stock Related)	295		216	515	205	203	2	511	216
Other Revenue Spend (Stock Related)	191		(62)	129	98	100	(2)	129	(62)
Bad Debt Provision	266			266	95	133	(38)	266	
Responsive & Cyclical Repairs	10,416	142	209	10,767	4,803	4,901	(98)	10,767	351
Interest Paid	7,920			7,920	3,960	3,851	109	7,702	(219)
Depreciation	5,994			5,994				5,994	
<b>Total Expenditure</b>	<b>34,998</b>	<b>160</b>	<b>420</b>	<b>35,578</b>	<b>13,374</b>	<b>13,610</b>	<b>(236)</b>	<b>35,359</b>	<b>362</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(8,757)</b>	<b>(302)</b>	<b>200</b>	<b>(8,859)</b>	<b>(9,245)</b>	<b>(8,636)</b>	<b>(609)</b>	<b>(9,078)</b>	<b>(320)</b>
Investment Income	(163)			(163)	(82)	(30)	(51)	(60)	103
Other HRA Reserve Adjustment				302	302	302		302	302
Transfer (to)/from MR/OR	8,910			8,710				8,710	(200)
<b>Total Appropriations</b>	<b>8,747</b>			<b>8,849</b>	<b>220</b>	<b>272</b>	<b>(51)</b>	<b>8,952</b>	<b>205</b>
<b>Total HRA (Surplus)/Deficit</b>	<b>(10)</b>			<b>(10)</b>	<b>(9,025)</b>	<b>(8,364)</b>	<b>(660)</b>	<b>(125)</b>	<b>(115)</b>

This page is intentionally left blank



**To:** City Executive Board

**Date:** 17 December 2016

**Report of:** Head of Financial Services

**Title of Report:** Medium Term Financial Strategy 2018-19 to 2020-21 and 2017-18 Budget for Consultation.

## Summary and Recommendations

**Purpose of report:** To propose a Medium Term Financial Strategy and the 2017/18 Budget for consultation

**Key decision:** Yes

**Executive lead member:** Cllr Ed Turner, Finance, Asset Management and Public Health

**Policy Framework:** The Council's Corporate Plan

**Recommendations:** That the City Executive Board resolves to:

- 1) **Approve** the 2017-18 General Fund and Housing Revenue Account budgets for consultation and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-9, noting :
  - a) the Council's General Fund Budget Requirement of £21.256 million for 2017/18 and an increase in the Band D Council Tax of 1.99% or £5.67 per annum representing a Band D Council Tax of £290.19 per annum
  - b) the Housing Revenue Account budget for 2017/18 of £44.285 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2017 giving a revised weekly average social rent of £105.65 as set out in Appendix 4
  - c) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
- 2) **Agree** not to implement the voluntary 'Pay to Stay' policy for Council house tenants (para 9)
- 3) **Agree** the fees and charges shown in Appendix 7

- 4) **Delegate authority** to the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 20-21 below.
- 5) **Recommend to Council** an additional loan of up to £50,000 for working capital to Oxwed as highlighted in paragraph 50
- 6) **Recommend to Council** provision of a loan facility to Oxford City Housing Ltd of up to £60.850 million (para 48) subject to the provision of; and agreement to a business case by the Company. This replaces all previous recommendations agreed by City Executive Board.

#### **Appendices to the report:**

- Appendix 1 Summary of General Fund Budget by Service 2017-18 to 2020-21
- Appendix 2 General Fund Revenue Budget by Service 2017-18 to 2020-21
- Appendix 3 Detailed General Fund and HRA Service Budgets 2017-18 to 2020-21
- Appendix 4 Housing Revenue Account Budget 2017-18 to 2020-21
- Appendix 5 Council House Rents By Estate
- Appendix 6 General Fund and HRA Capital Programme 2017-18 to 2020-21
- Appendix 7 Fees and charges
- Appendix 8 Risk Register
- Appendix 9 Draft Equalities Impact Assessment

#### **Comment from the Portfolio holder**

Once again, this budget has been extremely difficult to put together. As the table below shows, whereas even in 2013/14 the Council received over £9 million in government grant, that is now forecast to go to just £1.5 million next year, and to zero by 2019/20. We have had to reduce our expected level of retained business rate income by £250,000 in the latter two years of the plan as a result of the government's implementation of the so-called "fair funding" proposals. New Homes Bonus income is also to be reduced, and the government's apprenticeship levy also represents a significant financial pressure on the Council. At the same time, there are some significant challenges ahead. For example:

- As this report details, the reduction in the "household benefit cap" to £20,000 per annum will affect many Oxford families, and can be expected to put significant pressure on council services as well as the incomes of those affected.
- Following the "Brexit" decision, inflation has increased, which has the potential to put significant pressure on costs faced by the authority.
- Interest rates continue to be very low, adversely affecting the Council's investment income.

A further source of pressure this year are decisions taken by Oxfordshire County Council. It has decided to reduce by £500,000 per year its funding for homeless hostels in the county, leading to the eventual deletion of the budget. This may put additional pressure on the City Council. Nonetheless, we are proposing to continue to exceed our statutory obligations to support those who are homeless, by maintaining in full our own funding for homelessness prevention work, and also investing £10 million to purchase new temporary accommodation, as we do not believe in targeting cuts in this area. The County Council has also deleted funding for the City Centre Manager and another post in economic development. We are proposing to retain, and fund, these essential posts, but are registering our strong objection to the County Council's withdrawal from any engagement in supporting Oxford's economy in these crucial areas.

Nonetheless, and in spite of this bleak context, our budget **balances over the next four years**, and there are **no significant reductions in services proposed**. We are increasingly reliant upon trading income, and that clearly presents a risk to the Council going forward. We are proposing additional investment in some areas, where there is a financial return (for instance, with the expansion of Seacourt Park and Ride), a strong moral as well as financial case (as with support for our local housing company, and purchasing property for homeless people), or where it will benefit communities (such as over £4 million funding for community centres).

The government has recently announced two important changes in housing policy. It has made optional its "Pay to Stay" policy, of drastically increasing council house rents to those with household incomes over £31,000 (so over £15,500 per person in a two-person household). This would have had a dramatic impact upon council tenants in work, as well as forcing some tenants to exercise their "right to buy" in order to avoid the higher rents, and causing enormous administrative burdens for the Council. We do not propose to implement "Pay to Stay" in Oxford. It has also held off its proposal to require us to sell off some "high value" council properties when they become vacant, and hand the proceeds to the government, for one year. We will lobby for this change to become permanent – Oxford needs all the social housing stock it can possibly have, and forcing it to sell these properties is completely inappropriate.

This is a consultation budget – it represents our best attempt, in difficult financial circumstances, to maintain frontline services, especially for the most vulnerable, invest in our assets, and avoid compulsory redundancies amongst our excellent workforce. We are grateful to all those who work hard to provide council services, and indeed to many employees for coming forward with innovative ideas to realise savings, which in turn can help protect services at the frontline. We will welcome feedback on the proposals in this budget, as we welcome the input of anyone who wants to make Oxford a fairer, better place to live.

## INTRODUCTION

- 1 This report sets out the Council's Medium Term Financial Strategy (MTFS) and associated spending plans for the four years 2017/18 to 2020/21 and gives interested parties the opportunity to comment and be consulted on the Council's budget proposals for the financial year (2017/18). The report covers all aspects of the Council's spend: General Fund revenue expenditure funded by the council tax payer, government grant and other sources of income, Housing Revenue Account (HRA) expenditure, funded by council tenants' rents, and the Council's Capital Programmes (General Fund and HRA) funded by Capital Receipts, revenue and borrowing.
- 2 The proposed Medium Term Financial Strategy:
  - a) Is financially balanced over the 4 year period;
  - b) Assumes grant from government reduces to zero by 1/4/2019;
  - c) Assumes New Homes Bonus is used to finance the Capital Programme
  - d) Assumes contingencies of 30% are held against the achievement of high risk efficiencies and fees and charges increases
  - e) Assumes annual Council Tax increases of 1.99%
  - f) Includes £12.3 million of efficiencies, increased income and services changes across the 4 years;
  - g) Facilitates capital investment of £123.2 million over the four year period including:
    - i. Regeneration in the city
    - ii. Flood alleviation at Northway & Marston and contributing £1.5 million to the Oxford and Abingdon flood alleviation scheme
    - iii. Community Centre and Sports Pavilion new build and refurbishment
    - iv. Car parks refurbishment and improvement
    - v. Purchase of homes for local homeless families we have a duty to assist
    - vi. Improvements and refurbishments to council dwellings
    - vii. Regeneration of council estates
  - h) Provides resources of £60 million for use by the Housing Company over the next four years and the acquisition and building of around 500 new homes
- 3 For ease of reading; the report is split into four sections :

**Section A Background and Context**

**Section B General Fund Revenue Budget**

**Section C Housing Revenue Account (HRA) Budget**

**Section D Capital Programme**

## Section A Background and Context

### Background

- 4 This report sets out the Council's financial plans for the period 2017/18 to 2020/21. The plans make assumptions about income from Government grants, Council Tax and rents. The plans underpin service provision and the Council's vision of "Building a World Class City for Everyone".

#### National Economic Position

- 5 When the previous Chancellor delivered his Summer Budget in March 2016 there was talk of the budget deficit having been cut by almost two thirds from its peak and the plan was that over the next 4 years, the deficit would be eliminated and the government would be running a surplus by 2019. The "Brexit" vote in June 2016 took many by surprise and the new Chancellor, Phillip Hammond in October 2016 was quick to announce that he would abandon this plan to bring the deficit under control within this time period as he admitted that the Brexit vote would create a 'rollercoaster' of a ride for the British economy.

- 6 Many of the plans announced by the previous Chancellor remain in force including:

- A public sector pay cap of 1% a year for 4 years from 2016-17
- The reduction of the household benefit cap to £20,000 outside London. The reduction will affect 300-350 households in Oxford with over £1m annually being cut from the Housing Benefit of those affected
- Rents in social housing reduced by 1% a year for four years with effect from 1/4/2016.
- An apprenticeship levy set at 0.5% of employer wage bill with £15,000 allowance for eligible businesses from April 2017. This will cost the Council £175k per annum

- 7 The Autumn Statement delivered on 23<sup>rd</sup> November 2016 included a substantial re-forecasting of Government finances since the Budget in 2016. The Chancellor announced that the Government will no longer seek to deliver a budget surplus of £10.4 billion by the end of the Parliament, but is now planning for a £21.9 billion deficit, an increase in public sector net borrowing for 2019-20 of £32.3 billion. The Chancellor did also state that public finances would return to a surplus as 'early as possible.' Additionally there was :

- A three year Revenue Support Grant funding deal in exchange for the submission of an efficiency statement, though with RSG ending as planned
- An additional £1.1 bn for local transport networks
- £23bn on innovation and infrastructure over the next 5 years
- No re-opening of the individual Departmental Expenditure Limits agreed at the last Spending Review
- An increase in the "National Living Wage" from £7.20 per hour to £7.50 per hour

No additional support was given for social care.

- 8 The Council will have to wait until December to understand the impact on Retained Business Rates with any variation to that currently included in the MTFP to be updated in February.
- 9 In other announcements ministers have recently advised that they intend scrapping the compulsory 'Pay to Stay' policy for Councils in England which was due for implementation from 1/4/2017. Housing Associations and local authorities would still have local discretion to implement. In other announcements the Government advised that the pilot of Right to Buy for Housing Association tenants would be extended on a regional basis, using government funding. As a result the requirement for councils to pay a "levy" to government based upon sale receipts from the disposal of "high value" council houses which become empty will not be implemented in 2017-18.

#### **Interest Rates and Inflation**

- 10 Growth slowed in the first two quarters of 2016 and forecasts for the remainder of 2016 have been reduced down following the Brexit vote. To address these concerns the Bank of England's Monetary Policy Committee (MPC) cut Bank Rate from 0.50% to 0.25%.
- 11 The Consumer Price Index (CPI) has started rising during 2016 as the falls in the price of oil and food twelve months ago fall out of the calculation in addition, the post referendum 10% fall in the value of sterling is likely to result in a 3% increase in CPI over a period of 3-4 years arising from increases in the cost of imports.

#### **Local Government Finance Settlement 2017/18**

- 12 As in previous years a one year Council Tax Freeze Grant is expected to be available to authorities that freeze their Council Tax at the previous year's level, equivalent to the product of a 1% council tax increase. Given the loss of revenue to the Council in the current and following years the recommendation is for the Council to increase Council Tax up to the maximum level at which a referendum is not required. It is expected that this level will be 2% although this is subject to confirmation.
- 13 Last year the Council were invited to opt into a four year Finance settlement commencing 1/4/2016 in exchange for submitting an Efficiency Statement to DCLG. The figures below reflect this settlement indicating that all Revenue Support Grant will be removed with effect from 1/4/2019. Whilst opting in wasn't compulsory there was a strong indication that the Settlement would not be any better but could be worse. DCLG have confirmed the Council's submission as acceptable.

<b>Table 1 : Revenue Support Grant</b>				
	<b>Grants</b>	<b>Revenue Support Grant</b>	<b>Total</b>	<b>Percentage (Reduction)/ Increase in RSG</b>
	<b>£million</b>	<b>£million</b>	<b>£million</b>	<b>%</b>
2013/14 *	2.835	6.517	9.352	n/a

2014/15 **	0.735	5.606	6.341	(22.8)
2015/16	0.720	3.713	4.433	(30.0)
2016/17	0.480	2.475	2.955	(33.0)
2017/18	0.240	1.275	1.515	(48.7)
2018/19 ***	0	0.630	0.630	(50.6)
2019/20	0	0	0	(100)

\* First year of retained business rates system

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

\*\*\* Grant to reduce to zero

### Retained Business Rates

- 14 Business rates income collected by the Oxford City Council as billing authority is split 50/50 with central government with the balance split 80/20 between Oxford City Council and Oxfordshire County Council respectively. From our 80% share the Council pays a tariff to central government and retains a baseline amount (set by the Government) together with 50% of the retained income above this baseline. The main components of the system with estimates of individual elements for Oxford City for 2017/18 are as follows:

Table 2 : Retained Business Rates 2017-18	
	£million
Estimated Business Rates Income	92.159
Billing Authority Share (50%)	46.080
Oxford City Share (80%)	36.864
Less Tariff paid to Government	28.254
<b>Amount remaining after tariff</b>	<b>8.609</b>
Baseline Business Rates	5.842
Income above baseline (8.609-5.842)	2.768
50% of income above baseline	1.384
S31 Grant adjustment	(0.408)
<b>Total retained business rate income</b>	<b>6.817</b>

## Note

- **Baseline Business Rates** – The government’s view of a fair starting point of business rates income for the billing authority based on formula grant distribution. Updated by RPI each year.
  - **Tariff** – The amount paid to the government each year by the Council as billing authority. Updated by RPI each year.
- 15 In 2016/17 indicative figures for baseline funding and tariffs were provided for 2017/18 these have been used in the preparation of the MTFP.
- 16 The Medium Term Financial Strategy allows for an estimated increase in Business Rates due to Westgate re-opening in December 2017. Projected retained Business Rates income is shown in the Table 3 below:

	<b>Total</b>	<b>Collection Fund Deficit</b>	<b>Total</b>	<b>Percentage (Reduction)/increase in retained business rates</b>
	<b>£million</b>	<b>£million</b>	<b>£million</b>	<b>%</b>
2014/15 *	6.460	-	6.460	14.00
2015/16 **	6.303	-	6.303	(2.40)
2016/17	6.246	(1.802)	4.444	(29.49)
2017/18***	6.817	-	6.817	53.40
2018/19	8.243	-	8.243	20.92
2019/20	8.136	-	8.136	(1.30)
2020/21	8.145	-	8.145	0.11

\* Within the Retained Business rates figures is an assumed level of grant funding for 2011/12 Council Tax Freeze grant and Homelessness Prevention of £129k and £401k respectively.

\*\* Westgate development commenced

\*\*\* Westgate development completed

## Oxfordshire Pool Arrangements

- 17 As part of the business rates retention system councils can decide to group together and “pool” their business rates receipts to manage risk (subject to approval from the Secretary of State).
- 18 In previous years an Oxfordshire pool consisting of Oxfordshire County Council (OCC), Cherwell District Council (CDC) and West Oxfordshire District Council (WODC) has existed.



- 19 Although yet to be confirmed it is likely that a similar Pool will be formed for 2017-18 since this is the most financially advantageous for the County as a whole.

### **Business Rates Distribution Group**

- 20 The chief finance officers of the Oxfordshire councils have agreed that the Pool's membership should be set to maximise income for the good of Oxfordshire as a whole. They have also agreed that councils who would benefit from being in a pool (because the levy would be less on business rates growth than it would be if it was outside the pool) should not be excluded from sharing in the additional income generated by the Pool just because in any year their membership would not generate the optimum retained income for the Pool. It should be noted that whilst authorities would share in the benefits they would also take on some of the risk of Pool losses not covered by safety net.
- 21 Last year Oxford City Council opted to enter the Business Rates Distribution Group. The current forecast is an additional £350k of business rates income as a result of this decision. This position is reviewed annually and since the decision needs to be made relatively quickly once relevant information is available, as in previous years it is recommended that this decision is delegated to the Head of Financial Services, in consultation with the Board Member for Finance and Assets.

### **New Homes Bonus (NHB)**

- 22 This grant is currently given for a six year period based on new dwelling completions in year. Last year the Government consulted on plans to reduce the payment down from 6 years to 4 years as well as options for savings of at least £800 million which can be used for social care, and sharpening incentives for communities to support development. Table 4 gives an estimate of the amount of NHB due to the Council based on the Government's proposal although to date the outcome of the consultation is unknown.
- 23 The Council uses New Homes Bonus to fund its Capital Programme in order to de-risk the Medium Term Financial Strategy. In the event that the grant is lower than estimated or ceases altogether then a mitigating action could be to reduce the Capital Programme.

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
New Homes Bonus	1,338	1,670	1,783	1,834
Percentage increase/(decrease)	(55)	25	7	3

## Changes to Welfare Benefits

- 24 As of 7th November 2016 the Benefit Cap reduced from £26,000 to £20,000 in Oxford. It is estimated 300-350 households in Oxford will be affected and over £1m per annum will be cut from the Housing Benefit of those affected. Council officers began engaging with people likely to be affected prior to its implementation and will be making use of the Council's Discretionary Housing Payment (DHP) grant to provide financial support whilst they are helped to find long term solutions. The Council's DHP grant is likely to increase in 2017/18 as the national budget will increase from £150m to £185m, so there will be scope to provide temporary financial support to most of those who need it.

## Universal Credit

- 25 The Department for Work & Pensions issued a timetable for the full roll out of Universal Credit on the 16<sup>th</sup> November. The end date has been given as September 2018 with Oxford going live in October 2017. There will be further announcements in early December on funding arrangements for Universal Credit delivery and Housing Benefit support. Currently the MTFP makes provision for changes arising from Universal Credit as shown below. Should the December announcements confirm a different position the assumptions will be updated in the February Budget report.

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Financial Services staffing	-	(65)	(130)	(130)
Customer Services staffing	-	(55)	(110)	(110)
Changes in admin grant (current £743k)	58	281	370	411
<b>Total</b>	<b>58</b>	<b>(161)</b>	<b>130</b>	<b>171</b>

## Council Tax Support

- 26 At the City Executive Board on 13th October 2016 members resolved to agree the existing Council Tax Reduction Scheme on the same basis as that introduced on 1st April 2013. This, in essence, continues the previous level of entitlement provided by Council Tax Benefit, and has not passed on the reduction in government funding for council tax relief to those on the lowest incomes in the city. It is estimated the scheme will cost the Council £970k in 2016/17 rising to £1.6 million when Revenue Support Grant is reduced to zero with effect from 1/4/2019.

## Section B General Fund Revenue Budget

- 27 In February 2016 Council agreed a balanced budget for the four years of the Medium Term Financial Plan 2016/17 to 2019/20. The Plan including all income and expenditure and planning assumptions have been reviewed

### Value for Money & Efficiency

- 28 Over the next four years the Council will generate a further £3.5 million of efficiencies, with on-going efficiencies of £1.2 million being achieved from 2020/21 onwards. The programme of cumulative efficiency savings are set out in Appendix 3. They include:

- Multi skilling in call centre - £110k
- Reductions in ICT Business Partners - £115k per annum
- Merger of customer service centres at St. Aldate's from 2018 - £141k per annum
- Savings in Planning IT scanning contract £70k per annum
- Staffing savings in Financial Services - £168k per annum
- Renegotiation of leisure centre contract - £216k per annum

### Fundamental Service Reviews

- 29 As part of the Council's budget setting preparations officers have initiated a number of fundamental service reviews. The reviews have challenged current working practices, looking at benchmarking data for performance and costs, alternative delivery models and best practice both within and outside the sector. All Council services will be reviewed over a period of 4 years and of the 6 services subject to review in the first year two have completed and produced savings as shown below:

- **General Fund Housing Services** -
  - **Housing Benefit Subsidy** - £100k saving for 2 years in restructuring contracts with service providers in order to mitigate loss of housing benefit subsidy
  - **Homelessness** – Ongoing savings of £200k from purchasing 39 units for around £10million to house homeless families saving both temporary accommodation costs and making a small return for the council. Project approval for this appears elsewhere on the agenda.
- **Waste services** – examined different methods and times of waste collection. Noted as high performing against most comparator authorities with limited ability to make more efficiencies with the exception of driving additional commercial waste business. Additional £16k per annum income included in MTFP together with limited number of changes to charging arrangements such as increasing charges for green waste to cost recovery. Confirmed the business case to provide a local recycling transfer station.

- 30 Work on the 4 other review areas: Procurement & Payments, Law & Governance, Leisure Services, Human Resources and Organisational Development is ongoing and will be built into the budget process once completed

## Planning Assumptions

31 The following planning assumptions are included within the Medium Term Financial Strategy:

- a) **Base Budget** - The starting point for planning is the 2016-17 base budget position as agreed by Council in February 2016, adjusted for any one-off savings and growth.
- b) **Inflation** –Most budgets are cash limited. Over the period CPI is expected to increase to 3% which could squeeze budgets harder.
- c) **Council Tax Increase** – The current assumption is for a 1.99% rise per annum for the four years of the plan on the basis that increases will be capped at 2%.
- d) **Investment Interest** – The Bank of England base rate is 0.25% and projected to fall again to 0.1% in the first quarter of 2017 and remain at this level until they slowly begin to rise from September 2018. Forecasts of interest rates in the MTFP range from 0.2% to 0.5% for the next four years with income reducing by approximately £200k per annum to that previously forecast
- e) **Homelessness Spend** – In spite of losing Homeless Prevention Grant funding of £942k per annum from 2016/2017 the Council have maintained in full this level of spend in this area.
- f) **Pay Assumptions** – In 2013/14 the Council negotiated a four year pay settlement with the Unions of 1.5% per annum in exchange for leaving the national pay agreement. A new deal will be negotiated during 2017/18 prior to the current arrangement ending on 1/4/18.
- g) **Pensions** - The Medium Term Financial Strategy includes an increase from the current contribution in line with pay inflation increases. In addition a provision has been made of £200k per annum to cover additional costs which may arise from the Funds triennial valuation which will be implemented with effect from 1/4/2017.
- h) **Increases in Fees and Charges** –Fees and charges are projected to increase by £2.3 million over the 4 years to 2020-21. In 2017-18 there are increases in the areas shown below details of which are given in Appendix 8.
  - i. Garden waste bins - £2 per bin per year
  - ii. Pre-application advice for planning services - 3% - 8%
  - iii. Leisure activities
    - Swimming – 5p (1.1%)
    - Adult gym – 15p (1.9%)
    - Skating - 15p (1.88%)
    - Tennis – reduction £1 (14%)
  - iv. Pest Control increases range from £5 to £20 more accurately reflecting the cost of the service
  - v. Cemeteries increases range from (1.0% to 2.0%) - £10 to £20
  - vi. Off street Car Parking – Most car parks no increase
  - vii. Garages - £1 per week (7%).
  - viii. Park and Ride - Our projection is that this will increase from £2 to £3 per day in 2018-19, but we anticipate any increases to be the

subject of discussion and agreement with Oxfordshire County Council, which also operates Park and Ride car parks in Oxford.

viii **Concessions**

The Council gives concessions in the following areas:

- Bonus Concessionary Leisure Card – qualifying benefits include: Job seeker’s allowance, Unemployed / interim payment, Youth training courses / new deal, Income support, Housing benefit, Council Tax reduction, Pension credit, Asylum Seeker, Invalid Care Allowance, Employment and Support Allowance, Attendance Allowance, Personal Independence Payment (PIP) - Disability Living Allowance, NHS: AG2, AG3, HC2 or HC3 Certificate holders, and Foster Carers. The nature and extent of these concessions are being reviewed, particularly in the light of Universal Credit as part of the leisure Fundamental Service Review
  - Free Swimming for children under 17 at various sessions during the week
  - Free one off winter garden clearance for council tenants in receipt of Council Tax reduction or Housing Benefit and physically unable to carry out work
  - A range of pest control visits for mice, rats, wasps, ants, moths, fleas, squirrels and other pests where the customer is in receipt of Housing Benefit
  - Garden waste collection where customer is in receipt of benefit
- i) **Traded Income** – To support the base budget the Council incorporates income earned from external trading activity. The following table shows the estimated value of sales and income assumed within the MTFP.

<b>Table 6 : External Trading Sales and contribution</b>				
	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020/21</b>
<b>Turnover</b>	<b>£000’s</b>	<b>£000’s</b>	<b>£000’s</b>	<b>£000’s</b>
Engineering	1,714	3,531	3,796	3,796
Building Works	1,504	2,373	1,964	1,964
Trade waste	3,433	3,523	3,543	3,543
<b>Total</b>	<b>6,651</b>	<b>9,427</b>	<b>9,303</b>	<b>9,303</b>
<b>Total Gross Contribution</b>	<b>3,210</b>	<b>3,360</b>	<b>3,400</b>	<b>3,400</b>
<b>Net Contribution included in MTFP</b>	<b>1,199</b>	<b>1,317</b>	<b>1,325</b>	<b>1,318</b>

- j) **Capital Financing** - Capital financing for the draft Capital Programme is detailed in Section D. The four year Medium Term Financial Strategy assumes £17.4 million of revenue contributions will be made to finance vehicle replacements and ICT software and hardware over the period.

- k) **Planned Repairs and Maintenance** – £1.2 million per annum for planned maintenance to Corporate Buildings. At the end of the 4 year period backlog repairs and maintenance is estimated at around £2.6 million
- l) **Contingencies** – In a change to previous years policy contingencies of 30% are held against high risk efficiencies, fees and charges and service reduction proposals as set out below. This seems financially prudent given that the Council has had good track record of delivering within budget.

<b>Table 7 : Contingencies held against efficiencies, service reductions and fees and charge increases</b>				
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Total cumulative Savings in plan	(1,353)	(3,027)	(3,248)	(3,549)
Cumulative contingency in MTFP	145	271	300	341
% of total savings covered by contingency	10.7	9.0	9.2	9.6

32 Set against a background of uncertainty new items of ongoing revenue expenditure are limited and total around £1 million are shown in Appendix 3. The most significant being :

- **Economic Development - £125k** - inclusion of posts in economic regeneration and city centre management largely arising from the withdrawal of County Council funding
- **Planning Services - £71k** – additional posts to ensure the robustness of the service going forward
- **Conservation Appraisal – one off £50k** - this is a contribution towards the funding of an appraisal of our central conservation area – this is a study that will support delivery of growth, support better decisions (by having up to date information that will help us with planning applications and at appeal if those circumstances apply) and feed into the local plan.
- **Planned Repairs and Maintenance-£400k per annum** – a recent stock condition survey of council buildings has revealed backlog repairs of around £7.5 million. An increase of £400k per annum in addition to £600k existing budget and a one off £500k from capital still leaves a backlog of around £2.7 million at the end of the four year period.
- **Apprenticeship Levy - £175k** – the Government have introduced a 0.5% levy for all businesses with a payroll bill in excess of £3million. Levy funds can be used to offset 80% training costs for apprentices.

- **Digital Inclusion - £15k for 2 years** – consultancy to design digital services that enable our customers to more easily engage with council services on line
- **Individual Electronic Registration - £97k** The additional budget covers the cost of 2 additional staff brought in to undertake the work together with supplies to run the process after the Government grant is removed.
- **Committee administration - £23k-** represents the balance of staffing costs net of income from the Housing Company and Oxwed
- **Go Ultra Low project manager £15k per annum for one year-** relates to part time officer to assist in the running of the GULO project
- **Oxford Living Wage -£35k per annum** – this budget ensures that the Oxford Living wage is maintained for staff working within the Leisure services partnership, above the contractual requirement

33 The Council's General Fund Budget for Consultation is set out in Appendices 1, 2 and 3 attached and summarised below:

<b>Table 8 : Summary General Fund Medium Term Financial Plan 2017/18 to 2020/21</b>				
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>EXPENDITURE</b>				
Base Budget	21,475	21,475	21,475	21,475
Efficiencies	(596)	(1,198)	(1,475)	(1,456)
Fees and Charges	(942)	(2,140)	(2,161)	(2,372)
Service reductions	(182)	(190)	(197)	(204)
Changes in investment	(723)	(928)	(983)	(983)
Inflation & other pressures	1,631	2,405	2,553	2,685
New Homes Bonus	(1,338)	(1,670)	(1,784)	(1,835)
Revenue Contributions	1,338	1,670	1,784	1,835
Corporate costs including interest, MRP, pay	473	1,755	2,491	3,448
Contingencies	145	271	300	341
Transfers to/ (from) working balances	-	762	(127)	(635)
<b>Net Budget Requirement</b>	<b>21,281</b>	<b>22,212</b>	<b>21,876</b>	<b>22,299</b>
<b>FUNDING</b>				
Council Tax	(12,949)	(13,339)	(13,740)	(14,154)
Revenue Support Grant	(1,515)	(630)	-	-
Retained Business Rates	(6,817)	(8,243)	(8,136)	(8,145)
<b>Total</b>	<b>(21,281)</b>	<b>(22,212)</b>	<b>(21,876)</b>	<b>(22,299)</b>
<b>Surplus/ (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL FUND WORKING BALANCE</b>	<b>3,621</b>	<b>4,382</b>	<b>4,255</b>	<b>3,621</b>

### Key

- **MRP – Minimum Revenue Provision** – A charge made to revenue in respect of the cost of borrowing to fund the Capital Programme.
- **NHB – New Homes Bonus** - This grant is given for a four year period based on new dwelling completions in year.

### Use of Working Balances

- 34 The budget assumes transfers to and from the working balance which as at 1/4/2016 were £3.620 million. Over the four year period of the MTFP assuming delivery as planned, the balances are replenished.

### Risk Implications

- 35 The main risks to the balanced position of the General Fund consultation budget (Appendix 8) are that:
- Variations of actual income and expenditure against budget especially in volatile areas such as income
  - The Financial Settlement is not as favourable as is assumed in the above figures
  - Business Rates income is lower than forecast
  - Welfare Reform impacts the authority more adversely than assumed
  - Outcome of New Homes Bonus consultation is not as favourable as assumed
  - Interest rates lower than projected
  - Slippage in the capital programme adversely effects revenue savings and additional income in the MTFP

## Section C Housing Revenue Account Budget

### Background

- 36 Since last summer legislation has been introduced bringing in significant changes to the delivery of housing services by social landlords in both the Welfare Reform and Work Bill (annual 1% reduction in rents for 4 years starting in 2016/17) and the Housing and Planning Act (the forced sale of high value dwellings and pay to stay). These key changes are estimated to have cost Oxford City Council around £34 million in lost rent compared to the proposals in our previous rental strategy.
- 37 Very recent ministerial announcements have abandoned the Pay to Stay policy and confirmed that the high value housing levy will not be implemented on 1<sup>st</sup> April 2017 as originally planned. The estimates have been prepared on the basis that the high value levy will proceed at some point as the Housing Minister Gavin Barwell MP recently advised that the high value levy would require 'quite a notice period' and councils as well as the House of Lords and Commons would need to be consulted before the policy could be implemented. Councils would be advised 'in due course' on the implementation date for these policies.
- 38 An amount of £23.1 million has been estimated as the amount of levy payment over the next four years. This is based on the estimated number of high value dwellings that may become void over this period although in the absence of the Government's formula it is difficult to know for certain how accurate this is. Setting



aside an amount in this manner should mitigate the need to dispose of dwellings to fund the levy in the short to medium term.

### Key assumptions made in preparing the HRA budget for 2017/18 – 2020/21

- Rent setting** – The Welfare Reform and Work Bill introduced a policy with effect from April 2016 that social housing rents must be reduced by 1% per year for 4 years from their 8 July 2015 position. The Government have given no indication about what rental policy should be adopted thereafter. The assumption is that the Council will adopt a rent strategy that will move rents to target rent over a four year period between 2020/21 and 2023/24. Thereafter rents will be increased by the Governments previous guideline of CPI + 1%. The impact on rents for 2017/18 is shown in Appendix 5 with a summary over the next 4 years shown below:

	<b>Change</b>	<b>Average weekly change</b>	<b>Average weekly Rent</b>
	%	£	£
2017/18	**(0.89)	(0.95)	105.65
2018/19	**(0.87)	(0.92)	104.73
2019/20	**(0.87)	(0.92)	103.82
2020/21	4.04	4.19	108.01

\*\* These changes are slightly less than 1% as new tenants occupying void properties are charged at target rent immediately and some of stock is occupied by homeless families that are charged at Local Housing Allowance (LHA) rents

- Debt Management Strategy**

The first £20m self- financing loan is due for repayment on 31 March 2021. Last year it was agreed that this payment would be deferred which would generate an initial saving of £20m offset by the additional annual interest cost of approximately £0.658m. The overall strategy is to repay debt when possible allowing for commitments to be financed whilst maintaining a minimum HRA working balance of £3.5 million. Self- financing debt at the end of the 4 year planning period will stand at around £222 million.

- High Value Council Housing Levy**

Although the Government have confirmed this will not be implemented in 2017-18 there is still an assumption that this will be implemented from 2018-19 onwards. In line with previous assumptions the Council has provided for capital spend of around £7million on this issue in lieu of Council house disposals to fund. The amount of £4.7 million budgeted for in 2017-18 has at this stage been transferred to a reserve either for repayment of debt or to fund future payments of the levy when the position becomes clearer.

- **Right To Buy and other disposals**

Disposals of around 40 dwellings per year until 2021/22 are assumed due to the Government's re-invigorating its Right to Buy initiative. Additionally, the plan allows for 5 properties to be transferred to the Housing Company which the Council is able to do without Secretary of States approval under Section 32 of the Housing Act 1985 (as amended) and set out in the DCLG's General Housing Consents.

- **Inflation and pay assumptions**

All the assumptions for inflation are the same as for the Council's General Fund.

- **Service Charges**

Service charges such as caretaking, cleaning, CCTV, communal areas etc. have been increased in line with the convergence formula in previous years. The Council agreed to remove any associated service charge limiter (credits) over a 4 year period limited to a maximum of £1/wk. It is estimated that this will deliver £50k of additional income by 2017/18 at which time the limiter will have been removed from all associated accounts. A review of the service charge budgeted income suggests that the base budget can be increased by around £300k per annum and this has been reflected in the revised budget.

- **Working Balance**

The working balance levels allow sufficient monies for the funding of future years' Capital Programme, the repayment of the debt, as well as an amount of £3.5 million as being the minimum required to cover unexpected events such as falling investment income or increased costs. This is in addition to surplus HRA borrowing headroom of around £42 million.

## **On-going Pressures, fees and charge variations and new investment Proposals**

39 Increased HRA revenue spend is shown in Appendix 3 with the more significant being as follows:

- **Energy Officer** – one off £25k to fund the post until March 2018. This is reversed in 2018/19.
- **Flexible Tenancies** – one off £18k related to the production of additional literature and publications informing tenants of this new government policy, together with undertaking any associated consultations.
- **Decants** - one off £70k then £30k on-going thereafter. This estimate is associated with the Tower Blocks project
- **Electrical upgrades** two years of £300k to introduce an accelerated programme of works to ensure the Council's properties are compliant with enhanced statutory requirements.
- **Decants and home loss** payments, together with disturbance allowance payments re Underhill circus estimated at £45k per annum
- **Regeneration at Blackbird Leys** - £100k per annum. Currently maintaining void properties in property that require security, together with associated demolition costs prior to redevelopment.

- **Cleaning of communal areas** -£77k for two years to provide for a van and 2 FTE employees to undertake cleaning of communal areas across the estates.
- **ICT Northgate replacement** – £180k for two years to provide for backfill arrangements for 3 fte staff and project management transferred to assist the review of the Northgate System.

### Efficiencies

40 Efficiencies have been included in the HRA business plan of £57k in 2019-20 followed by a further £60k in 2020/21 and it is intended that this will be achieved by :

- Improved voids turnaround resulting in reduced rent loss. Estimated to be one extra week's rent charged on the total number of voids per annum because of a faster turnaround - £32k increased rent.
- Moving some responsive repairs to a planned programme e.g. fencing. This is estimated to deliver £49k savings.
- The benefits derived from the failure demand project in Customer Services and Direct Services. Whilst the quantum of savings is not certain, the remaining £36k should be achievable via these changes.

### Housing Revenue Account Budget 2017/18 to 2020/21

41 Appendix 4 details the HRA Budget for the period 2017/18 to 2020/21 which is summarised below:

<b>TABLE 10 HOUSING REVENUE ACCOUNT</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Income	(44,285)	(43,310)	(43,574)	(44,180)
Expenditure	35,380	35,729	35,775	37,117
<b>Net Operating Expenditure</b>	<b>(8,905)</b>	<b>(7,581)</b>	<b>(7,799)</b>	<b>(7,063)</b>
Appropriations	3,062	9,890	9,549	8,825
<b>(Surplus)/Deficit for the Year</b>	<b>(5,843)</b>	<b>2,309</b>	<b>1,750</b>	<b>1,762</b>
(Surplus)/Deficit b/fwd	(5,537)	(11,457)	(9,210)	(7,521)
Investment Income	(77)	(61)	(61)	(63)
<b>(Surplus)/Deficit c/fwd</b>	<b>(11,457)</b>	<b>(9,209)</b>	<b>(7,521)</b>	<b>(5,822)</b>

42 The Housing Revenue Account shows a stable financial position over the next four years. This may change depending on the implementation of the high value voids levy payment contained within the Housing and Planning Bill and future guidance on rent levels.

## Risk Implications

43 The main risks to the balanced position of HRA are summarised below and detailed in Appendix 8:

- Liability arising from high value voids levy is more than estimated
- Increased arrears due to benefit changes arising from the roll out of Universal Credit
- Non-achievement of assumed Right to Buy sales now required to fund increased capital spend commitments.
- Non-achievement of planned efficiencies.
- Variations in estimates causing cash flow problems
- Regulations on future rent levels

## Section D Capital Programme

### General Fund Capital Programme

44 The proposed General Fund Programme shown in Appendix 6 amounts to around £122.5 million over the four year period. In addition to in-year variations to account for slippage the changes to the Capital Programme include :

<b>Table 11 : Variations to Capital Budget</b>				
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Deleted Schemes</b>				
Solar bins		(25)		
Skateboard parks			(70)	
Equity loans		(100)		
Cemeteries			(750)	(200)
Biomass store		(53)		
Grants		(25)	(25)	
<b>Total</b>	<b>0</b>	<b>(203)</b>	<b>(845)</b>	<b>(200)</b>
<b>New Bids</b>				
Community Centres	1,450			
Oatlands recreation ground	75			
Seacourt park and ride (1)	1,500	500		
Purchase of properties for homeless (2)	10,000			
Recycling transfer station (3)	968			
Refuse freighter	185			
Local Area network	90			
Web chat	20	5	5	5
Purchase of leasehold	1,000			

property (4)				
Feasibility study and technical investigations (5)	250			
Loans to Housing Company (6)	3,000	30,000	16,000	11,000
<b>Total new bids</b>	<b>18,538</b>	<b>30,505</b>	<b>16,005</b>	<b>11,005</b>
<b>Total</b>	<b>18,538</b>	<b>30,302</b>	<b>15,160</b>	<b>10,805</b>

**Notes:**

**(1)Seacourt Park and Ride** – The increased cost of delivering the additional parking spaces at Seacourt Park and Ride have arisen from costs required to secure planning permission reflecting Green Belt, flood plain, highway and drainage issues. The scheme cost has now risen to £4.1 million but additional income will provide payback within a reasonable period

**(2)Purchase of properties for homeless families** – The purchase of approximately 39 properties financed by prudential borrowing and Retained Right To Buy receipts both within and in close proximity to Oxford will house homeless families, providing additional net income and savings on the temporary accommodation homelessness budget. There is a separate report elsewhere on the agenda seeking project approval for this scheme.

**(3)Recycling transfer station (RTS)**– Following a review of all available sites and in a change to original plans the new proposal recommends Redbridge as the most economically viable option to locate the RTS. Additional expenditure is required for the construction of an access road, together with drainage, signage, lighting and fencing although a capital receipt may arise from the sale of the previously identified location. There is a separate report to December CEB.

**(4)Purchase of leasehold property** – The budget provides for the purchase of the leasehold on land currently owned by the Council in order to undertake housing development either by the Housing Company or the Council.

**(5)Feasibility study and technical investigations** – The budget allows for the costs of feasibility studies to be undertaken on the potential for further rationalization of Council property.

**(6) Loans to Housing Company** – see paragraph 47 below

- 45 Incorporating the items shown in Table 11 above the full Programme of investment is shown in Appendix 6 and includes other significant items such as £2.4 million on flood relief schemes, community centre improvements £3.6 million, Disabled Facility Grants £4.0 million, parks, open spaces and athletics facilities £5 million, car parks resurfacing and improvements £1.2 million, ongoing renewal of council vehicles £8.9 million, £2.2 million museum improvements, £4 million loans to companies, investment in ICT £2.4 million and improvements to investment properties £10million.
- 46 Funding of the Programme is by revenue (16%), Capital Receipts (9%) Community Infrastructure Levy (4%), borrowing (65%) and Government Grants and third party contributions (6%). General Fund borrowing at the end of the four year period will be around £80 million. All revenue costs have been included in the General Fund revenue budget.

## Housing Company

- 47 In March 2016 the Council approved the establishment of a Local Authority housing company and the company was incorporated in June 2016. The Company Business Plan approved at a Board meeting in December 2016 set out plans to undertake, the purchase and management of affordable rented homes at Barton, the development of new affordable and market housing, the purchase of 5 void properties per annum from the HRA and estate re-generation in The Leys and Barton.
- 48 The Council will lend money to the Housing Company at state aid compliant rates of interest using its prudential borrowing powers with the company repaying the council either based on an annuity or overdraft method. The Council gave approval at its meeting in March 2016 for loans to be made to the Housing Company for the acquisition of houses at Barton Park in 2017-18 (£12.250 million) together with working capital (£250k). The Companies Business Plan will be presented to the City Executive Board in January 2017 for formal approval of the loans which are anticipated to be required as follows :

<b>Table 12 : Loans to the Housing Company and Receipts to be received for the Company</b>				
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Loan	3,000	30,000	16,000	11,000
Capital Receipts	(900)	(2,813)	(1,000)	(1,000)
Net	2,100	27,187	15,000	9,000

- 49 Over the next 4 years loans from the Council are in the region of £60million facilitating the construction and acquisition of approximately 500 new dwellings. In addition to capital receipts, loan repayments will be made by the company back to the Council..

### **Oxford West End Development (OXWED)**

- 50 The Council has a 50/50 partnership with Nuffield College to undertake the development of the land at Oxpens. The Council has already approved loans totaling £4.1 million as its 50% share of the cost of purchasing additional land in December 2017. In addition, loans have also been approved to fund working capital of £100k but the Company cash flow statement indicates a further advance of up to £50k will be required to provide it with sufficient funds up to March 2018. Nuffield College will be matching this amount.

### **Housing Revenue Account Capital Programme**

- 51 The draft HRA Capital Programme is intrinsically linked to the HRA Business Plan since the resources to fund the Programme are largely generated through housing rents. All Capital projects in the existing Programme have been considered and adjustments made accordingly.

52 For planning purposes a 4 year period is considered in detail and this is shown in Appendix 6. In summary spend over the 4 year planning period is as follows:

<b>Table 13 : Summary of HRA Capital Programme over next 4 years</b>				
<b>Budget</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Tower Blocks	6,959	134	-	-
Planned Major Repairs	602	617	633	648
Improvements	903	773	784	795
Regulatory	5,061	5,203	5,344	5,479
Regeneration	5,700	2,736	2,773	1,706
Other	675	692	709	727
Contingency for HVCH	-	7,703	7,703	7,703
	<b>19,900</b>	<b>17,858</b>	<b>17,946</b>	<b>17,058</b>

- 53 The revised programme of £73 million over the next 4 years includes:
- Tower block refurbishment £7 million
  - Great Estates enhancement of car parking and other infrastructure £4.2 million
  - Barton Regeneration £3.3 million
  - Improvements to doors, windows, controlled entry including the Oxford Standard - £6 million
  - Replacements of kitchens, bathrooms, roofs, heating and electrics -£18 million
  - Blackbird Leys Regeneration - £5.4 million – to undertake regeneration at the heart of the estate
  - A contingency of £23.1 million to mitigate the potential financial effect of the Government's initiatives around High Value Council Housing in lieu of selling high value council housing (See also para 38)
- 54 The financing of the HRA Capital Programme is from Revenue £63.8 million and Capital Receipts £8.8 million.

### **Risk Implications impacting the Capital Programme**

- 55 The main risks to the Capital Programme are set out in Appendix 8 and summarised below:
- Disposals as detailed before are not secured causing a shortfall in funding of schemes
  - Estimate for payment to Government in respect of HVCH is insufficient
  - Slippage in Capital Programme and impact on delivery of priorities
  - Robustness of estimates

### **Budget next steps**

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

<b>Table 14 Budget Consultation Timetable</b>	
Consultation Budget Report to CEB	15 <sup>th</sup> December
Budget Consultation Period	16 <sup>th</sup> December to January 2017
Final Budget Report to CEB including outcome of Consultation	9th February 2017
Budget approval and Council Tax Setting	20th February 2017

- 57 The budget consultation exercise will commence in December 2016 and involve an online survey and the *Oxford Mail* which will carry a simplified version of the survey. The outcome of the consultation process will be reported to CEB in February 2017, together with the outcome of the final settlement determination
- 58 Tenants will be consulted on the HRA budget including rent and service charge changes with a special resident focus group(s) and the tenant newsletter 'Tenants in Touch'.

#### **Financial Implications**

- 59 These are covered within the main body of the report

#### **Legal Implications**

- 60 The Council is required to set a balanced budget taking account of working balances and any other available reserves before the commencement of the financial year to which it relates. Consultation will be undertaken with the General Public for a period of 6 weeks in accordance with CIPFA Guidance.

#### **Risk Implications**

- 61 These are shown in Appendix 8 of the report

#### **Equalities Impact Assessment**

- 62 These are shown in Appendix 9 of the report

#### **Name and contact details of author:-**

Name : Nigel Kennedy  
 Job title : Head of Financial Services  
 Service Area / Department : Financial Services  
 Tel: 01865 252708 e-mail: nkennedy@oxford.gov.uk

**List of background papers: None**



## Oxford City Council's General Fund Revenue Budget 2017/18 for Consultation and Future Year Control Totals

	Recommended Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
<b>Chief Executive</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>
<b>Assistant Chief Executive</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>	<b>178</b>	<b>1%</b>
Assistant Chief Exec	119	1%	119	1%	119	1%	119	1%
Communications	15	%	15	%	15	%	15	%
Policy & Partnerships	45	%	45	%	45	%	45	%
<b>Regeneration &amp; Housing</b>	<b>(1,468)</b>	<b>(7%)</b>	<b>(1,564)</b>	<b>(8%)</b>	<b>(1,507)</b>	<b>(8%)</b>	<b>(1,562)</b>	<b>(8%)</b>
<b>Partnership Team</b>	<b>490</b>	<b>2%</b>	<b>540</b>	<b>3%</b>	<b>533</b>	<b>3%</b>	<b>526</b>	<b>3%</b>
Partnership Team	490	2%	540	3%	533	3%	526	3%
<b>Planning &amp; Regulatory</b>	<b>2,789</b>	<b>13%</b>	<b>2,726</b>	<b>14%</b>	<b>2,701</b>	<b>14%</b>	<b>2,701</b>	<b>14%</b>
Cultural Development	0	%	0	%	0	%	0	%
Development	131	1%	79	%	79	%	79	%
Support Services	462	2%	462	2%	462	2%	462	2%
Information Services	(77)	(%)	(77)	(%)	(77)	(%)	(77)	(%)
Spatial Development	1,162	6%	1,162	6%	1,137	6%	1,137	6%
Environmental Health	1,112	5%	1,101	6%	1,101	6%	1,101	6%
<b>Housing &amp; Property</b>	<b>(4,748)</b>	<b>(23%)</b>	<b>(4,831)</b>	<b>(25%)</b>	<b>(4,742)</b>	<b>(25%)</b>	<b>(4,790)</b>	<b>(25%)</b>
Community Housing & Strategy	706	3%	706	4%	706	4%	706	4%
Housing Needs	3,638	18%	3,549	18%	3,563	18%	3,555	18%
Property Services	140	1%	165	1%	170	1%	170	1%
Commercial Property	(9,598)	(46%)	(9,617)	(49%)	(9,547)	(49%)	(9,587)	(50%)
Office Accommodation	4	%	4	%	4	%	4	%
Property Support Services	362	2%	362	2%	362	2%	362	2%
<b>Organisational Development &amp; Corporate Services</b>	<b>5,164</b>	<b>25%</b>	<b>4,989</b>	<b>26%</b>	<b>4,762</b>	<b>25%</b>	<b>4,885</b>	<b>25%</b>
<b>Business Improvement</b>	<b>856</b>	<b>4%</b>	<b>618</b>	<b>3%</b>	<b>387</b>	<b>2%</b>	<b>439</b>	<b>2%</b>
Transformation Projects	190	1%	190	1%	190	1%	190	1%
Business Improvement & Performance	291	1%	229	1%	176	1%	176	1%
Technology	(17)	(%)	(83)	(%)	(98)	(1%)	(46)	(%)
Customer Services	(14)	(%)	(114)	(1%)	(267)	(1%)	(267)	(1%)
Human Resources	406	2%	396	2%	386	2%	386	2%
<b>Organisation Development</b>	<b>21</b>	<b>%</b>	<b>21</b>	<b>%</b>	<b>21</b>	<b>%</b>	<b>21</b>	<b>%</b>
Organisation Development	21	%	21	%	21	%	21	%
<b>Welfare Reform Team</b>	<b>169</b>	<b>1%</b>	<b>169</b>	<b>1%</b>	<b>169</b>	<b>1%</b>	<b>169</b>	<b>1%</b>
Welfare Reform	169	1%	169	1%	169	1%	169	1%
<b>Financial Services</b>	<b>3,645</b>	<b>18%</b>	<b>3,708</b>	<b>19%</b>	<b>3,712</b>	<b>19%</b>	<b>3,783</b>	<b>20%</b>
Accountancy	67	%	67	%	67	%	67	%
Corporate Finance	0	%	0	%	0	%	0	%
Investigations	228	1%	228	1%	228	1%	228	1%
Procurement & Payments	108	1%	38	%	18	%	18	%
Revenues & Benefits	3,186	15%	3,319	17%	3,343	17%	3,414	18%
Incomes	56	%	56	%	56	%	56	%
<b>Law &amp; Governance</b>	<b>473</b>	<b>2%</b>	<b>473</b>	<b>2%</b>	<b>473</b>	<b>2%</b>	<b>473</b>	<b>2%</b>
Committees & Members Services	48	%	48	%	48	%	48	%
Election Services	456	2%	456	2%	456	2%	456	2%
Legal Services	(71)	(%)	(71)	(%)	(71)	(%)	(71)	(%)
Executive Support	40	%	40	%	40	%	40	%
<b>Community Services</b>	<b>16,869</b>	<b>81%</b>	<b>15,901</b>	<b>82%</b>	<b>15,859</b>	<b>82%</b>	<b>15,724</b>	<b>82%</b>
<b>Community Services</b>	<b>7,698</b>	<b>37%</b>	<b>7,637</b>	<b>39%</b>	<b>7,607</b>	<b>39%</b>	<b>7,607</b>	<b>40%</b>
Leisure Management	1,679	8%	1,659	9%	1,659	9%	1,659	9%
Oxford Sport & Physical Activity	115	1%	115	1%	115	1%	115	1%
Sports Development	193	1%	173	1%	173	1%	173	1%
Parks Development	757	4%	757	4%	757	4%	757	4%
Community Centres	749	4%	729	4%	729	4%	729	4%
Youth Ambition	426	2%	426	2%	426	2%	426	2%
Town Hall & Facilities	243	1%	237	1%	237	1%	237	1%
Culture	507	2%	512	3%	482	3%	482	3%
Community Safety	1,208	6%	1,208	6%	1,208	6%	1,208	6%
Localities Team	1,823	9%	1,823	9%	1,823	9%	1,823	9%
<b>Direct Services</b>	<b>8,361</b>	<b>40%</b>	<b>7,469</b>	<b>38%</b>	<b>7,457</b>	<b>39%</b>	<b>7,322</b>	<b>38%</b>
Building Planned Operations	(2,642)	(13%)	(2,757)	(14%)	(2,872)	(15%)	(2,987)	(16%)
Building - Responsive Operations	385	2%	385	2%	385	2%	385	2%
Off Street Parking	(2,733)	(13%)	(3,198)	(16%)	(3,238)	(17%)	(3,393)	(18%)
Waste & Recycling Domestic	4,336	21%	4,005	21%	3,994	21%	3,983	21%
Waste & Recycling Commercial	(1,198)	(6%)	(1,243)	(6%)	(1,253)	(6%)	(1,253)	(7%)
Engineering	(689)	(3%)	(681)	(3%)	(673)	(3%)	(660)	(3%)
Street Scenes	4,157	20%	4,159	21%	4,169	22%	4,171	22%
Motor Transport	(322)	(2%)	(286)	(1%)	(253)	(1%)	(210)	(1%)
Caretaking & Miscellaneous	(122)	(1%)	(122)	(1%)	(122)	(1%)	(122)	(1%)
Local Overheads	3,537	17%	3,552	18%	3,577	19%	3,577	19%
Direct Building Services Stores	813	4%	821	4%	904	5%	987	5%
Pest Control & Dog Wardens	114	1%	104	1%	104	1%	104	1%
Parks - DS	2,728	13%	2,733	14%	2,738	14%	2,743	14%
<b>Environmental Sustainability</b>	<b>809</b>	<b>4%</b>	<b>794</b>	<b>4%</b>	<b>794</b>	<b>4%</b>	<b>794</b>	<b>4%</b>
Environmental Quality	315	2%	315	2%	315	2%	315	2%
Energy & Natural Resources	315	2%	315	2%	315	2%	315	2%
Smart, Sustainable Cities	179	1%	164	1%	164	1%	164	1%
<b>Total Portfolio Budget</b>	<b>20,743</b>	<b>100%</b>	<b>19,504</b>	<b>100%</b>	<b>19,292</b>	<b>100%</b>	<b>19,225</b>	<b>100%</b>
<b>Below the line</b>								
Corporate Accounts	473	2%	1,755	9%	2,492	13%	3,448	18%
Contingencies	65	%	191	1%	220	1%	261	1%
<b>Net Expenditure Budget</b>	<b>21,281</b>	<b>103%</b>	<b>21,450</b>	<b>110%</b>	<b>22,004</b>	<b>114%</b>	<b>22,934</b>	<b>119%</b>

**Oxford City Council's General Fund Revenue Budget 2017/18 for Consultation and Future Year Control Totals**

	Recommended Budget 2017/18		Proposed Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
<b>General Fund Working Balances</b>								
Transfer to / (from) General Fund Working Balances	0	%	762	4%	(127)	(1%)	(635)	(3%)
<b>Net Budget Requirement</b>	<b>21,281</b>	<b>103%</b>	<b>22,212</b>	<b>114%</b>	<b>21,877</b>	<b>113%</b>	<b>22,299</b>	<b>116%</b>
<b>Financed by</b>	<b>(21,281)</b>	<b>(103%)</b>	<b>(22,212)</b>	<b>(114%)</b>	<b>(21,877)</b>	<b>(113%)</b>	<b>(22,299)</b>	<b>(116%)</b>
Revenue Support Grant	(1,515)	(7%)	(630)	(3%)	0	%	0	%
Business Rates retention	(6,817)	(33%)	(8,243)	(42%)	(8,137)	(42%)	(8,145)	(42%)
Section 31 Grants	0	%	0	%	0	%	0	%
Council tax	(13,121)	(63%)	(13,511)	(69%)	(13,912)	(72%)	(14,326)	(75%)
Less Parish Precept	172	1%	172	1%	172	1%	172	1%
Collection Fund Surplus	0	%	0	%	0	%	0	%
Business Rates Collection Fund (Surplus) / Deficit	0	%	0	%	0	%	0	%
Over / (Under) Allocated budget	0	%	0	%	0	%	0	%

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

# Appendix 2

	Approved Budget 2016/17	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
<b>Assistant Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
Assistant Chief Exec	119										119
Communications	15										15
Policy & Partnerships	45										45
<b>Regeneration &amp; Housing</b>	<b>(1,450)</b>	<b>0</b>	<b>(117)</b>	<b>0</b>	<b>1,021</b>	<b>0</b>	<b>0</b>	<b>(305)</b>	<b>(9)</b>	<b>(608)</b>	<b>(1,468)</b>
<b>Partnership Team</b>	<b>537</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>(73)</b>	<b>490</b>
Partnership Team	537				35				(9)	(73)	490
<b>Planning &amp; Regulatory</b>	<b>3,108</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>226</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>(535)</b>	<b>2,789</b>
Cultural Development	0										0
Development	102				39			(10)			131
Support Services	462										462
Information Services	(77)										(77)
Spatial Development	1,697									(535)	1,162
Environmental Health	925				187						1,112
<b>Housing &amp; Property</b>	<b>(5,096)</b>	<b>0</b>	<b>(117)</b>	<b>0</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>(295)</b>	<b>0</b>	<b>0</b>	<b>(4,748)</b>
Community Housing & Strategy	706										706
Housing Needs	3,755		(117)								3,638
Property Services	(555)				760			(65)			140
Commercial Property	(9,368)							(230)			(9,598)
Office Accommodation	4										4
Property Support Services	362										362
<b>Organisational Development &amp; Corporate Services</b>	<b>5,116</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>388</b>	<b>(148)</b>	<b>(5)</b>	<b>(10)</b>	<b>(150)</b>	<b>(32)</b>	<b>5,164</b>
<b>Business Improvement</b>	<b>892</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>190</b>	<b>(76)</b>	<b>(5)</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>856</b>
Transformation Projects	340								(150)		190
Business Improvement & Performance	291										291
Technology	39			5	15	(76)					(17)
Customer Services	(14)										(14)
Human Resources	236				175		(5)				406
<b>Organisation Development</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
Organisation Development	21										21
<b>Welfare Reform Team</b>	<b>169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>169</b>
Welfare Reform	169										169
<b>Financial Services</b>	<b>3,669</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>(72)</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>3,645</b>
Accountancy	67										67
Corporate Finance	0										0
Investigations	238							(10)			228
Procurement & Payments	142					(34)					108
Revenues & Benefits	3,166				58	(38)					3,186
Incomes	56										56

59

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

# Appendix 2

	Approved Budget 2016/17	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Law &amp; Governance</b>	<b>365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(32)</b>	<b>473</b>
Committees & Members Services	25				23						48
Election Services	359				97						456
Legal Services	(59)				20					(32)	(71)
Executive Support	40										40
<b>Community Services</b>	<b>17,631</b>	<b>0</b>	<b>0</b>	<b>93</b>	<b>124</b>	<b>(251)</b>	<b>(110)</b>	<b>(622)</b>	<b>(23)</b>	<b>27</b>	<b>16,869</b>
<b>Community Services</b>	<b>7,805</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>74</b>	<b>(196)</b>	<b>0</b>	<b>(21)</b>	<b>(23)</b>	<b>27</b>	<b>7,698</b>
Leisure Management	1,792			32	74	(196)		(21)	(23)		1,679
Oxford Sport & Physical Activity	115										115
Sports Development	193										193
Parks Development	757										757
Community Centres	752									(3)	749
Youth Ambition	426										426
Town Hall & Facilities	264							(21)			243
Culture	477									30	507
Community Safety	1,208										1,208
Localities Team	1,823										1,823
<b>Direct Services</b>	<b>9,041</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>35</b>	<b>(65)</b>	<b>(110)</b>	<b>(601)</b>	<b>0</b>	<b>0</b>	<b>8,361</b>
Building Planned Operations	(2,527)			(115)							(2,642)
Building - Responsive Operations	385										385
Off Street Parking	(2,497)						(110)	(126)			(2,733)
Waste & Recycling Domestic	4,325			5	22			(16)			4,336
Waste & Recycling Commercial	(991)				(110)			(97)			(1,198)
Engineering	(395)			13				(307)			(689)
Street Scenes	4,094			2	61						4,157
Motor Transport	(335)			43	15			(45)			(322)
Caretaking & Miscellaneous	(122)										(122)
Local Overheads	3,582				20	(65)					3,537
Direct Building Services Stores	705			108							813
Pest Control & Dog Wardens	124							(10)			114
Parks - DS	2,696			5	27						2,728
<b>Environmental Sustainability</b>	<b>784</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>809</b>
Environmental Quality	305					10					315
Energy & Natural Resources	315										315
Smart, Sustainable Cities	164				15						179
<b>Total Budget at Portfolio Level</b>	<b>21,475</b>	<b>0</b>	<b>(117)</b>	<b>98</b>	<b>1,533</b>	<b>(399)</b>	<b>(115)</b>	<b>(937)</b>	<b>(182)</b>	<b>(613)</b>	<b>20,743</b>

60

## Oxford City Council's Revenue Budget at Portfolio Level 2018-19 Appendix 2

	Recommended Budget 2017/18	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	178	0	0	0	0	0	0	0	0	0	178
<b>Assistant Chief Executive</b>	178	0	0	0	0	0	0	0	0	0	178
Assistant Chief Exec	119										119
Communications	15										15
Policy & Partnerships	45										45
<b>Regeneration &amp; Housing</b>	(1,468)	0	(89)	0	115	(45)	0	(39)	(8)	(30)	(1,564)
<b>Partnership Team</b>	490	0	0	0	58	0	0	0	(8)	0	540
Partnership Team	490				58				(8)		540
<b>Planning &amp; Regulatory</b>	2,789	0	0	0	32	(45)	0	(50)	0	0	2,726
Cultural Development	0										0
Development	131				(2)			(50)			79
Support Services	462										462
Information Services	(77)										(77)
Spatial Development	1,162										1,162
Environmental Health	1,112				34	(45)					1,101
<b>Housing &amp; Property</b>	(4,748)	0	(89)	0	25	0	0	11	0	(30)	(4,831)
Community Housing & Strategy	706										706
Housing Needs	3,638		(89)								3,549
Property Services	140				25						165
Commercial Property	(9,598)							11		(30)	(9,617)
Office Accommodation	4										4
Property Support Services	362										362
<b>Organisational Development &amp; Corporate</b>	5,164	0	0	0	198	(363)	0	(10)	0	0	4,989
<b>Business Improvement</b>	856	0	0	0	0	(228)	0	(10)	0	0	618
Transformation Projects	190										190
Business Improvement & Performance	291					(62)					229
Technology	(17)					(66)					(83)
Customer Services	(14)					(100)					(114)
Human Resources	406							(10)			396
<b>Organisation Development</b>	21	0	0	0	0	0	0	0	0	0	21
Organisation Development	21										21
<b>Welfare Reform Team</b>	169	0	0	0	0	0	0	0	0	0	169
Welfare Reform	169										169
<b>Financial Services</b>	3,645	0	0	0	198	(135)	0	0	0	0	3,708
Accountancy	67										67
Corporate Finance	0										0
Investigations	228										228
Procurement & Payments	108					(70)					38
Revenues & Benefits	3,186				198	(65)					3,319
Incomes	56										56

## Oxford City Council's Revenue Budget at Portfolio Level 2018-19 Appendix 2

	Recommended Budget 2017/18	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Law &amp; Governance</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>473</b>
Committees & Members Services	48										48
Election Services	456										456
Legal Services	(71)										(71)
Executive Support	40										40
<b>Community Services</b>	<b>16,869</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>400</b>	<b>(105)</b>	<b>(160)</b>	<b>(1,149)</b>	<b>0</b>	<b>(15)</b>	<b>15,901</b>
<b>Community Services</b>	<b>7,698</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>(26)</b>	<b>0</b>	<b>(15)</b>	<b>7,637</b>
Leisure Management	1,679					(20)					1,659
Oxford Sport & Physical Activity	115										115
Sports Development	193							(20)			173
Parks Development	757										757
Community Centres	749									(20)	729
Youth Ambition	426										426
Town Hall & Facilities	243							(6)			237
Culture	507									5	512
Community Safety	1,208										1,208
Localities Team	1,823										1,823
<b>Direct Services</b>	<b>8,361</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>415</b>	<b>(85)</b>	<b>(160)</b>	<b>(1,123)</b>	<b>0</b>	<b>0</b>	<b>7,469</b>
Building Planned Operations	(2,642)			(115)							(2,757)
Building - Responsive Operations	385										385
Off Street Parking	(2,733)				732		(160)	(1,037)			(3,198)
Waste & Recycling Domestic	4,336			5	(320)			(16)			4,005
Waste & Recycling Commercial	(1,198)							(45)			(1,243)
Engineering	(689)			13				(5)			(681)
Street Scenes	4,157			2							4,159
Motor Transport	(322)			43	3			(10)			(286)
Caretaking & Miscellaneous	(122)										(122)
Local Overheads	3,537					15					3,552
Direct Building Services Stores	813			108		(100)					821
Pest Control & Dog Wardens	114							(10)			104
Parks - DS	2,728			5	0						2,733
<b>Environmental Sustainability</b>	<b>809</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>794</b>
Environmental Quality	315										315
Energy & Natural Resources	315										315
Smart, Sustainable Cities	179				(15)						164
<b>Total Portfolio Budget</b>	<b>20,743</b>	<b>0</b>	<b>(89)</b>	<b>61</b>	<b>713</b>	<b>(513)</b>	<b>(160)</b>	<b>(1,198)</b>	<b>(8)</b>	<b>(45)</b>	<b>19,504</b>

62

# Oxford City Council's Revenue Budget at Portfolio Level 2019-20

# Appendix 2

	Proposed Budget 2018/19	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
<b>Assistant Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
Assistant Chief Exec	119										119
Communications	15										15
Policy & Partnerships	45										45
<b>Regeneration &amp; Housing</b>	<b>(1,564)</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>(7)</b>	<b>(25)</b>	<b>(1,507)</b>
<b>Partnership Team</b>	<b>540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>533</b>
Partnership Team	540								(7)		533
<b>Planning &amp; Regulatory</b>	<b>2,726</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25)</b>	<b>2,701</b>
Cultural Development	0										0
Development	79										79
Support Services	462										462
Information Services	(77)										(77)
Spatial Development	1,162									(25)	1,137
Environmental Health	1,101										1,101
<b>Housing &amp; Property</b>	<b>(4,831)</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>(4,742)</b>
Community Housing & Strategy	706										706
Housing Needs	3,549		14								3,563
Property Services	165				5						170
Commercial Property	(9,617)							70			(9,547)
Office Accommodation	4										4
Property Support Services	362										362
<b>Organisational Development &amp; Corporate Services</b>	<b>4,989</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74</b>	<b>(291)</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>4,762</b>
<b>Business Improvement</b>	<b>618</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>(206)</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>387</b>
Transformation Projects	190										190
Business Improvement & Performance	229										176
Technology	(83)				(15)	(53)					(98)
Customer Services	(114)					(153)					(267)
Human Resources	396							(10)			386
<b>Organisation Development</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
Organisation Development	21										21
<b>Welfare Reform Team</b>	<b>169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>169</b>
Welfare Reform	169										169
<b>Financial Services</b>	<b>3,708</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>(85)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,712</b>
Accountancy	67										67
Corporate Finance	0										0
Investigations	228										228
Procurement & Payments	38										18
Revenues & Benefits	3,319				89	(65)					3,343

# Oxford City Council's Revenue Budget at Portfolio Level 2019-20

# Appendix 2

	Proposed Budget 2018/19	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Incomes	56										56
<b>Law &amp; Governance</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>473</b>
Committees & Members Services	48										48
Election Services	456										456
Legal Services	(71)										(71)
Executive Support	40										40
<b>Community Services</b>	<b>15,901</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>(81)</b>	<b>0</b>	<b>(30)</b>	<b>15,859</b>
<b>Community Services</b>	<b>7,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30)</b>	<b>7,607</b>
Leisure Management	1,659										1,659
Oxford Sport & Physical Activity	115										115
Sports Development	173										173
Parks Development	757										757
Community Centres	729										729
Youth Ambition	426										426
Town Hall & Facilities	237										237
Culture	512									(30)	482
Community Safety	1,208										1,208
Localities Team	1,823										1,823
<b>Direct Services</b>	<b>7,469</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>(81)</b>	<b>0</b>	<b>0</b>	<b>7,457</b>
Building Planned Operations	(2,757)			(115)							(2,872)
Building - Responsive Operations	385										385
Off Street Parking	(3,198)							(40)			(3,238)
Waste & Recycling Domestic	4,005			5				(16)			3,994
Waste & Recycling Commercial	(1,243)							(10)			(1,253)
Engineering	(681)			13				(5)			(673)
Street Scenes	4,159			2	8						4,169
Motor Transport	(286)			43				(10)			(253)
Caretaking & Miscellaneous	(122)										(122)
Local Overheads	3,552					25					3,577
Direct Building Services Stores	821			108		(25)					904
Pest Control & Dog Wardens	104										104
Parks - DS	2,733			5							2,738
<b>Environmental Sustainability</b>	<b>794</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>794</b>
Environmental Quality	315										315
Energy & Natural Resources	315										315
Smart, Sustainable Cities	164										164
<b>Total Portfolio Budget</b>	<b>19,504</b>	<b>0</b>	<b>14</b>	<b>61</b>	<b>87</b>	<b>(291)</b>	<b>0</b>	<b>(21)</b>	<b>(7)</b>	<b>(55)</b>	<b>19,292</b>

64



# Oxford City Council's Revenue Budget at Portfolio Level 2020-21 Appendix 2

	Proposed Budget 2019/20	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
<b>Assistant Chief Executive</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>178</b>
Assistant Chief Exec	119										119
Communications	15										15
Policy & Partnerships	45										45
<b>Regeneration &amp; Housing</b>	<b>(1,507)</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>(7)</b>	<b>0</b>	<b>(1,562)</b>
<b>Partnership Team</b>	<b>533</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>526</b>
Partnership Team	533								(7)		526
<b>Planning &amp; Regulatory</b>	<b>2,701</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,701</b>
Cultural Development	0										0
Development	79										79
Support Services	462										462
Information Services	(77)										(77)
Spatial Development	1,137										1,137
Environmental Health	1,101										1,101
<b>Housing &amp; Property</b>	<b>(4,742)</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	<b>(4,790)</b>
Community Housing & Strategy	706										706
Housing Needs	3,563		(8)								3,555
Property Services	170										170
Commercial Property	(9,547)							(40)			(9,587)
Office Accommodation	4										4
Property Support Services	362										362
<b>Organisational Development &amp; Corporate Services</b>	<b>4,762</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,885</b>
<b>Business Improvement</b>	<b>387</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>439</b>
Transformation Projects	190										190
Business Improvement & Performance	176										176
Technology	(98)					52					(46)
Customer Services	(267)										(267)
Human Resources	386										386
<b>Organisation Development</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
Organisation Development	21										21
<b>Welfare Reform Team</b>	<b>169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>169</b>
Welfare Reform	169										169
<b>Financial Services</b>	<b>3,712</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,783</b>
Accountancy	67										67
Corporate Finance	0										0
Investigations	228										228
Procurement & Payments	18										18
Revenues & Benefits	3,343				71						3,414

## Oxford City Council's Revenue Budget at Portfolio Level 2020-21 Appendix 2

	Proposed Budget 2019/20	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Incomes	56										56
<b>Law &amp; Governance</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>473</b>
Committees & Members Services	48										48
Election Services	456										456
Legal Services	(71)										(71)
Executive Support	40										40
<b>Community Services</b>	<b>15,859</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>(25)</b>	<b>0</b>	<b>(171)</b>	<b>0</b>	<b>0</b>	<b>15,724</b>
<b>Community Services</b>	<b>7,607</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,607</b>
Leisure Management	1,659										1,659
Oxford Sport & Physical Activity	115										115
Sports Development	173										173
Parks Development	757										757
Community Centres	729										729
Youth Ambition	426										426
Town Hall & Facilities	237										237
Culture	482										482
Community Safety	1,208										1,208
Localities Team	1,823										1,823
<b>Direct Services</b>	<b>7,457</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>(25)</b>	<b>0</b>	<b>(171)</b>	<b>0</b>	<b>0</b>	<b>7,322</b>
Building Planned Operations	(2,872)			(115)							(2,987)
Building - Responsive Operations	385										385
Off Street Parking	(3,238)							(155)			(3,393)
Waste & Recycling Domestic	3,994			5				(16)			3,983
Waste & Recycling Commercial	(1,253)										(1,253)
Engineering	(673)										(660)
Street Scenes	4,169										4,171
Motor Transport	(253)										(210)
Caretaking & Miscellaneous	(122)										(122)
Local Overheads	3,577										3,577
Direct Building Services Stores	904			108		(25)					987
Pest Control & Dog Wardens	104										104
Parks - DS	2,738			5							2,743
<b>Environmental Sustainability</b>	<b>794</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>794</b>
Environmental Quality	315										315
Energy & Natural Resources	315										315
Smart, Sustainable Cities	164										164
<b>Total Portfolio Budget</b>	<b>19,292</b>	<b>0</b>	<b>(8)</b>	<b>61</b>	<b>71</b>	<b>27</b>	<b>0</b>	<b>(211)</b>	<b>(7)</b>	<b>0</b>	<b>19,225</b>

99

# Appendix 3 General Fund & HRA Budget Proposals 2017-18 to 2020-21

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation	
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	35	0	0	0	0	0	0	0	(9)	0	(73)	1	0	0	(47)	
Planning & Regulatory	0	226	0	0	0	0	0	(10)	0	0	0	(535)	0	0	0	(319)	
Housing & Property	0	760	0	0	0	0	0	(295)	0	0	0	0	0	(117)	0	348	
Environmental Sustainability	0	15	0	10	0	0	0	0	0	0	0	0	0	0	0	25	
Community Services	32	74	0	(196)	0	0	0	(21)	0	(23)	0	27	0	0	0	(107)	
Direct Services	61	35	1	(65)	0	(110)	0	(601)	14	0	0	0	0	0	0	(680)	
Business Improvement & Organisational Development	5	190	0	(76)	0	0	0	(5)	0	(150)	0	0	0	0	0	(36)	
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Financial Services	0	58	0	(72)	(1)	0	0	(10)	0	0	0	0	0	0	0	(24)	
Law & Governance	0	140	0	0	0	0	0	0	0	0	0	(32)	0	0	0	108	
<b>Total</b>	<b>98</b>	<b>1,533</b>	<b>1.00</b>	<b>(399)</b>	<b>(1.00)</b>	<b>(110)</b>	<b>0</b>	<b>(942)</b>	<b>14.00</b>	<b>(182)</b>	<b>0.00</b>	<b>(613)</b>	<b>1.00</b>	<b>(117)</b>	<b>0.00</b>	<b>(732)</b>	

88

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	58	0	0	0	0	0	0	0	(8)	0	0	0	0	0	50
Planning & Regulatory	0	32	0	(45)	0	0	0	(50)	0	0	0	0	0	0	0	(63)
Housing & Property	0	25	0	0	0	0	0	11	0	0	0	(30)	0	(89)	0	(83)
Environmental Sustainability	0	(15)	0	0	0	0	0	0	0	0	0	0	0	0	0	(15)
Community Services	0	0	0	(20)	0	0	0	(26)	0	0	0	(15)	0	0	0	(61)
Direct Services	61	415	0	(85)	5	(160)	0	(1,123)	0	0	0	0	0	0	0	(892)
Business Improvement & Organisational Development	0	0	0	(228)	(4)	0	0	(10)	0	0	0	0	0	0	0	(238)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	198	0	(135)	(3)	0	0	0	0	0	0	0	0	0	0	63
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>713</b>	<b>0.00</b>	<b>(513)</b>	<b>(1.55)</b>	<b>(160)</b>	<b>0</b>	<b>(1,198)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(45)</b>	<b>0</b>	<b>(89)</b>	<b>0</b>	<b>(1,239)</b>

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation	
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(7)	0	0	0	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	(25)	0	0	0	0	(25)
Housing & Property	0	5	0	0	0	0	0	70	0	0	0	0	0	14	0	0	89
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	0	0	0	0	0	0	0	0	0	0	(30)	0	0	0	0	(30)
Direct Services	61	8	0	0	0	0	0	(81)	0	0	0	0	0	0	0	0	(12)
Business Improvement & Organisational Development	0	(15)	0	(206)	(3)	0	0	(10)	0	0	0	0	0	0	0	0	(231)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	89	0	(85)	(2)	0	0	0	0	0	0	0	0	0	0	0	4
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>87</b>	<b>0.00</b>	<b>(291)</b>	<b>(4.25)</b>	<b>0</b>	<b>0</b>	<b>(21)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>(55)</b>	<b>0.00</b>	<b>14</b>	<b>0.00</b>	<b>0</b>	<b>(212)</b>

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(7)	0	0	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing & Property	0	0	0	0	0	0	0	(40)	0	0	0	0	0	(8)	0	(48)
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	61	0	0	(25)	0	0	0	(171)	0	0	0	0	0	0	0	(135)
Business Improvement & Organisational Development	0	0	0	52	(3)	0	0	0	0	0	0	0	0	0	0	52
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	71	0	0	0	0	0	0	0	0	0	0	0	0	0	71
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>71</b>	<b>0.00</b>	<b>27</b>	<b>(3.00)</b>	<b>0</b>	<b>0</b>	<b>(211)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(67)</b>

70

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0
Partnerships Team	0	93	0.00	0	0.00	0	0	0	0.00	(31)	0.00	(73)	1.00	0	0.00	(11)
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	0	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(254)	0.00	0	0.00	(30)	0.00	(200)	0.00	306
Environmental Sustainability	0	0	0.00	10	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	10
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	0	0.00	(198)
Direct Services	244	458	1.00	(175)	5.00	(270)	0	(1,976)	14.00	0	0.00	0	0.00	0	0.00	(1,719)
Business Improvement & Organisational Development	5	175	0.00	(458)	(9.30)	0	0	(25)	0.00	(150)	0.00	0	0.00	0	0.00	(453)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0
Financial Services	0	416	0.00	(292)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	0	0.00	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0	0.00	108

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

Total	281	2,404	1.00	(1,176)	(9.80)	(270)	0	(2,372)	14.00	(204)	0.00	(713)	1.00	(200)	0.00	(2,250)
-------	-----	-------	------	---------	--------	-------	---	---------	-------	-------	------	-------	------	-------	------	---------

Risks - Efficiency Savings	2017-18	2018-19	2019-20	2020-21	Total
High	0	(165)	(90)	(25)	(280)
Medium	0	(145)	(153)	0	(298)
Low	(399)	(203)	(48)	52	(598)
<b>Total</b>	<b>(399)</b>	<b>(513)</b>	<b>(291)</b>	<b>27</b>	<b>(1,176)</b>

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	0	50	27	8	84
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>50</b>	<b>27</b>	<b>8</b>	<b>84</b>

Risks - Fees & Charges	2017-18	2018-19	2019-20	2020-21	Total
High	(317)	(421)	(5)	(110)	(853)
Medium	(141)	(711)	(50)	(45)	(947)
Low	(484)	(66)	34	(56)	(572)
<b>Total</b>	<b>(942)</b>	<b>(1,198)</b>	<b>(21)</b>	<b>(211)</b>	<b>(2,372)</b>

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	95	126	2	33	256
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>95</b>	<b>126</b>	<b>2</b>	<b>33</b>	<b>256</b>

Risks - Service Reductions	2017-18	2018-19	2019-20	2020-21	Total
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(182)	(8)	(7)	(7)	(204)
<b>Total</b>	<b>(182)</b>	<b>(8)</b>	<b>(7)</b>	<b>(7)</b>	<b>(204)</b>

Contingency	2017-18	2018-19	2019-20	2020-21	Total
High - 30%	0	0	0	0	0
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total Contingency</b>	<b>95</b>	<b>176</b>	<b>29</b>	<b>41</b>	<b>340</b>
--------------------------	-----------	------------	-----------	-----------	------------

71

**Chief Executive Budget Proposals Summary  
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>



## Assistant Chief Executive

Proposal

H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total

**Contractual Inflation**

1									
2									

**Total Contractual Inflation**

**Pressures**

3									
4									

**Total Pressures**

**Efficiencies**

5									
6									

**Total Efficiencies**

**Invest to Save**

7									
8									

**Total Invest to Save**

**Fees and Charges**

9									
10									

**Total Fees and Charges**

**Service Reduction**

11									
12									

**Total Service Reduction**

**New Investments / Bids**

13									
14									

Total New Investment/Bids

Total Assistant Chief Executive Bids & Savings

 New/Amended Bids & Savings


Regeneration & Housing Budget Proposals Summary  
2017-18 to 2020-21

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	35	0.00	0	0.00	0	0	0	0.00	(9)	0.00	(73)	1.00	0.00	0.00	(47)
Planning & Regulatory	0	226	0.00	0	0.00	0	0	(10)	0.00	0	0.00	(535)	0.00	0.00	0.00	(319)
Housing & Property	0	760	0.00	0	0.00	0	0	(295)	0.00	0	0.00	0	0.00	(117.00)	0.00	348
<b>Total</b>	<b>0</b>	<b>1,021</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(305)</b>	<b>0.00</b>	<b>(9)</b>	<b>0.00</b>	<b>(608)</b>	<b>1.00</b>	<b>(117.00)</b>	<b>0.00</b>	<b>(18)</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
<b>75</b>																
Partnerships Team	0	58	0.00	0	0.00	0	0	0	0.00	(8)	0.00	0	0	0	0	50
Planning & Regulatory	0	32	0.00	(45)	0.00	0	0	(50)	0.00	0	0.00	0	0	0	0	(63)
Housing & Property	0	25	0.00	0	0.00	0	0	11	0.00	0	0.00	(30)	0	(89)	0	(83)
<b>Total</b>	<b>0</b>	<b>115</b>	<b>0.00</b>	<b>(45)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(39)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(30)</b>	<b>0</b>	<b>(89)</b>	<b>0</b>	<b>(96)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	0.00	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(25)	0.00	0.00	0.00	(25)
Housing & Property	0	5	0.00	0	0.00	0	0	70	0.00	0	0.00	0	0.00	14.00	0.00	89
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>(25)</b>	<b>0.00</b>	<b>14.00</b>	<b>0.00</b>	<b>57</b>

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	0.00	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Housing & Property	0	0	0.00	0	0.00	0	0	(40)	0.00	0	0.00	0	0.00	(8.00)	0.00	(48)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(8.00)</b>	<b>0.00</b>	<b>(55)</b>

## Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	93	0.00	0	0.00	0	0	0	0.00	(31)	0.00	(73)	1.00	0	0.00	(11)
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	0	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(254)	0.00	0	0.00	(30)	0.00	(200)	0.00	306
<b>Total</b>	<b>0</b>	<b>1,141</b>	<b>0.00</b>	<b>(45)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(314)</b>	<b>0.00</b>	<b>(31)</b>	<b>0.00</b>	<b>(663)</b>	<b>1.00</b>	<b>(200.00)</b>	<b>0.00</b>	<b>(112)</b>

## Partnership Team

Proposal

H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total	
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21		
<b>Contractual Inflation</b>										
1										
2										
<b>Total Contractual Inflation</b>										
<b>Pressures</b>										
3	Economic Development	Economic Development Manager	5	58						
4	City Centre Management	County Council Contribution to City Centre Manager Post	30							
<b>Total Pressures</b>										
<b>Efficiencies</b>										
5										
6										
<b>Total Efficiencies</b>										
<b>Invest to Save</b>										
7										
8										
<b>Total Invest to Save</b>										
<b>Fees and Charges</b>										
9										
10										
<b>Total Fees and Charges</b>										
<b>Service Reduction</b>										
11	Tourism Expenses	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	(9)	(8)	(7)	(7)				

77

## Partnership Team

Proposal		2017-18	2018-19	2019-20	2020-21	FTE Impact				
		H/M/L	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21
12										
<b>Total Service Reduction</b>			<b>(9)</b>	<b>(8)</b>	<b>(7)</b>	<b>(7)</b>				
<b>New Investments / Bids</b>										
13	Oxford Regeneration Programme		(25)							
14	Oxford Regeneration Programme		(100)							
15	Economic Development		52				1.00			1.00
<b>Total New Investment/Bids</b>			<b>(73)</b>				<b>1.00</b>			<b>1.00</b>
<b>Total Partnership Team Bids &amp; Savings</b>			<b>(47)</b>	<b>50</b>	<b>(7)</b>	<b>(7)</b>	<b>1.00</b>			<b>1.00</b>
<b>New/Amended Bids &amp; Savings</b>										

**Planning & Regulatory**

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Development	Planning Service Transformation	39	(2)							
4	Environmental Health	Environmental Health Service Transformation	32	(6)							
5	Environmental Health	Legacy Income Targets - Environmental Health (Enforcement of the Housing Act £20k, Street Trading Licences £25k, Primary Authority Scheme £40k)	85								
6	Environmental Health	Legacy Income Targets - Building Control	70	40							
<b>Total Pressures</b>			<b>226</b>	<b>32</b>							
<b>Efficiencies</b>											
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year)		(45)							
8											
<b>Total Efficiencies</b>				<b>(45)</b>							
<b>Invest to Save</b>											
7											
8											
<b>Total Invest to Save</b>											

## Planning & Regulatory

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
<b>Fees and Charges</b>											
9	Development	ADJUSTED - Re-base budget income estimate for Building Control.		(40)							
10	Development	NEW - Planning Performance Agreements	(10)	(10)							
<b>Total Fees and Charges</b>			<b>(10)</b>	<b>(50)</b>							
<b>Service Reduction</b>											
11											
12											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
13	Spatial Development	Grenoble Road Planning application fee reversal	(560)								
14	Spatial Development	NEW - Central Conservation Area Appraisal	25		(25)						
<b>Total New Investment/Bids</b>			<b>(535)</b>		<b>(25)</b>						
<b>Total Planning &amp; Regulatory Bids &amp; Savings</b>			<b>(319)</b>	<b>(63)</b>	<b>(25)</b>						
New/Amended Bids & Savings											



## Housing & Property

81

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1:											
2:											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3:	Property Services	Repairs and Maintenance spend currently in Capital Programme to revenue	400								
5:	Property Services	Repairs and Maintenance - uplift of expected costs of repairs and maintenance	5	5	5						
6:	Property Services	Reallocation of property service costs from capital to revenue	355	20							
<b>Total Pressures</b>			<b>760</b>	<b>25</b>	<b>5</b>						
<b>Efficiencies</b>											
7:	Property Services	Office Rationalisation - Removed		0							
8:											
<b>Total Efficiencies</b>											
<b>Invest to Save</b>											
9:											
10:											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
11:	Commercial Property	Increases in Commercial property lease income on reviews.	(230)	11	70	(40)					
12:	Property Services	Garage increase of 7.2% net of Bad Debt	(65)								
<b>Total Fees and Charges</b>			<b>(295)</b>	<b>11</b>	<b>70</b>	<b>(40)</b>					

## Housing & Property

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Service Reductions</b>											
13:											
14:											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											
15:	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
16:											
<b>Total New Investment/Bids</b>				(30)							
<b>Fundamental Service Review</b>											
17:	Housing Needs	Housing Bens Subsidy	(50)	(50)	100						
18:	Housing Needs	Homeless Housing	(67)	(39)	(86)	(8)					
<b>Total Fundamental Service Review</b>			(117)	(89)	14	(8)					
<b>Total Housing &amp; Property Bids &amp; Savings</b>			348	(83)	89	(48)					
<b>New/Amended Bids &amp; Savings</b>											

**Organisational Development & Corporate Services Budget Proposals Summary  
2017-18 to 2020-21**

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	5	190	0.00	(76)	0.00	0	0	(5)	0.00	(150)	0.00	0	0.00	0.00	0.00	(36)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	58	0.00	(72)	(1.00)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(24)
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0.00	0.00	108
<b>Total</b>	<b>5</b>	<b>388</b>	<b>0.00</b>	<b>(148)</b>	<b>(1.00)</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0.00</b>	<b>(150)</b>	<b>0.00</b>	<b>(32)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>48</b>

2018/19

83

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	(228)	(3.55)	0	0	(10)	0.00	0	0.00	0	0	0.00	0.00	(238)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Financial Services	0	198	0.00	(135)	(3.00)	0	0	0	0.00	0	0.00	0	0	0.00	0.00	63
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>198</b>	<b>0.00</b>	<b>(363)</b>	<b>(6.55)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(175)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	(15)	0.00	(206)	(2.75)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(231)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	89	0.00	(85)	(1.50)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	4
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0

Total	0	74	0.00	(291)	(4.25)	0	0	(10)	0.00	0	0.00	0	0.00	0.00	0.00	(227)
-------	---	----	------	-------	--------	---	---	------	------	---	------	---	------	------	------	-------

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	52	(3.00)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	52
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	71	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	71
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
<b>Total</b>	<b>0</b>	<b>71</b>	<b>0.00</b>	<b>52</b>	<b>(3.00)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>123</b>

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	5	175	0.00	(458)	(9.30)	0	0	(25)	0.00	(150)	0.00	0	0.00	0	0.00	(453)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0
Financial Services	0	416	0.00	(292)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	0	0.00	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	0	0.00	108
<b>Total</b>	<b>5</b>	<b>731</b>	<b>0.00</b>	<b>(750)</b>	<b>(14.80)</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>0.00</b>	<b>(150)</b>	<b>0.00</b>	<b>(32)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(231)</b>

## Business Improvement & Organisational Development

Proposal		H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total	
			£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21		
<b>Contractual Inflation</b>												
1	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	5									
2												
<b>Total Contractual Inflation</b>			<b>5</b>									
<b>Pressures</b>												
3	Human Resources	Apprenticeship Levy	175									
5	Technology	Digital Inclusion	15		(15)							
<b>Total Pressures</b>			<b>190</b>		<b>(15)</b>							
<b>Efficiencies</b>												
6	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back one year		(55)	(55)			(2.25)	(2.25)		(4.50)	
7	Customer Services	Shifting Service towards community settings and online self service - savings pushed back one year		(45)	(98)	0					(3.00)	(3.00)
8	Technology	Idox contract	(70)									
9	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k of savings pushed back on year	0	(62)	(53)		0.00	(1.30)	(0.50)		(1.80)	
10	Technology	FMS and Itrent Saving	(6)	(66)		52						
<b>Total Efficiencies</b>			<b>(76)</b>	<b>(228)</b>	<b>(206)</b>	<b>52</b>	<b>(3.55)</b>	<b>(2.75)</b>	<b>(3.00)</b>	<b>(9.30)</b>		
<b>Invest to Save</b>												
11												
12												
<b>Total Invest to Save</b>												
<b>Fees and Charges</b>												
13	Human Resources	Working in Partnership with other Local Authorities to offer employee related services	(5)	(10)	(10)							
14												

85

## Business Improvement & Organisational Development

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
<b>Total Fees and Charges</b>		(5)	(10)	(10)						
<b>Service Reduction</b>										
15 Transformation Reduction on Transformation base budget	L	(150)								
16										
<b>Total Service Reduction</b>		(150)								
<b>New Investments / Bids</b>										
<b>Total New Investment/Bids</b>										
<b>Fundamental Service Review</b>										
17										
18										
<b>Total Fundamental Service Review</b>										
<b>Total Business Improvement &amp; Organisational Development Bids &amp; Savings</b>		(36)	(238)	(231)	52	(3.55)	(2.75)	(3.00)	(9.30)	

### New/Amended Bids & Savings

Efficiency Savings	Risks:	2017-18	2018-19	2019-20	2020-21	Total
	High					0
	Medium	0	(100)	(153)	0	(253)
	Low	(76)	(128)	(53)	52	(205)
	<b>Total</b>	(76)	(228)	(206)	52	(458)

Fees & Charges	Risks:	2017-18	2018-19	2019-20	2020-21	Total
	High					0
	Medium	(5)	(10)	(10)	0	(25)
	Low					0
	<b>Total</b>	(5)	(10)	(10)	0	(25)

## Business Improvement & Organisational Development

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	2017-18	FTE Impact			Total
		£000s	£000s	£000s	£000s		2018-19	2019-20	2020-21	
Service Reduction	<b>Risks:</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>				
	High					0				
	Medium					0				
	Low	(150)	0	0	0	(150)				
	<b>Total</b>	<b>(150)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150)</b>				

## Welfare Reform Team

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>										
1										
<b>Total Contractual Inflation</b>										
<b>Pressures</b>										
2										
<b>Total Pressures</b>										
<b>Efficiencies</b>										
3										
<b>Total Efficiencies</b>										
<b>Invest to Save</b>										
4										
<b>Total Invest to Save</b>										
<b>Fees and Charges</b>										
5										
<b>Total Fees and Charges</b>										
<b>Service Reduction</b>										
6										
<b>Total Service Reduction</b>										
<b>New Investments / Bids</b>										
7										
<b>Total New Investment/Bids</b>										
<b>Total Welfare Reform Team Bids &amp; Savings</b>										

88

New/Amended Bids & Savings



## Financial Services

68

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-1£	2018-1£	2019-2£	2020-21	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Revenues & Benefits	Double running of systems when Universal Credit is implemented reversal of previous expenditure pushed back a year		(25)							
4	Revenues & Benefits	Housing Benefit Admin Grant reduction	58	223	89	71					
<b>Total Pressures</b>			<b>58</b>	<b>198</b>	<b>89</b>	<b>71</b>					
<b>Efficiencies</b>											
5	Revenues & Benefits	Impact of Universal Credit Rollout savings pushed back a year		(65)	(65)			(2.0)	(1.5)		(3.5)
6	Accountancy	Unachieved Finance Staffing reductions £40k									
7	Procurement & Payments	Procurement work plan savings	(34)	(20)	(20)						
8	Procurement & Payments	Procurement Staffing Reductions		(50)				(1.00)			(1.00)
9	Revenues & Benefits	Savings made from restructure of revenues team	(38)				(1.00)				(1.00)
<b>Total Efficiencies</b>			<b>(72)</b>	<b>(135)</b>	<b>(85)</b>		<b>(1.0)</b>	<b>(3.0)</b>	<b>(1.5)</b>		<b>(5.5)</b>
<b>Invest to Save</b>											
10											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
11	Investigations	Investigations Service Income	(10)								
12											

# Financial Services

	Proposal		2017-18	2018-19	2019-20	2020-21	FTE Impact				
		H/M/L	£000s	£000s	£000s	£000s	2017-1£	2018-1£	2019-2£	2020-21	Total
	<b>Total Fees and Charges</b>		<b>(10.0)</b>								
	<b>Service Reduction</b>										
13											
14											
	<b>Total Service Reduction</b>										
	<b>New Investments / Bids</b>										
15											
16											
	<b>Total New Investment/Bids</b>										
	<b>Total Financial Services Bids &amp; Savings</b>		<b>(24)</b>	<b>63</b>	<b>4</b>	<b>71</b>	<b>(1.00)</b>	<b>(3.00)</b>	<b>(1.50)</b>	<b>(5.50)</b>	

**New/Amended Bids & Savings**

06

## Law & Governance

Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
					2017-18	2018-19	2019-20	2020-21	

**Contractual Inflation**

1									
2									

**Total Contractual Inflation**

--	--	--	--	--	--	--	--	--	--

**Pressures**

3	Election Services	Reversal of one off IER Grant in 16/17	97						
4	Members Services	Salary for committee officer servicing Housing Company, Oxwed and Growth Board net of income	23						
5	Legal Services	Increase in fees payable to Her Majesty's Court Service to issue and conduct court proceedings on the Council's behalf. The budget is held centrally by Legal Services. Fees are fixed by legislation and have been increased on several occasions in the last couple of years with no corresponding increase in budget. The level of increase can no longer be absorbed within the existing Service budget. 15/16 approved budget £12,500 - expenditure £23,000 . 16/17 approved budget £12,500 expenditure to date £17,500 and projected to continue at this rate throughout the year. Orders for costs are generally sought from the courts but are awarded entirely at the court's discretion.	20						

**Total Pressures**

140									
-----	--	--	--	--	--	--	--	--	--

**Efficiencies**

6									
7									

**Total Efficiencies**

--	--	--	--	--	--	--	--	--	--

**Invest to Save**

8									
9									

**Total Invest to Save**

--	--	--	--	--	--	--	--	--	--

91

## Law & Governance

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Fees &amp; Charges</b>											
10											
11											
<b>Total Fees &amp; Charges</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>Service Reduction</b>											
12											
13											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
14	Legal Services	This is the cessation of funding for an Archivist to be seconded to work on cataloguing that part of the City archive which is held in the Town Hall basement.	(32)								
<b>Total New Investment/Bids</b>			<b>(32)</b>								
<b>Total Law &amp; Governance Bids &amp; Savings</b>			<b>108</b>								

**New/Amended Bids & Savings**

92

Community Services Budget Proposals Summary  
2017-18 to 2020-21

2017/18

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	15	0.00	10	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	25
Community Services	32	74	0.00	(196)	0.00	0	0	(21)	0.00	(23)	0.00	27	0.00	0.00	0.00	(107)
Direct Services	61	35	1.00	(65)	0.00	(110)	0	(601)	14.00	0	0.00	0	0.00	0.00	0.00	(680)
<b>Total</b>	<b>93</b>	<b>124</b>	<b>1.00</b>	<b>(251)</b>	<b>0.00</b>	<b>(110)</b>	<b>0</b>	<b>(622)</b>	<b>14.00</b>	<b>(23)</b>	<b>0.00</b>	<b>27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(762)</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	(15)	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	(15)
Community Services	0	0	0.00	(20)	0.00	0	0	(26)	0.00	0	0.00	(15)	0	0.00	0.00	(61)
Direct Services	61	415	0.00	(85)	5.00	(160)	0	(1,123)	0.00	0	0.00	0	0	0.00	0.00	(892)
<b>Total</b>	<b>61</b>	<b>400</b>	<b>0.00</b>	<b>(105)</b>	<b>5.00</b>	<b>(160)</b>	<b>0</b>	<b>(1,149)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(968)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(30)	0.00	0.00	0.00	(30)
Direct Services	61	8	0.00	0	0.00	0	0	(81)	0.00	0	0.00	0	0.00	0.00	0.00	(12)
<b>Total</b>	<b>61</b>	<b>8</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(81)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(30)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(42)</b>

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Direct Services	61	0	0.00	(25)	0.00	0	0	(171)	0.00	0	0.00	0	0.00	0.00	0.00	(135)
<b>Total</b>	<b>61</b>	<b>0</b>	<b>0.00</b>	<b>(25)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(171)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(135)</b>

## Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	10	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	10
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	0	0.00	(198)
Direct Services	244	458	1.00	(175)	5.00	(270)	0	(1,976)	14.00	0	0.00	0	0.00	0	0.00	(1,719)
<b>Total</b>	<b>276</b>	<b>532</b>	<b>1.00</b>	<b>(381)</b>	<b>5.00</b>	<b>(270)</b>	<b>0</b>	<b>(2,023)</b>	<b>14.00</b>	<b>(23)</b>	<b>0.00</b>	<b>(18)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(1,907)</b>

## Environmental Sustainability

95

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Sustainable City	To enable delivery of the sustainability programme (Go Ultra Low), to base budget fund a new project manager role which is not funded by grant.	15	(15)							
4											
<b>Total Pressures</b>			<b>15</b>	<b>(15)</b>							
<b>Efficiencies</b>											
5	Environmental Quality	ED Efficiencies - reversal of primarily additional income in 16/17. Income target based on PPA/Pre-App. Major projects now ending and no others coming forward.	10								
6											
<b>Total Efficiencies</b>			<b>10</b>								
<b>Invest to Save</b>											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reduction</b>											
11											
12											

## Environmental Sustainability

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
<b>Total Service Reduction</b>										
<b>New Investments / Bids</b>										
<b>Total New Investment/Bids</b>										
<b>Total Environmental Sustainability Bids &amp; Savings</b>		25	(15)							
<b>New/Amended Bids &amp; Savings</b>										



## Community Services

97

Proposal		H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact						
			£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total		
<b>Contractual Inflation</b>													
1	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption).	(3)										
2	Leisure Management	Oxford Living wage uplift	35										
<b>Total Contractual Inflation</b>			<b>32</b>										
<b>Pressures</b>													
3	Leisure Management	Increased fee payable to Fusion under original contract due to equipment replacement costs	74										
4													
<b>Total Pressures</b>			<b>74</b>										
<b>Efficiencies</b>													
5	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	(196)	(20)									
6	Parks Development	Review and development of sports facilities (Linked to Line 11)											
<b>Total Efficiencies</b>			<b>(196)</b>	<b>(20)</b>									
<b>Invest to Save</b>													
7													
8													
<b>Total Invest to Save</b>													
<b>Fees and Charges</b>													
9	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge	(6)	(6)									
10	Town Hall & Facilities	Increased Town Hall Income	(15)										
11	Sports Development	Review and development of sports facilities		(20)									

## Community Services

86

Proposal		H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact					
			£000s	£000s	£000s	£000s	2017-11	2018-11	2019-21	2020-21	Total	
<b>Total Fees and Charges</b>			<b>(21)</b>	<b>(26)</b>								
<b>Service Reduction</b>												
12	Town Hall & Facilities											
Reduce Facilities Management - impact on 1.0 FTE (Saving no longer being made but replaced by line 10)		M										
13	Leisure Management		(23)									
Educational Attainment		L										
<b>Total Service Reduction</b>			<b>(23)</b>									
<b>New Investment / Bids</b>												
14	Community Centres		(3)	(20)								
Rose Hill Operating Costs (General Fund Share)												
15	Culture			5								
Pegasus Theatre / MESH Festival												
16	Culture		30		(30)							
Policy and Cultural Team												
<b>Total New Investment/Bids</b>			<b>27</b>	<b>(15)</b>	<b>(30)</b>							
<b>Total Community Services Bids &amp; Savings</b>			<b>(107)</b>	<b>(61)</b>	<b>(30)</b>							
<b>New/Amended Bids &amp; Savings</b>												

## Direct Services

66

Proposal	
<b>Contractual Inflation</b>	
1 Engineering	Materials @ 2.8%
2 Street Scenes	Materials @ 2.8%
3 Motor Transport	Materials @ 2.8%
4 Direct Building services stores	Materials @ 5%
5 Direct services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
6 Parks - DS	Materials @ 2.8%
7 Waste Services	Dry-Recyclate Price Increase for Domestic Waste at CPI 0.6%

### Total Contractual Inflation

Pressures	
8 Waste and Recycling Domestic	Impact of Waste Changes
9 Waste and Recycling Commercial	Additional waste disposal costs which will be subject to legal challenge
10 Waste and Recycling Domestic	net saving on opening of recycling transfer station pushed back
11 Streetscene	PHS Contract Cost for servicing the upgraded Public Conveniences
12 Streetscene	Statutory street cleansing increased public areas and high specification of footpaths, requirement for two additional Streetscene Operatives, due to the reopening of Westgate
13 Streetscene	Fleet management charges including fuel, non-contracted repairs - 1 no New Hot wash

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	2018-19	2019-20	2020-21	FTE Impact	Total
	13	13	13	13						
	2	2	2	2						
	43	43	43	43						
	108	108	108	108						
	(115)	(115)	(115)	(115)						
	5	5	5	5						
	5	5	5	5						
	<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>						
	22									
	(110)	0								
		(320)								
	15									
	27	0	0	0	1.00					1.00
	19									

## Direct Services

100

Proposal		H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total	
			£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21		
14	Parks - DS	Replacement and refurbishment of Parks' Furniture (bins, signs & benches)	0									
15	Parks - DS	Loss of income due to Quarry Pavilion being closed	5	(5)	0							
16	Parks - DS	Increase in revenue costs to maintain Cemeteries infrastructure (footpaths, fences and Walls). Links to capital bid Cemeteries Infrastructure Improvements Project		0	0							
17	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) links to capital bids		5								
18	Parks - DS	Maintenance cost for various Pavilions sites and sports facilities	15									
19	Parks - DS	Splash Pool Cutteslowe Park, New Capital project A4834. Increased revenue budget costs for Water & Sewerage as original plan to utilise recycled water unable to be implemented.	7									
20	Motor Transport	Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles	15	3	8							
21	Off Street Parking	Oxpens Car Park loss of current contribution due to transfer to Oxwed, which will be offset by dividend and interest from Oxwed (Line 32)		732								
22	Local Overheads	Pension Cost Saving from Employees not in Pension Scheme being reversed out	20									
<b>Total Pressures</b>			<b>35</b>	<b>415</b>	<b>8</b>		<b>1.0</b>					<b>1.0</b>
<b>Efficiencies</b>												
23	Local Overheads	Fuel Savings whilst prices are at a low point - reversal of part of previous years savings	L	10	15	25						
24	Building Services	Building Services - Arms Length Company	H		(100)	(25)	(25)	5.00				5.00
25	Various	Vacancy Factor	L	(75)								
<b>Total Efficiencies</b>				<b>(65)</b>	<b>(85)</b>	<b>(25)</b>		<b>5.00</b>				<b>5.00</b>

## Direct Services

Proposal		H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
			£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
<b>Invest to Save</b>											
26	Off Street Parking		(110)	(160)							
27											
<b>Total Invest to Save</b>			<b>(110)</b>	<b>(160)</b>							
<b>Fees and Charges</b>											
28	Off Street Parking	M	(83)	(43)	(40)	(45)					
29	Off Street Parking	M		(500)							
30	Off Street Parking	H				(110)					
31	Off Street Parking	H		(366)							
32	Waste and Recycling Domestic	L	(16)	(16)	(16)	(16)					
33	Waste and Recycling Commercial	L	(97)	(45)	(10)		4.00				4.00
34	Engineering	H	(307)	(5)	(5)		8.00				8.00
35	Motor Transport	L	(45)	(10)	(10)		2.00				2.00
36	Pest Control & Dog Wardens	M	(10)	(10)							
37	Off Street Parking	M	(43)	(128)							

101

## Direct Services

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
<b>Total Fees and Charges</b>		<b>(601)</b>	<b>(1,123)</b>	<b>(81)</b>	<b>(171)</b>	<b>14.00</b>				<b>14.00</b>

## Direct Services

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
<b>Service Reductions</b>										
38										
39										
<b>Total Service Reductions</b>		<hr/>				<hr/>				
<b>New Investments / Bids</b>										
40										
41										
<b>Total New Investment/Bids</b>		<hr/>				<hr/>				
<b>Total Direct Services Bids &amp; Savings</b>		<b>(680)</b>	<b>(892)</b>	<b>(12)</b>	<b>(135)</b>	<b>15.00</b>	<b>5.00</b>			<b>20.00</b>
<b>New/Amended Bids &amp; Savings</b>										

103

## HRA Detailed Budget Proposals 2017-18 to 2020-21

Proposal	2017-18	2018-19	2019-20	2020-21	FTE Impact					
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total	
<b>Total Contractual Inflation</b>	<hr style="border-top: 3px double black;"/>				<hr style="border-top: 3px double black;"/>					
704										
Cumberledge House (decant, utilities cut off, demolishing)	(80)									
Energy Officer (rest funded from GF reserve of underspend in previous years).	25	(25)								
Flexible Tenancies	18	(18)								
Decants	70	(40)								
Electrical upgrades within planned maintenance	300		(300)							
Underhill Circus - Decants and Homeloss assuming buy backs are capital	45			(45)						
Regeneration -Blackbird Leys	100									
Communal Areas, staff, van and other costs	77		(77)							
IT Northgate Replacement (2*grade 8, 1*grade 7, contribution to PM)	180		(180)							
<b>Total Pressures</b>	<hr style="border-top: 3px double black;"/>				<hr style="border-top: 3px double black;"/>					
	<b>735</b>	<b>(83)</b>	<b>(557)</b>	<b>(45)</b>						





Removal of one off project costs on Barton Regeneration	(100)								
Removal of one off project costs Tower Blocks			(100)						
Removal of one off project costs on Affordable Homes Programme	(100)								
Removal of Energy Conservation Officer one off costs	(100)								
<b>Total New Investment</b>	<b>(300)</b>		<b>(100)</b>						
<b>Total HRA</b>	<b>135</b>	<b>(83)</b>	<b>(714)</b>	<b>(105)</b>					

## APPENDIX 4

### Housing Revenue Account 2017-18 to 2020-21

	<u>2017/18</u> £m	<u>2018/19</u> £m	<u>2019/20</u> £m	<u>2020/21</u> £m
<b><u>Income</u></b>				
Dwelling Rents	(41,667)	(40,672)	(40,917)	(41,503)
Service Charges	(1,567)	(1,582)	(1,597)	(1,612)
Garage Income	(216)	(214)	(219)	(223)
Miscellaneous Income	(783)	(783)	(783)	(783)
Right to Buy (Retained Admin Fee)	(52)	(59)	(59)	(59)
<b>Total Income</b>	<b>(44,285)</b>	<b>(43,310)</b>	<b>(43,574)</b>	<b>(44,180)</b>
<b><u>Expenditure</u></b>				
Management and Services (Stock Related)	9,803	9,885	9,969	10,055
Other Revenue Spend (Stock Related)	(165)	(83)	(357)	(45)
Miscellaneous Expenditure (Not Stock Related)	521	530	540	550
Responsive & Cyclical Repairs	11,227	11,316	11,455	12,297
Interest Paid	7,920	7,920	7,920	7,925
Depreciation	6,075	6,161	6,248	6,335
<b>Total Expenditure</b>	<b>35,381</b>	<b>35,729</b>	<b>35,775</b>	<b>37,117</b>
<b>Net Operating Expenditure</b>	<b>(8,905)</b>	<b>(7,581)</b>	<b>(7,799)</b>	<b>(7,063)</b>
Transfer (to)/from Major Repairs/Other Reserves				
Revenue Contributions towards Capital	3,062	9,890	9,549	8,825
<b>(Surplus)/Deficit for the Year</b>	<b>(5,843)</b>	<b>2,309</b>	<b>1,750</b>	<b>1,763</b>
<b>(Surplus)/Deficit b/fwd</b>	<b>(5,537)</b>	<b>(11,457)</b>	<b>(9,209)</b>	<b>(7,521)</b>
Investment Income	(77)	(61)	(62)	(64)
<b>(Surplus)/Deficit c/fwd</b>	<b>(11,457)</b>	<b>(9,209)</b>	<b>(7,521)</b>	<b>(5,822)</b>

This page is intentionally left blank

## Council House Rents By Estate

Estate	Average of Formula Rer	Average of Actual Ren	Average of Decrease
	£	£	%
Abingdon Abbey & Barton Ward	128.61	117.77	-1.00%
Abingdon Ward	123.96	123.96	-1.00%
Barton And Sandhills Ward	111.34	106.87	-1.00%
Blackbird Leys Ward	106.72	103.23	-1.00%
Carfax Ward	128.26	111.49	-1.00%
Churchill	96.57	96.56	-1.00%
Churchill Ward	107.71	104.87	-1.00%
Cowley	98.24	95.50	-1.00%
Cowley Marsh Ward	105.88	103.05	-1.00%
Headington	133.43	175.63	-1.00%
Headington Hill And Northway Ward	108.08	105.29	-1.00%
Headington Ward	108.25	106.25	-1.00%
Hinksey Park Ward	119.95	106.03	-1.00%
Holywell Ward	104.29	101.70	-1.00%
Iffley Fields	106.32	103.03	-1.00%
Jericho And Osney Ward	120.34	107.40	-1.00%
Kidlington Ward	108.46	106.94	-1.00%
Littlemore	137.98	127.69	-1.00%
Littlemore Ward	104.43	110.65	-1.00%
Lye Valley	123.76	127.17	-1.00%
Lye Valley Ward	105.20	100.61	-1.00%
Marston Ward	119.40	109.69	-0.21%
North Ward	120.33	113.38	-1.00%
Northfield Brook	105.94	102.32	-1.00%
Quarry And Risinghurst Ward	108.99	105.15	-1.00%
Rose Hill and Iffley	169.52	138.54	-1.00%
Rosehill And Iffley Ward	111.47	105.55	-1.00%
St Clements	114.03	109.45	-1.00%
St Mary'S Ward	112.91	110.94	-1.00%
Summertown Ward	110.27	103.57	-1.00%
Wolvercote Ward	103.83	99.64	-1.00%
Grand Total	110.08	105.65	-0.89%

This page is intentionally left blank

**CAPITAL BUDGET 2017/18-2020/21**

**APPENDIX 6**

	2017-18	2018-19	2019-20	2020-21
	£	£	£	£
<b>General Fund Capital Programme</b>				
Stage 2 Museum of Oxford Development		2,220,000		
Superconnected Cities		40,000		
<b>Assistant Chief Executive</b>	-	<b>2,260,000</b>	-	-
ICT Software, Infrastructure and Licences	1,100,000	655,000	305,000	305,000
<b>Business Improvement</b>	<b>1,100,000</b>	<b>655,000</b>	<b>305,000</b>	<b>305,000</b>
Bridge Over Fiddlers Stream	221,230			
CCTV Gipsy Lane Campus	60,000			
Renovation Grants	25,000	-	-	
Disabled Facilities Grants	1,000,000	1,000,000	1,000,000	1,000,000
Westgate area public realm improvements	567,000			
Pedestrianisation of Queen Street	500,000			
<b>Planning &amp; Regulatory</b>	<b>2,373,230</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
Flood Alleviation at Northway & Marston	1,061,251			
Oxford and Abingdon flood alleviation scheme	380,000	380,000		
Oxford Low Emmmission Vehicle	550,000			
<b>Environmental Sustainability</b>	<b>1,991,251</b>	<b>380,000</b>	-	-
<b>Community Centres</b>				
Community Centres	1,450,000			
East Oxford Project (community centre)	500,000	1,500,000	-	
Jericho Community Centre)		200,000		
<b>Housing Projects</b>				
Acquisition of Investment Properties	3,260,000	5,039,000	708,000	705,000
Loan to Oxwed	4,160,000			
Purchase of leasehold	1,000,000			
Purchase of homeless properties	10,000,000			
Property rationalisation	250,000			
Equity Loan Scheme for Teachers	100,000	-		
Loans to Housing Company	3,000,000	30,000,000	16,000,000	11,000,000
<b>Housing &amp; Property</b>	<b>23,720,000</b>	<b>36,739,000</b>	<b>16,708,000</b>	<b>11,705,000</b>
<b>Community Facilities</b>				
South Oxford Community Centre Café	-	100,000		
<b>Outdoor Sports</b>				
Horspath Sports Village	4,900,000			
New Skate Parks	-	70,000		70,000
<b>Community Services</b>	<b>4,900,000</b>	<b>170,000</b>	-	<b>70,000</b>
<b>Vehicles</b>				
MT Vehicles/Plant Replacement Programme.	1,429,750	801,000	3,665,500	3,000,500
<b>Cleansing Services</b>				
Solar Compacting Bins		25,000	25,000	
NEW Waste Transfer Station for recycling	2,368,000			
<b>Car Parking</b>				
NEW Oatlands recreation ground	75,000			
Extension to Seacourt Park & Ride (Part of feasibility reports)	2,300,000	500,000		
Car Parks Resurfacing	300,000	300,000	300,000	300,000
<b>Direct Services</b>	<b>6,472,750</b>	<b>1,626,000</b>	<b>3,990,500</b>	<b>3,300,500</b>
R & D Feasibility Fund	301,841	150,000	150,000	150,000
<b>Financial Services</b>	<b>301,841</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Total General Fund Schemes</b>	<b>40,859,072</b>	<b>42,980,000</b>	<b>22,153,500</b>	<b>16,530,500</b>
<b>Housing Revenue Account Capital Programme</b>				
<b>Special Projects</b>				
Tower Blocks	6,959,000	134,000	-	
<b>Planned Major Repairs</b>				
Adaptations for disabled	602,000	617,000	633,000	648,000

<b>Improvements</b>				
Structural	138,000	145,000	149,000	152,000
Damp-proof works (K&B)	99,000	104,000	107,000	110,000
Doors and Windows	200,000	200,000	200,000	200,000
Extensions & Major Adaptions	150,000	150,000	150,000	150,000
Communal Areas	166,000	174,000	178,000	183,000
Lifts	150,000			
<b>Regulatory</b>				
Kitchens & Bathrooms	2,255,000	2,333,000	2,413,000	2,496,000
Heating	1,816,000	2,262,000	2,310,000	2,357,000
Conversion to Gas to Elec	400,000			
Roofing	166,000	174,000	178,000	183,000
Electrics	424,000	434,000	443,000	443,000
<b>Estate Improvement</b>				
Great Estates: Estate Enhancements and Regeneration	1,200,000	1,200,000	1,200,000	600,000
Barton Regeneration	900,000	936,000	973,000	506,000
<b>Future Programme</b>				
BBL Regeneration	3,600,000	600,000	600,000	600,000
HVCH Payments/RP Nomination Rights		7,703,000	7,703,000	7,703,000
<b>Empty Properties</b>				
Major Voids	375,000	392,000	409,000	427,000
<b>Energy Efficiency Initiatives</b>				
Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
<b>Total Housing Revenue Account Schemes</b>	<b>19,900,000</b>	<b>17,858,000</b>	<b>17,946,000</b>	<b>17,058,000</b>
<b>Total Capital Programme (GF &amp; HRA)</b>	<b>60,759,072</b>	<b>60,838,000</b>	<b>40,099,500</b>	<b>33,588,500</b>



# **Fees & Charges**

## **2017/18**

**Business Improvement Fees & Charges 2017/18**

	<b>2016/17 Charge</b>	<b>2017/18 Charge</b>	<b>Increase/ (Decrease)</b>	<b>Increase/ (Decrease)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Data subject access requests (unit cost)	10.00	10.00	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Leisure Centres</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
<b>ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Casual Swimming	4.50	4.55	0.05	1.11
Family Swim Ticket	11.50	11.70	0.20	1.74
Hinksey Swimming	6.10	6.10	0.00	0.00
Hinksey Family Swim Ticket	18.00	18.30	0.30	1.67
Hinksey (early/late)	4.70	4.60	(0.10)	(2.13)
Hinksey Family Swim Ticket (early/late)	11.80	11.70	(0.10)	(0.85)
Sauna (LPLC)	6.30	6.30	0.00	0.00
Sauna & Swim (LPLC)	7.60	7.70	0.10	1.32
Water Workout	6.40	6.40	0.00	0.00
Badminton (per person)	3.60	3.65	0.05	1.39
Squash (per person)	4.10	4.15	0.05	1.22
<b>U17/Over 60s/ Student</b>				
Casual Swimming	2.80	2.90	0.10	3.57
Hinksey Swimming	4.00	4.10	0.10	2.50
Hinksey (early/late)	2.80	2.80	0.00	0.00
Sauna (LPLC)	3.10	3.20	0.10	3.15
Sauna & Swim (LPLC)	4.80	4.90	0.10	2.08
Water Workout	4.20	4.30	0.10	2.38
Badminton (per person)	2.60	2.70	0.10	3.85
Squash (per person)	2.70	2.80	0.10	3.70
<b>Bonus Concessionary*</b>				
Casual Swimming	1.20	1.30	0.10	8.33
Hinksey Swimming	1.20	1.30	0.10	8.33
Hinksey (early/late)	1.20	1.30	0.10	8.33
Sauna (LPLC)	1.20	1.30	0.10	8.33
Sauna & Swim (LPLC)	2.40	2.20	(0.20)	(8.33)
Water Workout	3.20	1.30	(1.90)	(59.38)
Badminton (per person)	1.20	1.30	0.10	8.33
Squash (per person)	1.20	1.30	0.10	8.33
<b>ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Gyms	8.10	8.25	0.15	1.90
Express Induction – Proficient user	20.00	20.38	0.38	1.90
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	22.00	22.40	0.40	1.81
Fitness programme	13.30	13.50	0.20	1.47
Programme & Health Review	9.10	9.20	0.10	1.13
Fitness Classes	6.40	6.50	0.10	1.51
Table Tennis	3.40	3.45	0.05	1.39
Racket Hire	1.50	1.50	(0.00)	(0.10)
<b>U17/Over 60s/ Student</b>				
Gyms	4.30	4.40	0.10	2.27
Aspires Academy	3.20	3.30	0.10	3.13
Express Induction – Proficient user	10.00	10.20	0.20	2.00
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	11.00	11.00	0.00	0.00
Fitness programme	7.00	7.30	0.30	4.29
Programme & Health Review	6.20	6.40	0.20	3.23
Aspires Academy Induction	11.00	11.30	0.30	2.73
Fitness Classes	4.20	4.30	0.10	2.38
Table Tennis	2.60	2.70	0.10	3.85
Racket Hire	1.50	1.50	0.00	0.00
<b>Bonus Concessionary*</b>				
Aspires Fitness Gyms	1.20	1.30	0.10	8.33
Aspires Academy	1.20	1.30	0.10	8.33
Express Induction – Proficient user	5.00	5.00	0.00	0.00
Beginner Induction	5.00	5.00	0.00	0.00
Fitness programme	5.00	5.00	0.00	0.00
Programme & Health Review	5.00	5.00	0.00	0.00
Aspires Academy Induction	5.00	5.00	0.00	0.00
Fitness Classes	3.20	1.30	(1.90)	(59.38)
Table Tennis	1.20	1.30	0.10	8.33
Racket Hire	0.50	0.50	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS</b>				
<b>Adult</b>				
Skate general session	8.00	8.15	0.15	1.88
Tea time skate (Family Skate/Twilight)	5.20	5.30	0.10	1.95
Skate Disco Session	8.00	8.15	0.15	1.84
Family Skate Ticket (for 5)	28.50	29.00	0.50	1.75
Family Skate Ticket (for 4)	23.50	23.95	0.45	1.93
After School or Family Skate (5)	23.50	23.95	0.45	1.92
After School or Family Skate (4)	18.00	18.30	0.30	1.68
Disco family Skate (for 5)	34.00	34.50	0.50	1.46
Disco family Skate (for 4)	27.00	27.50	0.50	1.85
Skate Training 1	7.00	7.10	0.10	1.47
Skate Training 2	3.00	3.05	0.05	1.65
Guardian Fee (spectators who are supervising children)	1.20	1.20	0.00	0.23
Adult Group Lesson	38.00	38.70	0.70	1.85
<b>U17/Over 60s/ Student</b>				
Skate general session	6.20	6.40	0.20	3.23
Tea Time Skate (Family/ Twilight)	5.30	5.40	0.10	1.89
Skate Disco Session	8.00	8.20	0.20	2.50
Thursday evening Student Disco	4.80	4.90	0.10	2.08
Skate Training 1	4.70	4.80	0.10	2.13
Skate Training 2	2.50	2.60	0.10	4.00
Golden Blades (over 50)	4.30	4.40	0.10	2.33
Guardian Fee (spectators who are supervising children)	1.50	1.50	0.00	0.00
Junior Group Lesson	33.00	35.00	2.00	6.06
<b>Bonus Concessionary</b>				
Skate general session	2.00	2.00	0.00	0.00
Tea Time Skate	2.00	2.00	0.00	0.00
Skate Disco Session	2.00	2.00	0.00	0.00
Skate Training 1	2.00	2.00	0.00	0.00
Skate Training 2	2.00	2.00	0.00	0.00
Golden Blades (over 50)	2.00	2.00	0.00	0.00
Guardian Fee (spectators who are supervising children)	1.00	1.00	0.00	0.00
<b>OTHER CHARGES (per session)</b>				
<b>Adult</b>				
Aqua Natal	9.00	9.00	0.00	0.00
Physical Assessment	22.00	22.00	0.00	0.01
Body Fat Analysis	12.50	12.50	0.00	0.00
Aerobic Capacity Analysis	12.50	12.50	0.00	0.00
Fi-tech cholesterol test	12.50	12.50	0.00	0.00
GP Referral Sessions	1.50	1.30	(0.20)	(13.33)
GP Referral Sessions (Consultation 1)	5.50	5.80	0.30	5.45
<b>Choice &amp; Active</b>				
Aqua Natal	7.80	7.90	0.10	1.32
Physical Assessment	12.00	12.20	0.20	1.63
Body Fat Analysis	6.40	6.50	0.10	1.56
Aerobic Capacity Analysis	6.40	6.50	0.10	1.56
Fi-tech cholesterol test	7.10	6.50	(0.60)	(8.45)
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.60	0.10	1.82
<b>U17/Over 60s/ Student</b>				
Aqua Natal	7.80	7.80	0.00	0.00
Aspires Physical Assessment	12.30	12.30	0.00	0.00
Body Fat Analysis	7.10	7.10	0.00	0.00
Aerobic Capacity Analysis	7.10	7.10	0.00	0.00
Fi-tech cholesterol test	7.10	7.10	0.00	0.00
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.50	0.00	0.00
<b>Bonus Concessionary Membership</b>				
Aqua Natal	4.20	4.20	0.00	0.00
Aspires Physical Assessment	6.50	6.50	0.00	0.00
Body Fat Analysis	3.50	3.50	0.00	0.00
Aerobic Capacity Analysis	3.50	3.50	0.00	0.00
Fi-tech cholesterol test	3.50	3.50	0.00	0.00
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.50	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>SWIMMING LESSONS</b>				
<b>Adult</b>				
Adult Swim Lessons (Per hour)	12.30	12.50	0.20	1.63
Adult Private Swim Lessons (Per half hour)	20.50	20.80	0.30	1.46
<b>Choice, Active &amp; Aqua</b>				
Junior Swim Lessons (Per half hour)	6.00	6.10	0.10	1.67
Adult Swim Lessons (Per hour)	11.00	11.20	0.20	1.82
<b>U17/Over 60s/ Student Slice</b>				
Junior Swim Lessons (Per half hour)	6.00	6.10	0.10	1.67
Private Swim Lessons (Per half hour)	20.50	20.85	0.35	1.71
Adult Swim Lessons (Per hour)	9.00	9.15	0.15	1.67
<b>Bonus Slice</b>				
Junior Swim Lessons (Per half hour)	3.50	3.55	0.05	1.43
Adult Swim Lessons (Per hour)	7.20	7.30	0.10	1.39
<b>Standard rated &amp; inclusive of VAT</b>				
<b>Direct Debit Membership</b>				
<b>Choice Card</b>				
Adult	49.00	48.90	(0.10)	(0.20)
Adult Corporate	44.10	44.00	(0.10)	(0.23)
Couple	84.00	30.50	(53.50)	(63.69)
Family (2 adults + 2 children)	111.00	83.50	(27.50)	(24.77)
Family Flex (1adult +3 children)	92.00	112.00	20.00	21.74
Family Corporate	99.90	99.00	(0.90)	(0.90)
Family Flex (1adult +3 children) Corporate	82.80	91.70	8.90	10.75
Concession (Individual)	31.00	82.50	51.50	166.13
Student Peak	37.00	36.60	(0.40)	(1.08)
Student Off Peak	30.00	30.50	0.50	1.67
Bonus Concessionary	25.00	19.00	(6.00)	(24.00)
Centre Only (new)	n/a	34.00		
<b>Swim Only</b>				
Adult	34.00	34.65	0.65	1.91
Over 60	20.00	20.00	0.00	0.00
Under 17	13.00	20.30	7.30	56.15
Family	69.00	70.30	1.30	1.89
Adult Corporate	30.60	n/a		
Family Corporate	62.10	n/a		
<b>Adult Rink</b>				
Skate Training	55.50	56.50	1.00	1.81
Choice plus skate training	80.00	80.15	0.15	0.19
<b>Junior Rink</b>				
Skate Training	42.00	42.80	0.80	1.90
Choice plus skate training	52.50	52.70	0.20	0.38
<b>Annual Card</b>				

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Choice Card</b>				
Adult 12 months for 11	539.00	537.50	(1.50)	(0.28)
Couple 12 months for 11	924.00	918.00	(6.00)	(0.65)
Family 12 months for 11 (2 adults + 2 children)	1221.00	1232.00	11.00	0.90
Family 12 months for 11 (1 adult + 3 children)	1012.00	999.99	(12.01)	(1.19)
Concession	341.00	335.50	(5.50)	(1.61)
Student 9 month Peak	299.00	292.50	(6.50)	(2.17)
Student 9 month Off Peak	230.00	244.00	14.00	6.09
<b>Swim Only</b>				
Adult 12 months for 11	374.00	381.00	7.00	1.87
Over 60	220.00	220.00	0.00	0.00
Under 17	143.00	223.30	80.30	56.15
Family	759.00	773.30	14.30	1.88
Adult (Hinksey)	195.00	198.00	3.00	1.54
Over 60 / under 17(Hinksey)	99.00	99.00	0.00	0.00
Family (Hinksey)	375.00	380.00	5.00	1.33
<b>Skate</b>				
Adult Choice Plus Skate Training	856.90	880.80	23.90	2.79
Junior Rink Plus Annual	564.30	579.80	15.50	2.75
<b>Other Cards</b>				
<b>Choice</b>				
Bolt on	30.40	31.20	0.80	2.63
Bolt on	19.80	22.20	2.40	12.12
<b>Bonus</b>				
Adult	2.90	3.00	0.10	3.45
Dependent	1.00	1.00	0.00	0.00
<b>Staff</b>				
Family	39.00	39.70	0.70	1.80
Individual wet & dry	27.00	27.50	0.50	1.86
Individual dry	21.00	21.40	0.40	1.90
<b>Swim School</b>				
Adult	51.00	52.30	1.30	2.55
Child	27.50	28.70	1.20	4.36
<b>Reward (booking card)</b>				
All	0.00	0.00	0.00	
<b>Sport Pitches (per match unless other wise stated)</b>				
<b>Cricket</b>				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	57.00	58.00	1.00	1.75
Grass wicket - weekdays (Cutteslowe & Horspath 1)	44.10	44.90	0.80	1.81
Grass Wicket - weekend & bank holidays (Horspath 2)	n/a			
Grass Wicket - weekdays (Horspath 2)	n/a			
<b>Adults</b>				
Full Size Pitch weekend & Bank holidays	40.00	40.70	0.70	1.75
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	334.00	340.00	6.00	1.80
Full Size Pitch weekdays	30.80	31.40	0.60	1.95
Full Size Pitch weekdays 10 game - No VAT	257.00	262.00	5.00	1.95
<b>Under 17's</b>				
Full Size Pitch weekend & Bank holidays	20.50	20.90	0.40	1.95
Full Size Pitch weekend 10 game booking - No VAT	171.00	174.00	3.00	1.75
Full Size Pitch weekdays	15.90	16.20	0.30	1.89
Full Size Pitch weekdays 10 game - No VAT	n/a			
<b>Under 11's</b>				
Mini football	13.90	14.20	0.30	2.16
Mini football 10 game - No VAT	116.00	118.00	2.00	1.72
Five a side pitch	28.70	29.20	0.50	1.74
Court Place Farm Stadium inc changing rooms	116.00	118.00	2.00	1.72
Court Place Farm Stadium floodlights	39.00	39.70	0.70	1.79

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Floodlit 5 a side (East Oxford) per hour	39.00	39.70	0.70	1.79
Floodlit football pitch (Rose Hill) per hour	39.00	39.70	0.70	1.79
<b>Other Charges</b>				
Baseball	47.20	48.00	0.80	1.69
Rugby	39.50	40.20	0.70	1.77
Tarmac floodlit training area per hour	18.50	18.80	0.30	1.62
Horspath Floodlights per hour	39.00	39.70	0.70	1.79
Athletics Adult	4.30	4.40	0.10	2.33
OCAC Member Athletics Adult	3.10	3.20	0.10	3.23
OCAC Member Athletics Adult - 12 week pass	74.00	75.00	1.00	1.35
Athletics Junior	2.60	2.60	0.00	0.00
OCAC Member Athletics Junior	2.00	2.00	0.00	0.00
OCAC Member Athletics Junior - 12 week pass	47.00	47.80	0.80	1.70
Athletics Match (senior)	400.00	407.00	7.00	1.75
Athletics Match (junior)	226.00	230.00	4.00	1.77
Athletics track centre with lights	39.00	39.70	0.70	1.79
<b>Pavilions/Changing rooms</b>				
Adults	20.20	20.60	0.40	1.98
Concessionary Rate (including U17's)	10.10	10.30	0.20	1.98
Under 11's	5.10	5.20	0.10	1.96
Adults 10 game booking - No VAT *	168.00	171.00	3.00	1.79
Concessionary Rate (including U17's) 10 game booking - No VAT *	84.00	86.00	2.00	2.38
Under 11's 10 game booking - No VAT *	42.30	43.10	0.80	1.89
Tea Room per hour	17.50	17.80	0.30	1.71
<b>Summer Activities</b>				
Tennis Court Hire - Adult	7.00	6.00	(1.00)	(14.29)
Tennis Court Hire - Concessions	3.60	3.00	(0.60)	(16.67)
Tennis Court Hire Floodlit - Adult	n/a	7.00		
Tennis Court Hire Floodlit - Concessions	n/a	4.00		
Bowls Adult	2.60	2.60	0.00	0.00
Bowls Conc.	1.40	1.40	0.00	0.00
Bowls Bonus Slice	1.30	1.30	0.00	0.00
Putting Adult	2.60	2.60	0.00	0.00
Putting Conc.	1.40	1.40	0.00	0.00
Putting Bonus	1.40	1.40	0.00	0.00
Putting Family Rate	5.40	5.50	0.10	1.85
Volley Ball < 10 people	1.30	1.30	0.00	0.00
Volley Ball > 10 people	12.30	12.50	0.20	1.63
Equipment Hire Bowls	1.30	1.30	0.00	0.00
Equipment Hire Tennis	1.30	1.30	0.00	0.00
Equipment Hire Putting	1.30	1.30	0.00	0.00
Sales lost tennis ball	1.30	1.30	0.00	0.00
Sales lost golf ball	1.30	1.30	0.00	0.00
<b>Crazy Golf (Cutteslow)</b>				
Family Ticket including golf club hire	15.00	15.30	0.30	2.00
Single Adult	6.00	6.10	0.10	1.67
Single Child	4.00	4.10	0.10	2.50
Club and ball hire	1.30	1.30	0.00	0.00
<b>Mini Golf (Florence Park and Bury Knowle)</b>				
Family Ticket including hire of clubs and balls	8.00	8.10	0.10	1.25
Single Adult	4.00	4.10	0.10	2.50
Single Child	2.00	2.00	0.00	0.00
Club and ball hire	1.30	1.30	0.00	0.00
<b>Annual Club Charges</b>				
<b>Bowls</b>				
Per Green (7 days a week) per season	2,550.00	2,596.00	46.00	1.80

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Tennis</b>				
Hard Court per season	2,100.00	2,138.00	38.00	1.81
Grass Court per season	2,400.00	2,443.00	43.00	1.79
Hard Court (floodlit) per season	2,550.00	2,596.00	46.00	1.80
<b>Equipment Provided and Prices</b>				
Goal Nets (set)	73.00	74.00	1.00	1.37
Corner Posts (each)	10.10	10.30	0.20	1.98
Corner Flags (each)	5.10	5.20	0.10	1.96
Net Pegs (each)	0.80	0.80	0.00	0.00
Soft Broom	12.30	12.50	0.20	1.63
Dust Pan & Brush	12.30	12.50	0.20	1.63
Dust Bin (each)	21.30	21.70	0.40	1.88
<b>Other Charges</b>				
Use of wrong pitch	35.90	36.50	0.60	1.67
Cost for over running per 10 minutes	7.20	7.30	0.10	1.39
<b>Community Centres Fees and Charges</b>				
<b>Charges per hour session unless stated</b>				
East Oxford Games Hall - hire of games hall	16.00	16.30	0.30	1.88
East Oxford Games Hall - hire of 10 sessions in advance	12.80	13.00	0.20	1.56
East Oxford Games Hall - Badminton court hire (new arrangement)	7.20	7.30	0.10	1.39
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1	100.00	40.00	(60.00)	(60.00)
Rose Hill Community Centre - Bill Buckingham Ballroom tier 2	25.00	25.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 1	40.00	20.00	(20.00)	(50.00)
Rose Hill Community Centre - Norman Brown 1 tier 2	20.00	15.00	(5.00)	(25.00)
Rose Hill Community Centre - Norman Brown 2 tier 1	30.00	15.00	(15.00)	(50.00)
Rose Hill Community Centre - Norman Brown 2 tier 2	15.00	10.00	(5.00)	(33.33)
Rose Hill Community Centre - Norman Brown 1&2 tier 1	70.00	35.00	(35.00)	(50.00)
Rose Hill Community Centre - Norman Brown 1&2 tier 2	30.00	25.00	(5.00)	(16.67)
Rose Hill Community Centre - NBH teapoint tier 1	5.00	5.00	0.00	0.00
Rose Hill Community Centre - NBH teapoint tier 2	0.00	0.00	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 1	40.00	20.00	(20.00)	(50.00)
Rose Hill Community Centre - Youth 1 (hall) tier 2	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Youth 2 (chill out) tier 1	25.00	15.00	(10.00)	(40.00)
Rose Hill Community Centre - Youth 2 (chill out) tier 2	10.00	10.00	0.00	0.00
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 1	30.00	20.00	(10.00)	(33.33)
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 2	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Youth 1&3 tier 1	45.00	20.00	(25.00)	(55.56)
Rose Hill Community Centre - Youth 1&3 tier 2	20.00	15.00	(5.00)	(25.00)
Rose Hill Community Centre - Youth 1,2&3 tier 1	75.00	40.00	(35.00)	(46.67)
Rose Hill Community Centre - Youth 1,2&3 tier 2	25.00	25.00	0.00	0.00
Rose Hill Community Centre - wedding	Up to 1200			
Rose Hill Community Centre - community wedding	15% discount on community rate			
Rose Hill Community Centre - Gym - monthly DD adult	23.00	23.50	0.50	2.17
Rose Hill Community Centre - Gym - monthly DD adult concession	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Gym - monthly DD junior/65+	14.00	14.00	0.00	0.00
Rose Hill Community Centre - Gym - monthly DD junior/65+ concession	10.00	10.00	0.00	0.00
Rose Hill Community Centre - Gym - Family - monthly DD	60.00	61.00	1.00	1.67
Rose Hill Community Centre - Gym - Family - monthly DD concession	40.00	41.00	1.00	2.50
Rose Hill Community Centre - Gym - Adult casual	5.00	5.10	0.10	2.00
Rose Hill Community Centre - Gym - Adult casual concession	3.50	3.50	0.00	0.00
Rose Hill Community Centre - Gym Junior	3.50	3.50	0.00	0.00
Rose Hill Community Centre - Gym Junior concession	2.50	2.50	0.00	0.00
Blackbird Leys Community Centre - Jack Argent Rm tier 1	15.00	15.00	0.00	0.00
Blackbird Leys Community Centre - Jack Argent tier 2	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - Jack Argent tier 3	7.50	7.50	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 1	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 2	7.50	7.50	0.00	0.00
Blackbird Leys Community Centre - Meeting rm tier 3	5.00	5.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 1	20.00	20.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 2	15.00	15.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 3	10.00	10.00	0.00	0.00
Blackbird Leys Community Centre - IT Suite (3hr Session)	9.00	9.00	0.00	0.00
Jubilee Centre - Hall, meeting rm, kitchen	15.00	15.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 1	10.00	10.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 2	11.00	11.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1	12.00	12.00	0.00	0.00



**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2	13.00	13.00	0.00	0.00
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 3	17.00	17.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 1	10.00	10.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 2	11.00	11.00	0.00	0.00
East Oxford Community Centre - downstairs Hall weekdays - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1	12.00	12.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2	13.00	13.00	0.00	0.00
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 3	17.00	17.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 1	9.00	9.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 2	10.00	10.00	0.00	0.00
East Oxford Community Centre - Lounge weekdays - tier 3	15.00	15.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 1	11.00	11.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 2	12.00	12.00	0.00	0.00
East Oxford Community Centre - Lounge Eve & Wkd - tier 3	16.00	16.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays -	10.00	10.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays - over 3 hours	23.00	23.00	0.00	0.00
East Oxford Community Centre - Kitchen weekdays - over 5 hours	33.00	33.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd -	12.00	12.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs	28.00	28.00	0.00	0.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs	45.00	45.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2 eve	80.00	80.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2	100.00	100.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkdays	125.00	125.00	0.00	0.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkd	150.00	150.00	0.00	0.00
Barton Neighbourhood Centre - tier 1	19.00	19.00	0.00	0.00
Barton Neighbourhood Centre - tier 2	17.10	17.10	0.00	0.00
<b>Events Charges</b>				
<b>Local Charity Events (per day)</b>				
Small	50.00	50.00	0.00	0.00
Medium	100.00	100.00	0.00	0.00
Large	250.00	250.00	0.00	0.00
Extra-Large	500.00	500.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>Oxford Community Event (per day)</b>				
Small	100.00	100.00	0.00	0.00
Medium	250.00	250.00	0.00	0.00
Large	350.00	350.00	0.00	0.00
Extra-Large	500.00	500.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>National Charity Events (per day)</b>				
Small	250.00	250.00	0.00	0.00
Medium	400.00	400.00	0.00	0.00
Large	750.00	750.00	0.00	0.00
Extra-Large	1,250.00	1,250.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>City centre cultural performances (per day)</b>				
Bond Payable £250	25 - 50	25 - 50		
Bonn Square - use of power/electricity	25 - 100	25 - 100		
<b>Commercial Events</b>				
<b>1. City Centre - Bonn Sq, Broad St, Gloucester Green &amp; other city locations (per day)</b>				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	1,500.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>2. Gloucester Green Market (per day)</b>				
weekday	750.00	750.00	0.00	0.00
weekend	1,000.00	1,000.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>3. City Parks (per day)</b>				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	1,500.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00

Community Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Extra-Large	4,000.00	4,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £2,500				
Non Refundable Environment Impact Fee	500 - 1000	500 - 1000		
<b>4. Neighbourhood Parks (per day)</b>				
Small	800.00	800.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	1,200.00	1,200.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>5. Local Parks (per day)</b>				
Small	500.00	500.00	0.00	0.00
Medium	750.00	750.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>Sports Tournaments &amp; associated events</b>				
Bond Payable £250 - £1,500				
<b>Promotional/Marketing</b>				
Half Day	500.00	500.00	0.00	0.00
Full Day	1,000.00	1,000.00	0.00	0.00
Roaming & Sampling - no infrastructure: Full Day	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
<b>Site visits - Park Rangers</b>	75 per hour	75 per hour		
<b>Education</b>				
Oxford LEA - £2.50pp, min charge £25				
Oxford Non LEA - £5.00pp, min charge £50				
Non-Oxford LEA - £5.00pp, min charge £50				
Non-Oxford Non LEA - £6.00pp, min charge £60				
<b>Use of existing Premises Licence (500-4999 people)</b>				
Commercial	150.00	150.00	0.00	0.00
Local Charity & Community	25.00	25.00	0.00	0.00
<b>Late application/submission fee if timescales/deadlines not met</b>			0.00	0.00
	75.00	75.00		
<b>South Park - Large Sized Events (over 499 people)</b>				
Application Fee: non-refundable - Commercial	500.00	500.00	0.00	0.00
Application Fee: non-refundable - Local Community & Local Charity			0.00	0.00
	100.00	100.00		
Application Fee: National Charity	250.00	250.00	0.00	0.00
<b>Filming - Commercial</b>				
<b>1. Half Day (4 hours or less)</b>				
Small	250.00	250.00	0.00	0.00
Medium	500.00	500.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>2. Full Day</b>				
Small	500.00	500.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Bond Payable £250 - £1,500				
<b>Filming - Non Commercial</b>				
<b>1. Half Day</b>				
Small	75.00	75.00	0.00	0.00
Medium	150.00	150.00	0.00	0.00
Large	300.00	300.00	0.00	0.00
Bond Payable £250 - £1,000				
<b>2. Full Day</b>				
Small	150.00	150.00	0.00	0.00
Medium	300.00	300.00	0.00	0.00
Large	600.00	600.00	0.00	0.00
Bond Payable £250 - £1,500				

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Road Closures</b>				
Commercial Event Road Closures- Events (under 500 people)	100	100	0.00	0.00
Commercial Event Road Closures- Market and Street Fairs	250	250	0.00	0.00
Commercial Event Road Closures- Events (500 or more people)	300	300	0.00	0.00
Road closure with no commercial element inc street parties	No Fee	No Fee		
<b>St Giles Fair Tolls</b> - reasonable charges to be set by Head of Community Services				
<b>Events &amp; Culture notes:</b>				
<b>For Filming requests with less than 7 days notice, all charges will be doubled</b>				
<i>Small Event: 0-100 people</i>				
<i>Medium Event: 100-499 people</i>				
<i>Large Event: 500-4999 people</i>				
<i>Extra Large Event: 5000+ people</i>				
<i>Extra-Extra Large Event: 20,000+ people</i>				
Filming (small): crew size 1-5 people				
Filming (medium): crew size 6-11 people				
Filming (large): crew size 12 + people				
<b>Town Hall Charges</b>				
<b>Room Charges - Commercial Rates</b>				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	250.00	260.00	10.00	4.00
Assembly Room	150.00	160.00	10.00	6.67
Old Library	150.00	160.00	10.00	6.67
Long Room	90.00	90.00	0.00	0.00
Meeting Rooms	75.00	75.00	0.00	0.00
<b>Room Charges - Community/Charity Rates</b>				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	125.00	130.00	5.00	4.00
Assembly Room	75.00	80.00	5.00	6.67
Old Library	75.00	80.00	5.00	6.67
Long Room	45.00	45.00	0.00	0.00
Meeting Rooms	37.50	37.50	0.00	0.00
<b>Social Events Packages</b>				
<b>Civil Ceremonies</b>				
<i>(Based on 2 hours room hire, with one hour prior to the ceremony start time and one hour after)</i>				
Main Hall	595	655	60.00	10.08
Assembly Room/Old Library	495	545	50.00	10.10
Court Room (new for 16/17)	395	435	40.00	10.13
St Aldate's Room	250	275	25.00	10.00
<b>Wedding Receptions (per hour)</b>				
Main Hall	250	260	10.00	4.00
Assembly Room/Old Library	150	160	10.00	6.67
St Aldate's Room	150	160	10.00	6.67
	75	75	0.00	0.00
<b>Discounts</b>				
Social Event Off - Peak Monday/Tuesday only				
Concessionary Meetings				
Preparation, Clearance or Rehearsal				
6 hours or more consecutive at the standard price				
Agency Commission room hire fees (maximum)	15%	15%	0.00	0.00
<b>Royalties - based on total box office sales,</b>				
Classical Concerts	4.80%	4.80%	0.00	0.00
Pop Concerts	3%	3%	0.00	0.00
Variety Performances	2%	2%	0.00	0.00
All other events including music, films, video, DVD films or promotional events	9%	9%	0.00	0.00
<b>Box Office</b>				

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Minimum fee of £25 or 10% of sales (whichever is greater)	13%	13%	0.00	0.00
<b>Technical Facilities</b>				
Data Projector	50	50	0.00	0.00
Main Hall Projector & Screen (new for 16/17)	150	150	0.00	0.00
Flipchart, pad & pens (inc. in DDR)	15	15	0.00	0.00
Laptop computer (internal use only)	55	55	0.00	0.00
Lectern – table	FOC	FOC		
Lectern – free standing	FOC	FOC		
Long Room - AV Equipment	55	55	0.00	0.00
PA system (Main Hall)	100	100	0.00	0.00
Large Screen	55	55	0.00	0.00
Small pop up screen	27.5	27.5	0.00	0.00
Stage extension - Small	100	100	0.00	0.00
Stage extension - Large	200	200	0.00	0.00
Round table with linen cloth	14	14	0.00	0.00
<b>Musical Equipment</b>				
Organ – Events	110	110	0.00	0.00
Organ – rehearsal/practice (per hour)	13.5	13.5	0.00	0.00
Piano – events	75	75	0.00	0.00
Piano – rehearsal/practice (per hour)	13.5	13.5	0.00	0.00
<b>License Holders &amp; Door Supervisors</b>				
TH Personal Licence holder				
Door Supervisors (per hr per Supervisor)	At Cost	At Cost		
<b>Internal Charges</b>				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	FOC		
Cancellation less than 72 hrs before	50%	50%	0.00	0.00
<b>Catering Charges</b>				
Kitchen Hire per head (minimum 100)	4	4	0.00	0.00
Servery Hire Only (per day)	65	65	0.00	0.00
<b>Distribution of Free Printed Matter</b>				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
Static Annual Consent	200.00	200.00	0.00	0.00
Non-profit and community organisations	50.00 per consent	50.00 per consent		
Replacement badge	25.00	25.00	0.00	0.00
<b>Taxi Licensing</b>				
<b>Vehicles</b>				
Hackney Carriage	400.00	400.00	0.00	0.00
HACKNEY CARRIAGE (LOW EMISSION VEHICLE)	300.00	300.00	0.00	0.00
Hackney Transfer of Ownership	100.00	100.00	0.00	0.00
Hackney Change of Vehicle	100.00	100.00	0.00	0.00
Hackney Plate Deposit	50.00	50.00	0.00	0.00
Hackney Temporary Vehicle	75.00	75.00	0.00	0.00
Private Hire	262.00	262.00	0.00	0.00
PRIVATE HIRE (LOW EMISSION VEHICLE)	162.00	162.00	0.00	0.00
Private Hire Transfer	100.00	100.00	0.00	0.00
Private Hire Change of Vehicle	100.00	100.00	0.00	0.00
Private Hire Temporary Vehicle	75.00	75.00	0.00	0.00
<b>Drivers</b>				
Hackney Combined (1 yr licence)	115.00	115.00	0.00	0.00
Hackney Combined (3 yr licence)	345.00	345.00	0.00	0.00
Private Hire (1 yr licence)	101.00	101.00	0.00	0.00
Private Hire (3 yr licence)	303.00	303.00	0.00	0.00
<b>Additional Charges</b>				
Mandatory Safeguarding Awareness Test - provided by Oxfordshire County Council	N/A	15.00	0.00	0.00
Local Knowledge & Safeguarding Test	75.00	75.00	0.00	0.00
Local Knowledge & Safeguarding Re-Test	75.00	75.00	0.00	0.00
Disability Awareness Course	45.00	45.00	0.00	0.00
DBS check - all driver only, at cost	50.00	50.00	0.00	0.00
DVLA check - for new applicants only, at cost	8.00	8.00	0.00	0.00
Licence badge/replacement badge	10.00	10.00	0.00	0.00
Internal PHV Licence Plate	15.00	15.00	0.00	0.00
Internal HC Licence Plate	15.00	15.00	0.00	0.00

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Replacement external plate	25.00	25.00	0.00	0.00
Exempt badge/replacement badge	25.00	25.00	0.00	0.00
Replacement approved fare chart	2.00	2.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	1.00	1.00	0.00	0.00
Duplicate paper licence (replacement)	2.00	2.00	0.00	0.00
Unpaid Cheque Charge	30.00	30.00	0.00	0.00
Amendments to Private Hire Operator Licence	25.00	25.00	0.00	0.00
Charge for Exemption Notice	50.00	50.00	0.00	0.00
<b>Operator's Licence</b>				
Vehicle 3 & under (1 YEAR LICENCE)	490.00	490.00	0.00	0.00
Vehicle 4 & over (1 YEAR LICENCE)	980.00	980.00	0.00	0.00
Vehicle 3 & under (5 YEAR LICENCE)	2,450.00	2450.00	0.00	0.00
Vehicle 4 & over (5 YEAR LICENCE)	4,900.00	4900.00	0.00	0.00
<b>Motor Salvage Operators</b>				
<b>Scrap Metal Dealers (replaces Motor Salvage Operators)</b>				
New Site Licence	1,200.00	1200.00	0.00	0.00
Renewal Site Licence	1,200.00	1200.00	0.00	0.00
Variation Site Licence	100.00	100.00	0.00	0.00
New Mobile Collector Licence	900.00	900.00	0.00	0.00
Renewal Mobile Collector Licence	900.00	900.00	0.00	0.00
Variation Mobile Collector Licence	100.00	100.00	0.00	0.00
<b>Sex Establishments</b>				
Sex establishment (Sex Shop or Sex Cinema)- New	8,520.00	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8,520.00	8560.00	40.00	0.47
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1,170.00	1175.00	5.00	0.43
Sexual entertainment venues new	5,860.00	5890.00	30.00	0.51
Sexual entertainment venues renewal	5,320.00	5345.00	25.00	0.47
Sexual entertainment variation/ transfer	1,170.00	1175.00	5.00	0.43
<b>Licensing Act 2003</b>				
<b>Application fee</b>				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0.00
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,905.00	1,905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1,000.00	1,000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64,000.00	64,000.00	0.00	0.00
<b>Annual fee</b>				
Premises Licenses and Club Premises Certificates - Minimum	70.00	70.00	0.00	0.00
Premises Licenses and Club Premises Certificates - Maximum	350.00	350.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	640.00	640.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,050.00	1,050.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	500.00	500.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	32,000.00	32,000.00	0.00	0.00
<b>Other Application Fees</b>				
Personal License	37.00	37.00	0.00	0.00
Transfer of Premises Licence	23.00	23.00	0.00	0.00
Change of address	10.50	10.50	0.00	0.00
Copy of licence	10.50	10.50	0.00	0.00
Temporary Event Notice	21.00	21.00	0.00	0.00
Provisional Statement	315.00	315.00	0.00	0.00
<b>Gambling Act 2005 - Premises</b>				
<b>Bingo Premises</b>				
Application (3500 max permitted)	930.00	930.00	0.00	0.00
Annual fee (1000 max permitted)	610.00	610.00	0.00	0.00
Variation application (1750 max permitted)	1,330.00	1330.00	0.00	0.00
Transfer application (1200 max permitted)	430.00	430.00	0.00	0.00
Reinstatement application (1200 max permitted)	555.00	555.00	0.00	0.00
Provisional statement application (3500 max permitted)	805.00	805.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00

**Community Services Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Family Entertainment Centre</b>				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (750 max permitted)	680.00	680.00	0.00	0.00
Variation application (1000 max permitted)	1,000.00	1000.00	0.00	0.00
Transfer application (950 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (950 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Adult Gaming Centre</b>				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (1000 max permitted)	680.00	680.00	0.00	0.00
Variation application (2000 max permitted)	1,030.00	1030.00	0.00	0.00
Transfer application (1200 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (1200 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Betting Premises (Track)</b>				
Application (2500 max permitted)	890.00	890.00	0.00	0.00
Annual fee (1000 max permitted)	805.00	805.00	0.00	0.00
Variation application (1250 max permitted)	1,250.00	1250.00	0.00	0.00
Transfer application (950 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (950 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (2500 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Betting Premises (Other)</b>				
Application (3000 max permitted )	835.00	835.00	0.00	0.00
Annual fee (600 max permitted)	600.00	600.00	0.00	0.00
Variation application (1500 max permitted)	1,160.00	1160.00	0.00	0.00
Transfer application (1200 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (1200 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (3000 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
<b>Gambling Act 2005 - Permits</b>				
<b>Alcohol Premises Gaming Machine Permits</b>				
Application	150.00	150.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Transfer of permit	25.00	25.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Notification of 2 machines	50.00	50.00	0.00	0.00
<b>Club Gaming Permits and Club Gaming Machine Permits</b>				
Application	200.00	200.00	0.00	0.00
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Renewal	200.00	200.00	0.00	0.00
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
<b>Family Entertainment Centre Gaming Machine Permits</b>				
Application	300.00	300.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Renewal	300.00	300.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
<b>Gambling Act 2005 Temporary Use Notice</b>				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
<b>Miscellaneous Charges</b>				
Copy of Premises/Person Entry in Licensing Register	21.00	21.00	0.00	0.00

**Community Services Fees & Charges 2017/18**

	<b>2016/17 Charge</b>	<b>2017/18 Charge</b>	<b>Increase/ (Decrease)</b>	<b>Increase/ (Decrease)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Statement of Licensing Policy document	41.00	41.00	0.00	0.00
Statement of Gambling Policy document	41.00	41.00	0.00	0.00
Copy of Licensing Decision Notice	21.00	21.00	0.00	0.00
Current list of licensing applications	10.50	10.50	0.00	0.00
<b>Fixed Penalty Notice Fines (N.B. 17/18 TBC)</b>				
<b>Full standard charge</b>				
Depositing litter	80.00	80.00	0.00	0.00
Community Protection Notice	100.00	100.00	0.00	0.00
Public Space Protection Order	100.00	100.00	0.00	0.00
Failure to produce waste documents	300.00	300.00	0.00	0.00
Failure to produce authority to transport waste	300.00	300.00	0.00	0.00
Unauthorised distribution of free printed matter	80.00	80.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46-domestic waste)	100.00	100.00	0.00	0.00
Failure to comply with a waste receptacles notice (S47- commercial waste)	100.00	100.00	0.00	0.00
Cycling on a footpath	30.00	30.00	0.00	0.00
Parking of vehicles exposed for sale on a road	100.00	100.00	0.00	0.00
Repairing vehicles in a road by a business	100.00	100.00	0.00	0.00
Dog Fouling (charge set by Statute)	50.00	50.00	0.00	0.00
Failure to comply with a dog control order	80.00	80.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0.00
Graffiti/Flyposting	75.00	75.00	0.00	0.00
Nuisance parking	100.00	100.00	0.00	0.00
Abandoning a vehicle	200.00	200.00	0.00	0.00
Failure to nominate key holder within alarm notification area	75.00	75.00	0.00	0.00
Noise Act FPN (residential)	110.00	110.00	0.00	0.00
Noise from licensed premises	500.00	500.00		
<b>Reduced charge if paid within 10 days</b>				
Depositing litter	55.00	55.00	0.00	0.00
Community Protection Notice	60.00	60.00	0.00	0.00
Public Space Protection Order	60.00	60.00	0.00	0.00
Unauthorised distribution of free printed matter	55.00	55.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46- domestic waste)	75.00	75.00	0.00	0.00
Failure to comply with a waste receptacles notice (S47- commercial waste)	75.00	75.00	0.00	0.00
Failure to comply with a dog control order	55.00	55.00	0.00	0.00
Graffiti/Flyposting	55.00	55.00	0.00	0.00
Failure to nominate key holder within alarm notification area	55.00	55.00	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Refuse, Recycle &amp; Motor Transport</b>				
<b>Outside Scope for VAT</b>				
<b>Refuse Collection &amp; Recycling</b>				
Blue/Green Wheelie Bin	50.00	50.25	0.25	0.50
Blue/Green 360lt bin	100.00	100.50	0.50	0.50
Blue/Green 700lt bin	200.00	217.00	17.00	8.50
Blue/Green 1100lt bin	300.00	325.50	25.50	8.50
Delivery cost (per bin order)	15.00	15.00	0.00	0.00
Admin cost (per bin order)	22.50	22.50	0.00	0.00
Flats internal recycling bags	1.60	1.60	0.00	0.00
Garden Waste Bags Pack 10	30.00	31.50	1.50	5.00
Garden Waste Bags Pack 20 (additional £3 if not by direct debit)	43.00	45.00	2.00	4.65
Garden Waste Bins (additional £3 if not by direct debit)	43.00	45.00	2.00	4.65
Trade Refuse collection - Minimum	7.96	7.96	0.00	0.00
Trade Recycling collection - Minimum	5.44	5.44	0.00	0.00
Bulky Collections ( 3 items )	25.00	25.00	0.00	0.00
<b>Motor Transport</b>				
<b>MOT Test fees</b>				
<b>Class 4</b>				
Cars (up to 8 passenger seats)	54.85	54.85	0.00	0.00
Motor caravans	54.85	54.85	0.00	0.00
Dual purpose vehicles	54.85	54.85	0.00	0.00
PSVs (up to 8 seats)	54.85	54.85	0.00	0.00
Goods vehicles (up to 3,000kg DGW)	54.85	54.85	0.00	0.00
Ambulances and taxis	54.85	54.85	0.00	0.00
Private passenger vehicles & ambulances (9-12 passenger seats)	57.30	57.30	0.00	0.00
<b>Class 4A</b>				
Includes seat belt installation checks	64.00	64.00	0.00	0.00
<b>Class 5A</b>				
Vehicles & ambulances more than 13 passenger seats	59.55	59.55	0.00	0.00
Includes seat belt installation checks	80.65	80.65	0.00	0.00
13-16 passenger seats	80.50	80.50	0.00	0.00
more than 16 seats	124.50	124.50	0.00	0.00
<b>Class 7</b>				
Goods vehicles	58.60	58.60	0.00	0.00
<b>Re-Test All Classes</b>				
Partial retest fee				
Duplicate test certificate	10.00	10.00	0.00	0.00
<b>Taxi &amp; PHV</b>				
Hackney Carriage Vehicle Test	66.20	66.20	0.00	0.00
Private Hire Vehicle Test	61.20	61.20	0.00	0.00
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0.00
Duplicate Certificate of Compliance	15.00	15.00	0.00	0.00
Retest	30.00	30.00	0.00	0.00
PHV DOOR STICKERS (PAIR)	35.00	35.00	0.00	0.00
PHV INTERNAL STICKER	5.00	5.00	0.00	0.00
HCV INTERNAL NUMBERS	10.00	10.00	0.00	0.00
<b>Abandoned vehicles</b>				
Collection of vehicles from private land	150.00	150.00	0.00	0.00
<b>Partnership with DVLA - Untaxed vehicles</b>				
Vehicles sited on a public highway without a valid tax disc: Within 24 hours	100.00	100.00	0.00	0.00
<b>Standard rated &amp; inclusive of VAT</b>				
<b>Cowley Marsh Depot</b>				
Weighbridge Check	21.50	23.00	1.50	6.98
<b>Jetter Services</b>				
Drain Clearance	92.50	97.50	5.00	5.41
Drain Clearance (Out of Hours Charge)	125.00	131.67	6.67	5.34



Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
CCTV Surveys	120.00	125.00	5.00	4.17
Cess Pitt Emptying (no VAT on domestic)	119.00	124.00	5.00	4.20
<b>Car Parks Charges -</b>				
<b>Standard rated &amp; inclusive of VAT</b>				
<b>City Centre Car Parks</b>				
<b>Oxpens Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.50	2.50	0.00	0.00
1 to 2 Hours	4.00	4.00	0.00	0.00
2 to 3 Hours	6.00	6.00	0.00	0.00
3 to 4 Hours	8.00	8.00	0.00	0.00
4 to 6 Hours	12.00	12.00	0.00	0.00
6 to 8 Hours	18.00	18.00	0.00	0.00
8+ Hours	23.00	23.00	0.00	0.00
All other times	3.00	3.00	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0.00
1 to 2 Hours	5.20	5.20	0.00	0.00
2 to 3 Hours	8.00	8.00	0.00	0.00
3 to 4 Hours	10.00	10.00	0.00	0.00
4 to 6 Hours	15.00	15.00	0.00	0.00
6 to 8 Hours	22.50	22.50	0.00	0.00
8+ Hours	28.60	28.60	0.00	0.00
All other times	3.00	3.00	0.00	0.00
Oxpens permit	6.00	6.00	0.00	0.00
<b>Note:</b> use between Monday nad Friday and must be booked online the night before				
<b>Worcester Street Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	3.50	0.00	0.00
1 to 2 Hours	5.50	5.50	0.00	0.00
2 to 3 Hours	7.50	7.50	0.00	0.00
3 to 4 Hours	9.00	9.00	0.00	0.00
4 to 6 Hours	14.00	14.00	0.00	0.00
6 to 8 Hours	21.00	21.00	0.00	0.00
8+ Hours	25.00	25.00	0.00	0.00
All other times	3.50	3.50	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.80	6.80	0.00	0.00
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.50	11.50	0.00	0.00
4 to 6 Hours	17.50	17.50	0.00	0.00
6 to 8 Hours	26.50	26.50	0.00	0.00
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00
<b>Gloucester Green Car Park</b>				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	3.50	0.00	0.00
1 to 2 Hours	5.50	5.50	0.00	0.00
2 to 3 Hours	7.50	7.50	0.00	0.00
3 to 4 Hours	9.00	9.00	0.00	0.00
4 to 6 Hours	14.00	14.00	0.00	0.00
6 to 8 Hours	21.00	21.00	0.00	0.00
8+ Hours	25.00	25.00	0.00	0.00
All other times	3.50	3.50	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.00	0.00	0.00
1 to 2 Hours	6.80	6.80	0.00	0.00
2 to 3 Hours	9.50	9.50	0.00	0.00
3 to 4 Hours	11.50	11.50	0.00	0.00
4 to 6 Hours	17.50	17.50	0.00	0.00
6 to 8 Hours	26.50	26.50	0.00	0.00
8+ Hours	31.50	31.50	0.00	0.00
All other times	4.00	4.00	0.00	0.00
<b>Other Off Street Car Parks</b>				
<b>St Clements Car Park</b>				

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.30	2.30	0.00	0.00
2 to 3 Hours	3.30	3.40	0.10	3.03
3 to 4 Hours	6.80	6.80	0.00	0.00
4 to 6 Hours	9.80	9.80	0.00	0.00
6 to 8 Hours	14.30	14.30	0.00	0.00
8+ Hours	17.80	17.80	0.00	0.00
All other times	1.50	1.50	0.00	0.00
<b>Headington Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.70	1.70	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.70	1.70	0.00	0.00
Local resident/business permit - Day charge	6.00	6.00	0.00	0.00
<b>Note:</b> permits will be sold in blocks of 4 weeks minimum				
<b>Union Street Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	4.40	5.40	1.00	22.73
4 to 6 Hours	4.80	6.50	1.70	35.42
6 to 8 Hours	13.40	13.50	0.10	0.75
8+ Hours	13.40	13.50	0.10	0.75
All other times	1.50	1.50	0.00	0.00
<b>Ferry Pool Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.50	1.50	0.00	0.00
<b>St Leonards Road Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 to 2 Hours	1.70	1.70	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.70	1.70	0.00	0.00
Local resident/business permit - Day charge	6.00	6.00	0.00	0.00
<b>Note:</b> permits will be sold in blocks of 4 weeks minimum				
<b>Summertown Car Park</b>				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	1.50	0.00	0.00
1 to 2 Hours	2.00	2.00	0.00	0.00
2 to 3 Hours	3.40	3.40	0.00	0.00
3 to 4 Hours	5.40	5.40	0.00	0.00
4 to 6 Hours	13.50	13.50	0.00	0.00
6 to 8 Hours	13.50	13.50	0.00	0.00
8+ Hours	13.50	13.50	0.00	0.00
All other times	1.50	1.50	0.00	0.00
<b>Chargeable Parking in Selected Park Areas</b>				
<b>Cotteslowe Park - Harbord Road</b>				
Monday to Sunday				
0 - 1 hour	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 24 hours	2.50	2.50	0.00	0.00
<b>Alexandra Courts - Woodstock Road</b>				
Monday to Sunday				
0 - 1 hours	1.00	1.00	0.00	0.00
1 - 3 hours	2.00	2.00	0.00	0.00
3 - 5 hours	4.00	4.00	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
5 - 24 hours	13.40	13.40	0.00	0.00
<b>Cotteslowe Park - A40</b>				
Monday to Sunday				
0 - 1 hour	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 24 hours	2.50	2.50	0.00	0.00
<b>Port Meadow - Walton Well Road</b>				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 5 hours	2.50	2.50	0.00	0.00
5 - 24 hours	10.40	10.40	0.00	0.00
<b>Hinksey Park - Abingdon Road</b>				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.30	1.50	0.20	15.38
3 - 5 hours	2.50	2.50	0.00	0.00
5 - 24 hours	10.40	10.40	0.00	0.00
<b>Park &amp; Ride</b>				
<b>Redbridge, Seacourt &amp; Peartree</b>				
24 hrs Monday - Sunday	2.00	2.00	0.00	0.00
<b>Redbridge Coach &amp; Lorry Park</b>				
Coach for up to 4 hours	5.00	5.00	0.00	0.00
Coach for 24 hours	10.00	10.00	0.00	0.00
Minibuses for up to 4 hours	5.00	5.00	0.00	0.00
Minibuses 4-24 Hours	7.50	10.00	2.50	33.33
Lorries for up to 4 hours	5.00	5.00	0.00	0.00
Lorries for 24 hours	10.00	10.00	0.00	0.00
Motorhomes for 24 hours	2.00	5.00	3.00	150.00
<b>Parking Penalty Charges</b>				
<b>Outside Scope for VAT</b>				
<b>For Off-Street Parking, Gloucester Green Bus Station and loading area</b>				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0.00
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0.00
<b>Dog Warden Services</b>				
Return of impounded stray dog	130.00	130.00	0.00	0.00
Return of impounded stray where owner in receipt of prescribed benefits	70.00	70.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels)	25.00	25.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	25.00	25.00	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Pest Control Services (Treatments in Domestic Premises)</b>				
<b>For people not in receipt of prescribed benefits:</b>				
Rats - charge per treatment	50.00	70.00	20.00	40.00
Mice - charge per treatment	50.00	70.00	20.00	40.00
Wasps	50.00	70.00	20.00	40.00
Garden Ants (other than Pharaohs Ants)	60.00	100.00	40.00	66.67
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	360.00	360.00	0.00	0.00
Bedbugs - additional rooms	80.00	80.00	0.00	0.00
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	140.00	140.00	0.00	0.00
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Moths - additional rooms	40.00	40.00	0.00	0.00
Moths - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Cockroaches - Initial treatment visit and 1 revisit	110.00	145.00	35.00	31.82
Cockroaches - additional revisits	85.00	85.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 1 revisit	120.00	160.00	40.00	33.33
Pharaoh antss - additional revisits	85.00	85.00	0.00	0.00
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Fleas - additional rooms	40.00	40.00	0.00	0.00
Fleas - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Squirrels - call out and treatment charge for up to three visits	160.00	160.00	0.00	0.00
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Other pests where there is a public health significance - additional rooms	40.00	40.00	0.00	0.00
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Site survey & advice	35.00	35.00	0.00	0.00
NEW - Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
DELETE: Charge for no access for any pest control appointments				
<b>Premium Rate for a premium service</b>				
<b>For people in receipt of prescribed benefits:</b>				
Rats - charge per treatment	0.00	0.00		
Mice - charge per treatment	0.00	0.00		
Wasps	30.00	35.00	5.00	16.67
Garden Ants (other than Pharaohs Ants)	35.00	40.00	5.00	14.29
Bedbugs - initial survey and up to 1 treatment visit	205.00	210.00	5.00	2.44
Bedbugs - additional treatment visits	160.00	160.00	0.00	0.00
NEW: Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Moths - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	55.00	80.00	25.00	45.45
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	55.00	60.00	5.00	9.09
Fleas - initial survey and 1 treatment visit	45.00	45.00	0.00	0.00
NEW: Fleas - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
Squirrels - call out and treatment charge for up to three visits	80.00	80.00	0.00	0.00
Other pests where there is a public health significance - initial survey and 1 treatment visit	45.00	45.00	0.00	0.00
NEW: Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Site survey & advice	0	0	0.00	0.00
NEW - Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
DELETE: Charge for no access for any pest control appointments				
<b>Pest Control Services (Commercial Premises)</b>				
Rats & mice - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Bedbugs - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Fleas - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	Quotation following survey	Quotation following survey		
Pigeons - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
Squirrels - call out and treatment charge for up to three visits	Quotation following survey	Quotation following survey		
Wasps - call out and treatment charge	50.00	50.00	0.00	0.00
Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour	Quotation following survey	Quotation following survey		
<b>Cemeteries Fees &amp; Charges</b>				
<b>Exclusive Right of Burial:</b>				
Exclusive Right of Burial for 50 years in an adult grave (Resident)	940.00	950.00	10.00	1.06
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	1,880.00	1,900.00	20.00	1.06
Exclusive Right of Burial for 50 years in a child grave (Resident)	280.00	280.00	0.00	0.00
Exclusive Right of Burial for 50 years in a child grave (Non-Resident)	560.00	560.00	0.00	0.00
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	395.00	400.00	5.00	1.27
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	790.00	800.00	10.00	1.27
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	470.00	475.00	5.00	1.06
Fee to purchase additional 25 years Exclusive Right of Burial in a child's grave	140.00	140.00	0.00	0.00
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	200.00	200.00	0.00	0.00
Fee for the transfer of a Deed or Grant	80.00	80.00	0.00	0.00
Fee for Arrangement of Cremated Remains Interment	30.00	30.00	0.00	0.00
Fee for Attending Cremated Remains Interment	50.00	50.00	0.00	0.00
Search Fee: General Enquiry (1-2 searches)	Nil	Nil	0.00	0.00
Search Fee: Family History (3-5 searches)	10.00	10.00	0.00	0.00
Search Fee: Family History (5-10 searches)	20.00	20.00	0.00	0.00
To verify Deed Holder prior to burial where no Deed produced	50.00	50.00	0.00	0.00
<b>Interments:</b>				
Interment of a child at time of death was less than one month (Resident)	60.00	60.00	0.00	0.00
Interment of a child at time of death was less than one month (Non-Resident)	120.00	120.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Resident)	100.00	100.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Non-Resident)	200.00	200.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	650.00	655.00	5.00	0.77
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	1,300.00	1,310.00	10.00	0.77
Interment of person at time of death was beyond 12th birthday in double depth grave (Resident)	550.00	555.00	5.00	0.91
Interment of person at time of death was beyond 12th birthday in double depth grave (Non-Resident)	1,100.00	1,110.00	10.00	0.91
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	220.00	225.00	5.00	2.27
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	440.00	450.00	10.00	2.27
Interment of foetus or body parts in communal grave	20.00	20.00	0.00	0.00
Timber shoring for backfilling	180.00	185.00	5.00	2.78
Timber for use as wooden top covering	80.00	85.00	5.00	6.25
Casket (Resident)	1,120.00	1,130.00	10.00	0.89
Casket (Non-Resident)	2,240.00	2,260.00	20.00	0.89
Exhumation of an Adult	4,000.00	4,000.00	0.00	0.00
Exhumation of a Child	2,000.00	2,000.00	0.00	0.00
Woodland Burial for selected tree	120.00	120.00	0.00	0.00
<b>Memorials:</b>				
Headstone in excess of 2ft 6in	210.00	215.00	5.00	2.38
Headstone up to 2ft 6in	180.00	185.00	5.00	2.78
Headstone up to 12in	125.00	125.00	0.00	0.00

Direct Services Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Cover slab on adult grave	180.00	185.00	5.00	2.78
Cover slab on child grave	100.00	100.00	0.00	0.00
Additional inscription	105.00	110.00	5.00	4.76
Memorial plaque	40.00	40.00	0.00	0.00
<b>Miscellaneous:</b>				
Chapel	110.00	110.00	0.00	0.00
Penalty for late arrival	60.00	60.00	0.00	0.00
Penalty for extended during	80.00	80.00	0.00	0.00
Commercial photography	160.00	160.00	0.00	0.00
Minor filming	280.00	280.00	0.00	0.00
Major filming	400.00	400.00	0.00	0.00
Photocopies	0.50	0.50	0.00	0.00
Photocopies of Registers	1.00	1.00	0.00	0.00
Copy of Deed document	10.00	10.00	0.00	0.00
Provision of wooden frame	60.00	60.00	0.00	0.00
<b>Please Note:</b> Concession arrangements for outdoor sports and cemeteries fees and charges are currently being discussed with members.				

Environmental Sustainability Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Contaminated Land Enquiries (not Land Charges)</b>				
Location enquires - fixed price	75.00	75.00	0.00	0.00
Locational enquires- additional questions	23.00	23.00	0.00	0.00
<b>Air Quality Enquiries</b>				
Provision of data and written advice	Value of time spent based on hourly rate decided by Service Manager	Value of time spent based on hourly rate decided by Service Manager		
<b>Environmental Sustainability Enquiries</b>				
Provision of advice (e.g. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc)	Value of time spent based on hourly rate decided by Service Manager	Value of time spent based on hourly rate decided by Service Manager		
<b>Planning pre-application advice (Standard rated &amp; exclusive of VAT)- renewable energy compliance, contaminated land, air quality, ecology, flood risk</b>				
Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis.	50.00	75.00	25.00	50.00
<b>Miscellaneous</b>				
Air Quality Reports	26.00	26.00	0.00	0.00
Contaminated Land Strategy document	26.00	26.00	0.00	0.00

**Housing Revenue Account Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b><u>Exempt from VAT</u></b>				
<b>Other charges</b>				
Sheltered Guest Room Hire per night	5.00	10.00	5.00	100.00
<b><u>Standard rated &amp; exclusive of VAT</u></b>				
<b>Other charges</b>				
ASSA Key	20.00	20.00	0.00	0.00
Controlled Entry Key Fob	25.00	25.00	0.00	0.00
Residential Leasehold Solicitor Questionnaire Fee	126.00	250.00	124.00	98.41
Futher Requests beyond standard Leasehold Property Forms		100.00	100.00	
<b><u>Residential Leasehold consent for Alterations/Home Improvements</u></b>				
Simple request		50.00	50.00	
Complex request requiring a surveyor's inspection		100.00	100.00	
Charge for retrospective permission - simple request		75.00	75.00	
Charge for retrospective permission - complex request		125.00	125.00	
<b><u>Exempt from VAT (before discounts)</u></b>				
Council tenant	13.85	14.85	1.00	7.22
Council tenant Premium	15.95	16.95	1.00	6.27
Blue badge council	13.85	14.85	1.00	7.22
Blue badge council Premium	15.95	16.95	1.00	6.27
Mobility council	13.85	14.85	1.00	7.22
Mobility council Premium	15.95	16.95	1.00	6.27
Garage with in curtiledge	13.85	14.85	1.00	7.22
Replacement lost/damaged permit		15.00		15.00
<b><u>VATable (before discounts)</u></b>				
		-		
		-		
Private tenant	13.85	14.85	1.00	7.22
Private tenant Premium	15.95	16.95	1.00	6.27
Blue badge private	13.85	14.85	1.00	7.22
Blue badge private Premium	15.95	16.95	1.00	6.27
Mobility private	13.85	14.85	1.00	7.22
Mobility private Premium	15.95	16.95	1.00	6.27
Replacement lost/damaged permit		15.00		15.00
<b><u>Exempt from VAT (before discounts)</u></b>				
		-		
		-		
Parking spaces	13.49	14.49	1.00	7.41
Parking spaces (Blue Badge)	13.49	14.49	1.00	7.41
Replacement lost/damaged permit		15.00		15.00
<b><u>VATable (before discounts)</u></b>				
		-		
		-		
Parking spaces Private	13.49	14.49	1.00	7.41
Replacement lost/damaged permit		15.00		15.00



Law & Governance Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Legal Services</b>				
Copies of legal documents		Reasonable charges (minimum 25.00) to be set by Head of Law and Governance		
Costs recovered from 3rd parties in legal transactions when instructed by this Council		Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
Fees recovered from other public sector bodies in connection with legal services provided		Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
<b>Democratic Services</b>				
Copies of the Constitution	25.00	25.00	0.00	0.00
Copies of agenda		Reasonable charges to be set by Head of Law and Governance		
Inspection of background papers		Reasonable charges to be set by Head of Law and Governance		
Certification of existence of recipient for continued payment of pension	0.00			
Research of non electronically archived minutes				
Hire of ballot boxes	15.00	15.00	0.00	0.00
Hire of polling screens	15.00	15.00	0.00	0.00
Certificates of Registration	15.00	15.00	0.00	0.00
<b>Executive Support</b>				
St Giles Fair Tolls		Reasonable charges to be set by Head of Law and Governance		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Planning</b>				
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Operations</b>				
<b>1. New Dwellings</b>				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0%
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 hectare in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0%
b) Others (50 or less) - charge per dwelling	385.00	385.00	0.00	0%
b) Others (51 or more) - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
<b>2. New buildings or extensions (except dwellings, agricultural buildings or plant):</b>				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	385.00	0.00	0%
a) Outline (sites of 2.5 ha or more) - plus £100 per 0.1 ha in excess of 2.5 hectare	9,527.00	9,527.00	0.00	0%
b) Others:				
(i) where no floor area is created	195.00	195.00	0.00	0%
(ii) where floor area created is below 40 sq.m.	195.00	195.00	0.00	0%
(iii) where floor area is between 40 and 75 sq.m.	385.00	385.00	0.00	0%
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	385.00	385.00	0.00	0%
(v) where floor area exceeds 3,750 sq.m - plus £100 per 75 sq. m in excess of 3,750 sq m	19,049.00	19,049.00	0.00	0%
<b>3. Erection, alteration or replacement of plant or machinery</b>				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0%
(b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 5 hectare	19,049.00	19,049.00	0.00	0%
<b>4. Extensions or alterations to existing dwellings</b>				
(a) one dwelling	172.00	172.00	0.00	0%
(b) 2 or more dwellings	339.00	339.00	0.00	0%
<b>5. Curtilage, parking and vehicular access</b>				
(a) Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	172.00	172.00	0.00	0%
(b) Car park, road and access to serve single undertaking	195.00	195.00	0.00	0%
<b>Uses</b>				
<b>6. Change of use of a building: dwellings</b>				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0%
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	385.00	385.00	0.00	0%
(d) from other building to one or more dwellings over 50 dwellings - plus £100 per dwelling in excess of 50	19,049.00	19,049.00	0.00	0%
<b>7. Use of disposal of refuse or waste materials and open mineral storage</b>				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	195.00	195.00	0.00	0%
(b) Site area exceeds 15 ha - plus £100 per 0.1 ha in excess of 15 hectare	29,112.00	29,112.00	0.00	0%
<b>8. Material change of use other than above</b>	385.00	385.00	0.00	0%
<b>9. Erection on land for purposes of agriculture</b>	See Fee Regs			
<b>10. Erection of glasshouses on land used for agriculture</b>	See Fee Regs			
<b>11. Operations connected with oil and natural gas of for winning and working of minerals</b>	See Fee Regs			

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Plant and machinery</b>				
<b>12. Wind Turbines</b>				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	385.00	385.00	0.00	0%
b) Site area exceeds 5 ha - plus £100 per 0.1 ha in excess of 50 hectare	19,049.00	19,049.00	0.00	0%
<b>Advertisements</b>				
<b>13. Advertising relating to business and displayed on the premises</b>	110.00	110.00	0.00	0%
<b>14. Advance directions signs</b>	110.00	110.00	0.00	0%
<b>15. All other advertisements, e.g. banners</b>	385.00	385.00	0.00	0%
<b>Any Other</b>				
<b>16. Any other operation</b> not within any of above categories - charge per 0.1 hectare	195.00	195.00	0.00	0%
<b>Determination</b>				
<b>17. Whether the prior approval of the Council is required for</b> Installation of a radio mast, radio equipment, housing or public callbox (telecommunications)	385.00	385.00	0.00	0%
Demolition (Part 31)	80.00	80.00	0.00	0%
<b>18. Confirmation of compliance with condition attached to planning permission</b>				
a) Householder application - charge per request	28.00	28.00	0.00	0%
b) Any other type of application - charge per request	97.00	97.00	0.00	0%
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
<b>Other Permission</b>				
<b>19. Variation of conditions:</b> Application for removal or variation of a condition following grant of planning permission	195.00	195.00	0.00	0%
<b>Lawful Development Certificates</b>				
<b>20. Existing use or development</b>	Same as full	Same as full		
<b>21. Existing use – lawful not to comply with a particular condition</b>	195.00	195.00	0.00	0%
<b>22. Proposed use or development</b>	Half the normal planning fee	Half the normal planning fee		
<b>Application for a New Planning Permission to replace an Extant Planning Permission.</b> SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS) PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application,	57.00	57.00	0.00	0%
(b) if the application is an application for major development,	575.00	575.00	0.00	0%
(c) in any other case,	195.00	195.00	0.00	0%
Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended)				
(a) if the application is a householder application,	28.00	28.00	0.00	0%
(b) in any other case,	195.00	195.00	0.00	0%

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Exempt from VAT</b>				
<b>Documents &amp; Publications</b>				
1st Decision notice	16.60	17.00	0.40	2%
Subsequent notice	16.60	17.00	0.40	2%
TPO's	22.00	22.50	0.50	2%
Legal Agreements	22.00	22.50	0.50	2%
Plans stamped Approved or Refused	6.60	7.00	0.40	6%
Local Development Framework Policies Map	25.50	26.00	0.50	2%
Oxford Core Strategy 2026	30.60	31.25	0.65	2%
Oxford Local Plan 2001-2016	76.50 (Oxford residents 50.00)	78.00 (Oxford residents 51.00)	1.50	2%
West End Area Action Plan 2007-2016	30.60	31.25	0.65	2%
Adopted Supplementary Planning Documents	7.65	8.00	0.35	5%
Sites and Housing Plan	25.50 plus 2.50 p&p	26.00 plus 3.00 p&p	1.00	4%
Barton Area Action Plan	30.60	31.25	0.65	2%
Northern Gateway Area Action Plan	30.60	31.25	0.65	2%
Provision of above documents and publications on the internet	FREE			
Provision of above documents and publications on the internet	FREE			
<b>Subsequent plans according to size:</b>				
AO plan	5.50	5.60	0.10	2%
A1 plan	5.50	5.60	0.10	2%
A2 plan	5.50	5.60	0.10	2%
A3 plan	0.00			
A4 plan	0.00			
Provision of above plans on the internet				
<b>Other</b>				
A4 Miscellaneous copies	0.00			
Subsequent copy	0.00			
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Weekly schedule of applications</b>				
<b>By Post</b>				
Commercial	181.20	185.00	3.80	2%
	151.00	154.00	3.00	2%
Local groups/residents	42.30	43.00	0.70	2%
	35.30	36.00	0.70	2%
<b>Via email</b>				
Commercial	46.00	47.00	1.00	2%
	38.50	39.25	0.75	2%
Local groups/residents	FREE			
<b>Planning - Other charges</b>				
<b>Standard rated &amp; exclusive of VAT</b>				
<b>Planning pre-application advice</b>				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	600.00	625.00	25.00	4%
Charge per written report	300.00	310.00	10.00	3%
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	450.00	475.00	25.00	6%
Charge per written report	225.00	235.00	10.00	4%
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	300.00	325.00	25.00	8%
Charge per written report	150.00	160.00	10.00	7%

**Planning & Regulatory Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Householder Developments				
NEW Charge per meeting	75.00	80.00	5.00	7%
NEW Charge per written report	37.50	40.00	2.50	7%
Listed Buildings - Non Householder				
NEW Charge per meeting	300.00	315.00	15.00	5%
NEW Charge per written report	150.00	160.00	10.00	7%
Listed Buildings - Householder				
NEW Charge per meeting	75.00	80.00	5.00	7%
NEW Charge per written report	37.50	40.00	2.50	7%
However, where a whole series of planning pre-application meetings is necessary, discounted bespoke charges may be negotiated if appropriate.				
Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis.	62.50	65.00	2.50	4%
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	62.50	65.00	2.50	4%
However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.				
Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead.	50.00	55.00	5.00	10%
<b><u>Exempt from VAT</u></b>				
Written requests for planning history and planning constraints searches	50.00	55.00	5.00	10%
Requests of hard copies of plans stamped approved or refused	6.12	6.50	0.38	6%
Application checking service per application	50.00	55.00	5.00	10%
<b>Local Land Charges</b>				
LLC1 form (Postal)	30.00	30.60	0.60	2%
LLC1 form (Electronic)	28.00	28.60	0.60	2%
LLC1 Additional Parcel	1.00	1.10	0.10	10%
Additional Enquiries	22.00	22.50	0.50	2%
<b><u>Standard rated &amp; exclusive of VAT</u></b>				
<b>Local Land Charges</b>				
CON29R form (Postal)	90.00	91.80	1.80	2%
CON29R form (Electronic)	84.00	85.70	1.70	2%
CON29R Additional Parcel	16.00	16.40	0.40	3%
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	11.00	11.30	0.30	3%
CON29O Optional Enquiry 22 only	22.00	22.50	0.50	2%
<b>Personal Searches</b>				
<b>Collection</b>				
Land Charges Register	FREE			
CON29R Qu. 1.1k	FREE			
CON29R Qu. 3.7	FREE			
CON29R Qu. 3.8	FREE			

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Electronic</b>				
Land Charges Register	5.00	5.10	0.10	2%
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	15.00	15.30	0.30	2%
All other CON29R questions other than the above	As per official searches			
<b>Official Answers for Component Data (CON29R)</b>				
<b>Charge by post</b>				
Qu 1.1 a-e	7.00	7.20	0.20	3%
Qu 1.1 f-l	4.00	4.10	0.10	2%
Qu 1.2	5.00	5.10	0.10	2%
2.1-2.5	4.00	4.10	0.10	2%
Qu 3.1	3.00	3.10	0.10	3%
Qu 3.2	3.00	3.10	0.10	3%
Qu 3.3	Refer to Thames Water			
Qu 3.4 a-f	6.00	6.20	0.20	3%
Qu 3.5	3.00	3.10	0.10	3%
Qu 3.6 a-l	10.00	10.20	0.20	2%
Qu 3.7a-g	6.00	6.20	0.20	3%
Qu 3.8	4.00	4.10	0.10	2%
Qu 3.9a-n	20.00	20.40	0.40	2%
Qu 3.10 a-h	4.00	4.10	0.10	2%
Qu 3.11 a-b	4.00	4.10	0.10	2%
Qu 3.12 NEW		3.10	3.10	
Qu 3.13	3.00	3.10	0.00	0%
Q3.14	4.00	4.10	0.10	2%
Qu 3.15 NEW		4.10	4.00	
<b>Charge Electronic</b>				
Qu 1.1 a-e	6.50	6.70	0.20	3%
Qu 1.1 f-l	4.00	4.10	0.10	2%
Qu 1.2	4.50	4.60	0.10	2%
2.1-2.5	3.50	3.60	0.10	3%
Qu 3.1	2.50	2.60	0.10	4%
Qu 3.2	2.50	2.60	0.10	4%
Qu 3.3	Refer to Thames Water			
Qu 3.4 a-f	5.50	5.70	0.20	4%
Qu 3.5	2.50	2.60	0.10	4%
Qu 3.6 a-l	9.50	9.70	0.20	2%
Qu 3.7a-g	6.00	6.20	0.20	3%
Qu 3.8	4.00	4.10	0.10	2%
Qu 3.9a-n	20.00	20.40	0.40	2%
Qu 3.10 a-h	3.50	3.60	0.10	3%
Qu 3.11 a-b	3.50	3.60	0.10	3%
Qu 3.12 NEW		2.60	2.50	
Qu 3.13	2.50	2.60	0.10	4%
Q3.14	3.50	3.60	0.10	3%
Qu 3.15 NEW		3.60	3.50	

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b><u>Street Naming and Numbering Charges</u></b>				
<b><u>Exempt from VAT</u></b>				
<b>Numbering of new developments (including sub-division of existing properties)</b>				
1 plot	40.00	40.00	0.00	0%
2 plots	70.00	70.00	0.00	0%
3 plots	100.00	100.00	0.00	0%
4 - 20 plots	60.00 plus 15.00 per plot	60.00 plus 15.00 per plot	0.00	0%
21- 50 plots	155.00 plus 10.00 per plot	155.00 plus 10.00 per plot	0.00	0%
50+ plots	300.00 plus 5.00 per plot	300.00 plus 5.00 per plot	0.00	0%
New street name	100.00	100.00	0.00	0%
New building name (eg for blocks of flats / offices)	40.00	40.00	0.00	0%
Changes to new addresses caused by changes to development after issue of numbering scheme.	5.00 per plot	5.00 per plot		
Reissue of address following demolition and reconstruction	25.00	25.00	0.00	0%
Change of house name	40.00	40.00	0.00	0%
Addition of house name to numbered property	40.00	40.00	0.00	0%
Street renaming at the request of the owners	250.00 plus 20.00 per property	250.00 plus 20.00 per property	0.00	0%
<b><u>Building Control</u></b>				
<b>Schedule 1</b>				
<b>Charges for the creation of or conversion to new dwellings - inclusive of VAT</b>				
Number of Dwellings				
1	842.60	842.60	0.00	0%
2	1,123.10	1,123.10	0.00	0%
3	Please contact for quotation	Please contact for quotation		
<b>Regularisation applications made in respect of unauthorised Schedule 1 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.</b>				
<b>Schedule 2</b>				
<b>Extension including controllable conservatories, not including basements (for more than one extension, use the total sum of internal floor area) - inclusive of VAT</b>				
Extension up to 10m2	500.00	500.00	0.00	0%
10m2 – 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Basement or part basement	Please contact for quotation	Please contact for quotation		
<b>Small domestic garages and carports and stores (Detached garages less than 30m2 may be exempt) - inclusive of VAT</b>				
Up to 40m2	300.00	300.00	0.00	0%
40m2 – 60m2	400.00	400.00	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Erection or non-habitable extension of detached building not used solely as a garage/carport/store - inclusive of VAT</b>				
30m2 – 60m2	775.00	775.00	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
<b>Loft conversion - inclusive of VAT</b>				
Up to 100m2	584.10	584.10	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
<b>Conversion of garage to habitable space - inclusive of VAT</b>				
Up to 10m2	500.00	500.00	0.00	0%
Up to 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
Over 60m2	Please contact for quotation	Please contact for quotation		
<b>Controllable work (Not Competent Person Schemes) - inclusive of VAT</b>				
Rewire/partial rewire of a single dwelling	Please contact for quotation	Please contact for quotation		
Any other controllable electrical work	Please contact for quotation	Please contact for quotation		
<b>Multiple work (eg extension &amp; basement/loft conversion/works) - inclusive of VAT</b>				
up to £100,000	1,023.00	1,023.00	0.00	0%
Underpinning	Please contact for quotation	Please contact for quotation		
<b>Energy efficiency improvements (Not Competent Person Scheme) - inclusive of VAT</b>				
New and replacement windows and doors (Up to 7 windows and 2 doors to be installed at the same time).	135.30	135.30	0.00	0%
Removal/renovation of a thermal element	169.40	169.40	0.00	0%
Installation of solar panel/s	250.00	250.00	0.00	0%
<b>Regularisation applications made in respect of unauthorised Schedule 2 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.</b>				
<b>Schedule 3</b>				
<b>Works not listed in schedules 1 or 2 e.g. Structural alterations, refurbishments, internal alterations - inclusive of VAT</b>				
Estimated cost of works				
£0 - £5000	297.00	297.00	0.00	0%
£5001 - £10,000	371.00	371.00	0.00	0%
£10,001 - £20,000	539.00	539.00	0.00	0%
£20,001 - £50,000	709.00	709.00	0.00	0%
£50,001 - £75,000	1012.00	1012.00	0.00	0%
£75,001 - £100,000	1348.00	1348.00	0.00	0%
>£100,000	Please contact for quotation	Please contact for quotation		
<b>Regularisation applications made in respect of unauthorised Schedule 3 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.</b>				
<b>Schedule 4</b>				
All general costs such as chargeable advice, requests for viewing documentation, dealing with previously deposited applications etc will be based on the hourly rate	59.00	59.00	0.00	0%
Inspection and Provision of a Fire Risk Assessment Report	300.00	300.00	0.00	0%
<b>Miscellaneous Fees - VAT needs to be added</b>				
Copy of Approval Notice	20.60	21.00	0.40	2%
Copy of Completion Certificate	20.60	21.00	0.40	2%
Response to Solicitor enquires in relation to house sales	15.90	16.20	0.30	2%
Response to householders written enquiries re house sales	6.00	6.10	0.10	2%



Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Food Hygiene Training</b>				
<b>Exempt from VAT</b>				
<b>Programmed Certificated Courses (charges are per person)</b>				
Level 2 Award in Food Safety in Catering (Foundation)	75.00	75.00	0.00	0%
Level 3 Award in Supervising Food Safety in Catering (Intermediate)	250.00	250.00	0.00	0%
Level 4 Award in Managing Food Safety in Catering (Advanced)	730.00	730.00	0.00	0%
Level 2 Award in Health & Safety in the Workplace (Foundation)	90.00	90.00	0.00	0%
Exam resit charge- Level 2 award in Food Safety in Catering (Foundation)	POA	POA		
Exam resit charge- Level 3 award in Supervising Food Safety in Catering (Intermediate)	POA	POA		
<b>Group Certificated Courses (for businesses requesting own on-site training)</b>				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate	68.00 (+travel cost if outside Oxford)	68.00 (+travel cost if outside Oxford)	0.00	0%
Level 2 Awards in Health & Safety - charge per candidate (minimum 10 delegates)	81.00 (+travel cost if outside Oxford)	81.00 (+travel cost if outside Oxford)	0.00	0%
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per candidate (minimum 10 delegates)	225.00 (+travel cost if outside Oxford)	225.00 (+travel cost if outside Oxford)	0.00	0%
Advanced Level 4 Food Hygiene (5 day course, plus 1 day revision) - charge per candidate (minimum 10 delegates)	657.00 (+travel cost if outside Oxford)	657.00 (+travel cost if outside Oxford)	0.00	0%
<b>Other non certificated part day and day courses</b>				
Other non specified training courses (minimum 10 delegates)	POA	POA		
<b>Other Bespoke courses across Planning &amp; Regulatory Services</b>				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
<b>Sustainable Food Advice</b>				
Charging for business advice (e.g noise, pre planning application advice, odour etc) - per hour	55.00	56.00	1.00	2%
Food Business set up and advice consultation- per hour	55.00	56.00	1.00	2%
Primary Authority Initial Set Up Fee	POA	POA		
Primary Authority Hourly Fee	POA	POA		
<b>Miscellaneous</b>				
Accommodation assessments for UK entry clearance - charge per report	340.00	348.00	8.00	2%
Request for confirmation of registration in support of work permit application	50.00	51.00	1.00	2%
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	85.00	86.50	1.50	2%
Works in default across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services		
Provision of factual statements etc across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Copy of Legal Notice	22.00	22.50	0.50	2%
Copy of Premises/Person Entry in Licensing Register	21.00	21.50	0.50	2%
Confirmation of Food Business Registration	25.00	25.50	0.50	2%
Plans under copyright	9.00	9.00	0.00	0%
Plans: A0, A1 & A2 size	5.00	5.00	0.00	0%
Plans: A3 & A4 size	1.00	1.00	0.00	0%
Photocopying per A4 sheet	0.50	0.50	0.00	0%
Invoice request	22.00	22.50	0.50	2%
Recovery Fee - Dishonoured Cheque	30.00	30.50	0.50	2%
<b>Home Improvement Agency</b>				
HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work	15% of the value of works plus ancillary costs	15% of the value of works plus ancillary costs		
Acting as an agent for a client who is privately funding building works:	Fee of 10% of the builders quotation plus ancillary costs	Fee of 10% of the builders quotation plus ancillary costs		
HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works	£230 plus VAT per application	£235 plus VAT per application	5.00	2%
HIA fee rate for the management of HRA funded adaptations schemes	15% flat fee per scheme £19 per hour, including VAT, plus the cost of materials used	15% flat fee per scheme £19 per hour, including VAT, plus the cost of materials used	0.00	0%
Small Repairs Service				
Supply and Fit Keysafe	47.00	48.00	1.00	2%
Supply and Fit Alert Keysafe (Within 1 working day)	59.00	60.00	1.00	2%
<b>Street Trading Consents - subject to approval by General Purposes Licensing Committee</b>				
<b>City Centre &amp; Late Night Traders</b>				
Application Fee	310.00	315.00	5.00	2%
Annual consent (Pro Rata for period of Consent)	7,800.00	7,950.00	150.00	2%
Weekly Consent (Weekly Rota)	175.00	178.00	3.00	2%
<b>All other traders</b>				
Application Fee	310.00	315.00	5.00	2%
Annual consent (Pro Rata for period of Consent)	2,645.00	2,700.00	55.00	2%
<b>Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)</b>				
Application fee	102.00	104.00	2.00	2%
Annual consent (Pro Rata for period of Consent)	1,375.00	1,400.00	25.00	2%
<b>General Charges</b>				
Replacement Consent	31.00	31.50	0.50	2%
Identification badge (per badge)	31.00	31.50	0.50	2%
<b>Events</b>				
Street Trading at event for commercial benefit (up to 5 days) - per stall	26.00	26.50	0.50	2%
Street Trading at event for commercial benefit (6-14 days) - per stall	42.00	43.00	1.00	2%
Street Trading at event for community / charity benefit	No Fee	No Fee		
<b>Street Café Licences - subject to approval by General Purposes Licensing Committee</b>				
Annual Fee	750.00	750.00	0	0%
NEW: Annual Neighbourhood Shopping Centre Fee based on location as per Local Plan	N/A	350.00		

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee</b>				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	113.00	115.00	2.00	2%
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	225.00	230.00	5.00	2%
Animal Boarding Establishment	180 + vet fees	183 + vet fees	3.00	2%
Dangerous Wild Animals	410 + vet fees	415 + vet fees	5.00	2%
Dog Breeding Establishment	180 + vet fees	183 + vet fees	3.00	2%
Pet Shop	180 + vet fees	183 + vet fees	3.00	2%
Riding Establishment	415 + vet fees	415 + vet fees	5.00	2%
Zoo	415 + vet fees	415 + vet fees	5.00	2%
<b>HMO Licensing</b>				
For the service of paper Notices by post	30.00	30.00	0.00	0%
Initial Application for a 1 year licence where the owner comes forward to licence voluntarily and is able to demonstrate that the property was acquired and operating as an HMO within the previous 12 weeks	400.00	408.00	8.00	2%
Initial Application for a 1 year licence where the owner has been found to be operating an unlicensed HMO for more than 12 weeks.	999.00	1,499.00	500.00	50%
Basic Annual Renewal to reflect need to re inspect due to poor management practices and non-compliance	357.00	365.00	8.00	2%
Basic Annual Renewal with no re-inspection necessary	187.00	191.00	4.00	2%
5 year or end of Scheme licence where landlord/agent meets criteria	300.00	307.00	7.00	2%
Renewal of an annual licence to a 2 year licence where landlord/agent meets criteria (no inspection required)	210.00	215.00	5.00	2%
Inspection to advise on requirements before property is licensed.	150.00	153.00	3.00	2%
<b>Housing Act charges</b>				
Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004.	500.00	510.00	10.00	2%
Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004.	595.00	607.00	12.00	2%
Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004.	300.00	306.00	6.00	2%
Other charges incurred in the determining of whether to serve a notice/make an order	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services + costs incurred Fee of 10% of the rent repaid to the tenant	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services + costs incurred Fee of 10% of the rent repaid to the tenant		
Rent repayment order service for tenants				

Planning & Regulatory Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b>Integrated Pollution Prevention &amp; Control Permits</b>				
LAPPC Charges - Industrial processes covered by Environmental Permitting Regulations	The fee for each application and renewal will be calculated in accordance with DEFRA guidance	The fee for each application and renewal will be calculated in accordance with DEFRA guidance		
<b>Mobile Homes Act 2013</b>				
New application	327.00	333.50	6.50	2%
Licence alterations application	300.00	306.00	6.00	2%
Depositing of site rules fee	110.00	112.00	2.00	2%
Transfer of licence application	327.00	333.50	6.50	2%
Copy of licence	25.00	25.50	0.50	2%
<b>NEW: Existing operator annual licence</b>				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	382.00	390.00	8.00	2%
Site inspections every 18 months (Cat B risk rating)	255.00	260.00	5.00	2%
Site inspections every 24 months (Cat C risk rating)	191.00	195.00	4.00	2%
Site inspections every 36 months (Cat D risk rating)	127.00	129.50	2.50	2%
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	300.00	306.00	6.00	2%
Site inspections every 18 months (Cat B risk rating)	200.00	204.00	4.00	2%
Site inspections every 24 months (Cat C risk rating)	150.00	153.00	3.00	2%
Site inspections every 36 months (Cat D risk rating)	100.00	102.00	2.00	2%
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	218.00	222.50	4.50	2%
Site inspections every 18 months (Cat B risk rating)	145.00	148.00	3.00	2%
Site inspections every 24 months (Cat C risk rating)	109.00	111.00	2.00	2%
Site inspections every 36 months (Cat D risk rating)	73.00	74.50	1.50	2%
<b>Transferring/Replacing Licences &amp; Certificates</b>				
Other replacement licence	27.00	27.50	0.50	2%

**Housing & Property Fees & Charges 2017/18**

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<b><u>Exempt from VAT</u></b>				
<b>Weekly Charges</b>				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	15.20	15.50	0.30	1.97
Temporary Accommodation [Heat,Light,Cook] - 2 bed	16.00	16.00	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 3 bed	18.00	19.00	1.00	5.56
Temporary Accommodation [Heat,Light,Cook] - 4 bed	25.00	25.00	0.00	0.00
Temporary Accommodation Rent - 1 bed	204.34	144.34	(60.00)	(29.36)
Temporary Accommodation Rent - 2 bed	236.54	176.54	(60.00)	(25.37)
Temporary Accommodation Rent - 3 bed	266.66	206.66	(60.00)	(22.50)
Temporary Accommodation Rent - 4 bed	335.19	275.19	(60.00)	(17.90)
Temporary Accommodation [Water & Sewerage] - 1 bed	5.30	5.30	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 2 bed	6.50	6.00	(0.50)	(7.69)
Temporary Accommodation [Water & Sewerage] - 3 bed	9.20	8.50	(0.70)	(7.61)
Temporary Accommodation [Water & Sewerage] - 4 bed	12.50	11.00	(1.50)	(12.00)
Nightly Charge Rent - Any unit size with no kitchen	160.38	160.38	0.00	0.00
<b><u>Exempt from VAT (before discounts)</u></b>				
Council tenant	13.85	14.85	1.00	7.22
Council tenant Premium	15.95	16.95	1.00	6.27
Blue badge council	13.85	14.85	1.00	7.22
Blue badge council Premium	15.95	16.95	1.00	6.27
Mobility council	13.85	14.85	1.00	7.22
Mobility council Premium	15.95	16.95	1.00	6.27
Garage with in curtiledge	13.85	14.85	1.00	7.22
Replacement lost/damaged permit	-	15.00	N/A	N/A
<b><u>VATable (before discounts)</u></b>				
Private tenant	13.85	14.85	1.00	7.22
Private tenant Premium	15.95	16.95	1.00	6.27
Blue badge private	13.85	14.85	1.00	7.22
Blue badge private Premium	15.95	16.95	1.00	6.27
Mobility private	13.85	14.85	1.00	7.22
Mobility private Premium	15.95	16.95	1.00	6.27
Replacement lost/damaged permit	-	15.00	N/A	N/A
<b><u>Exempt from VAT (before discounts)</u></b>				
Parking spaces	13.49	14.49	1.00	7.41
Parking spaces (Blue Badge)	13.49	14.49	1.00	7.41
Replacement lost/damaged permit	-	15.00	N/A	N/A
<b><u>VATable (before discounts)</u></b>				
Parking spaces Private	13.49	14.49	1.00	7.41
Replacement lost/damaged permit	-	15.00	N/A	N/A
<b>Estate Management Fees and Charges</b>				
<b>Acquisition or Leasing of Leasehold property</b>				

Housing & Property Fees & Charges 2017/18

	2016/17 Charge	2017/18 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rent up to £9,999 per annum	2,250.00	2,250.00	0.00	0.00
Rent between £10,000 and £49,999 p.a.	2,750.00	2,750.00	0.00	0.00
Rent between £50,000 and £99,999 p.a.	4,000.00	4,000.00	0.00	0.00
Rent over £100,000 p.a.	8,500.00	8,500.00	0.00	0.00
<b>Settlement of Rent Reviews and Lease Renewals of Leasehold property</b>				
Rent up to £9,000 per annum	1,000.00	1,000.00	0.00	0.00
<b>Plus additional %age:</b>				
On the rent between £10,000 and £49,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent between £50,000 and £149,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent over £150,000 p.a.	1,250.00	1,250.00	0.00	0.00
<b>Acquisition or Disposal of Freehold property</b>				
Capital value up to £99,999	2,750.00	2,750.00	0.00	0.00
Capital value between £100,000 and £499,999	4,500.00	4,500.00	0.00	0.00
Capital value between £500,000 and £2 million	10,000.00	10,000.00	0.00	0.00
Capital value over £2 million	12,500.00	12,500.00	0.00	0.00
<b>Valuation of Leasehold and Freehold property</b>				
Rental value up to £9,999 per annum	1,000.00	1,000.00	0.00	0.00
Rental value between £10,000 and £49,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value between £50,000 and £99,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value over £100,000 p.a.	1,000.00	1,000.00	0.00	0.00
Capital value up to £99,999	1,000.00	1,000.00	0.00	0.00
Capital value between £100,000 and £499,999	1,550.00	1,550.00	0.00	0.00
Capital value between £500,000 and £2 million	2,650.00	2,650.00	0.00	0.00
Capital value over £2 million	5,250.00	5,250.00	0.00	0.00
<b>Consents</b>				
To Assignments and Subletting	800.00	800.00	0.00	0.00
Alteration of Lease terms or consent for alterations	800.00	800.00	0.00	0.00
If both an alteration and alienation	1,300.00	1,300.00	0.00	0.00
Administration fee for consent (in relation to restrictive covenants)	275.00	275.00	0.00	0.00
Administration fee for preparation of access licences and similar agreements (Minimum charge)	200.00	200.00	0.00	0.00
For work based on a time charge: Hourly Rate £100 / hour				

BUDGET REPORT RISK IMPLICATIONS 2017/18 TO 2020/21

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B1	Business Rates Income	Threat	Business rates income less than expected	Volatility in business premises closing or being developed; Business Rates appeals being higher than anticipated	Less council funding	1-Dec-16	4	3	4	3	4	2	Monitor monthly
B2	Welfare Reforms	Threat	Welfare Reforms may effect the authority more adversely than estimated	Changes in the administration and provision of welfare benefits will impact adversely on the authority	Increased arrears, possible redundancy payments for council, impact on homelessness	1-Dec-16	4	3	4	3	4	2	Provisions and Contingency within the budget, respond to consultation, reassess spending requirements in line with reduced service provision
B3	New Homes Bonus	Threat	The potential for the variation in the New Homes Bonus. This is based on estimated numbers of new dwellings constructed and occupied during a given 12 months period, clearly this will be subject to variation . Additionally there will be changes in the allocation of NHB, which are as yet unknown	Fluctuations in house building will affect amount of bonus paid	Reduced New Homes Bonus	1-Dec-16	4	3	4	3	4	2	Reduce Capital Programme
B4	Investment interest	Threat	Actual interest rates and investment returns being lower than projected	Economic climate	Reduced investment income	1-Dec-16	3	2	3	2	3	2	Interest rates are already low therefore only moderate impact. Monitor and ensure placing investments in high credit rated agencies. There is a higher level of risk associated with property investment funds which is mitigated through the use of earmarked reserves.
B5	Efficiencies	Threat	Any further slippage in the delivery of savings and efficiencies, especially around trading or additional pressures on the 2016-17 budget that could impact on 2017-18	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	1-Dec-16	3	3	3	3	3	2	Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks

151

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B6	Formula Grant	Threat	Monitor. Figures based on CSR 2015. Although figures supplied are for a 4 year period there is an opt in process which requires the authority to submit an efficiency strategy the details of which are currently unknown. Even then the figures can change if the Government encounters fiscal pressures	Government settlement figures less than estimated or efficiency statement is not sufficient	Reduced income	1-Dec-16	3	3	3	3	3	2	Annual review of position and adjust budget accordingly
B7	Increased Right to Buy sales	Threat	Variations in numbers of RTB's adversely affects HRA	Increase in discount to maximum of £75k.	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase the numbers of RTBs would lead to a revenue pressure from reduced rental income	1-Dec-16	4	3	4	2	4	2	Track situation and either re-prioritise spend or use additional borrowing headroom
B8	Robustness of Estimates	Threat	The revenue and capital estimates vary from estimated and planned. The implications of Government policy impact more adversely than anticipated.	Fluctuations in prices and reduced income	Potential overspend	1-Dec-16	4	3	3	2	3	2	Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within the budget to cover where mitigation is insufficient.
B9	Capital Receipts	Threat	Asset disposals are not secured or fall short of target amount	Economic climate or inability to negotiate deals	Insufficient resources to fund capital programme	1-Dec-16	4	3	4	3	4	2	Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
B10	Additional trading income not achieved	Threat	Budget includes turnover from external trading activities of around £5. million to £8 million per annum	Unable to compete for external contracts; contingencies in the budget are only on the marginal changes to the budget and not the underlying activity brought forward	MTFP adversely affected through loss of contributions to overheads resulting in potential business restructuring	1-Dec-16	4	3	4	3	4	2	Monitor situation; restructure the service and reduce workforce and equipment to match reduced activity, using corporate reserves to finance costs; use budgeted contingency to contribute towards the overheads cost
B11	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	1-Dec-16	3	3	3	3	3	2	Monitoring



Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B12	Slippage in Capital Programme	Threat	Schemes in Capital Programme do not start or finish on time	Contract delays or increased variations	Impact on delivery of Council priorities	1-Dec-16	3	3	3	3	3	2	Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy
B13	Cuts by Partner Organisations	Threat	Reductions in budget spend by partner organisations such as the County Council impact adversely on the City Council	A reduction in supporting people spend or grants to external agencies force homeless families towards the City Council and consequent financial pressures	Increased spend by City Council	1-Dec-16	4	3	4	3	4	2	Discussions with partner organisations and others to mitigate impact
B15	Reduced Capital receipts	Threat	Reduced RTB receipts from reduced sales and other capital receipts from land and asset disposals reduce amount of funding available to fund capital spend	Reduced sales	Reduced capital programme	1-Dec-16	3	3	3	3	3	2	Monitor and adjust capital programme accordingly
B15	HVCH Levy	Threat	Levy on High Value Council Houses more than budgeted	Government policy	Impact on delivery of Council priorities	1-Dec-16	5	3	4	3	4	2	Contingency established

This page is intentionally left blank

## Oxford City Council Budget Medium Term Financial Strategy 2017-18 to 2020-2021 and 2017-18 Budget for Consultation (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the Council's various on-going budget proposals. It provides an initial commentary, incorporating input from Heads of Service and specialist officers, to indicate the potential risks and actual mitigating actions already in place or planned to support the investment proposals before the wider public consultation period from December 2016 to January 2017.

The draft budget has been structured so that it is in balance for the next four years, and although post Brexit national economic pressures on local government are ever present, it recommends revisions, efficiencies and small reductions in service but aims to protect frontline services as far as possible, particularly for the most vulnerable. Despite an assumption of zero central government revenue support grant funding by 01/04/2019 it also includes efficiencies, increased income and service charges and outlines proposals to facilitate capital investment for large scale regeneration projects which will bring economic growth, jobs, more decent homes and wider interventions to ensure social inclusive communities and opportunities: underpinning the Council's vision of "Building a World Class City for Everyone".

Amendments raised by the City Executive Board discussions and public consultation will be reflected in the final working document.

155

Budget Proposal	Increase Council Tax by an expected 1.99% for 2017/18 followed by subsequent annual increases of 1.99%, and maintain the existing Council Tax Support Scheme
Is this proposal new or subject to an annual review?	<p>This is an annual consideration. The Autumn 2012 national budget statement lowered the local authority tax referendum threshold to 2%. It is expected that as in previous years a one year freeze grant will be available to local authorities that freeze their council tax at the previous years' level, equivalent to the product of a 1% increase. Given the loss of revenue to the council in the current and following years the recommendation is for the council to increase council tax up to the maximum level at which a referendum is not required. The current assumptions are for a 1.99% council tax rise 2017/18 followed by increases of 1.99% thereafter on the basis that levels higher could be capped by the Government</p> <ul style="list-style-type: none"> <li>An increase in the Band D Council Tax of 1.99% or £5.66 per annum representing a Band D Council Tax of £290.19 per annum</li> </ul>
What are the likely risks?	Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these are mitigated by the council tax

	<p>support scheme, which is being maintained in full).</p> <ul style="list-style-type: none"> <li>Increased arrears due to benefit changes arising from the roll out of universal credit</li> </ul>						
What public consultation has been planned/ taken place?	There will be further opportunities for comment on the level of council tax increase and the Council Tax Support Scheme as part of the public consultation in January 2017.						
What mitigating actions will the Council implement to offset any negative impacts?	The City Executive Board agreed in October 2016 the existing Council Tax Reduction Scheme on the same basis as that introduced on 1st April 2013. This, in essence, continues the previous level of entitlement provided by Council Tax Benefit, and has not passed on the reduction in government funding for council tax relief to those on the lowest incomes in the city. It is estimated the scheme will cost the Council £970k in 2017/18, with the full cost of the scheme of £1.6 million being borne by the Council when the Revenue Support Grant is reduced to zero with effect from 01/04/2019.						
Overall assessment of the equality risks	<ul style="list-style-type: none"> <li>It is difficult to estimate the dimensions of equalities risks around CT increases. The Council has put in place proportionate mitigating actions such as the CT Support Scheme and the work of the Welfare Reform Team to protect the most vulnerable and economically challenged communities across Oxford.</li> <li>Currently the total net caseload is 12,422 receiving Council Tax Benefit &amp; Housing Benefit, with 75% of those receiving CT benefit on full benefit and therefore the 1.99% increase will have no effect. Of the remaining 25% in receipt of some benefits those hardest hit are likely to be in part time or low paid work and will be variably impacted on a case-by-case basis. This means that the remaining 48,000 CT payers will be directly affected by the increase.</li> </ul> <table border="1" data-bbox="616 1197 2038 1380"> <thead> <tr> <th>Race</th> <th>Disability</th> <th>Age</th> </tr> </thead> <tbody> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> </tbody> </table>	Race	Disability	Age	Neutral	Neutral	Neutral
Race	Disability	Age					
Neutral	Neutral	Neutral					

	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>																								
	Neutral	Neutral	Neutral																								
	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>																								
	Neutral	Neutral	Neutral																								
<b>Budget Proposal</b>	<b>Rent setting: Decrease in council house rents by 1% per annum for the next four years</b>																										
Is this proposal new or subject to an annual review?	<p>The Welfare Reform and Work Bill introduced a policy with effect from April 2016 that social housing rents must be reduced by 1% per year for 4 years from their 8 July 2015 position.</p> <ul style="list-style-type: none"> <li>• Rents in social housing to be reduced by 1% a year for the next four years. Local authorities and housing associations will need to find efficiencies to fund the rent reductions</li> <li>• Forced Sale of High Value Council Housing (HVCH)</li> <li>• Pay to Stay: Social tenants jointly earning more than £30k per annum will pay market rate rents</li> <li>• Associated rates of housing benefit capped at the relevant local housing allowance</li> </ul> <p>These key changes are estimated to have cost Oxford City Council around £34 million in lost rent compared to the proposals in our previous rental strategy.</p>																										
What are the likely risks?	<p>The Government have given no indication about what rental policy can be adopted thereafter. In the absence of any guidance the assumption is that the Council will adopt a rent strategy that will move rents to target rent over a four year period between 2020/21 and 2023/24. Thereafter rents will be increased by the Governments previous guideline of CPI + 1%. The impact on rents for 2017/18 and summary for the next four years is shown in the table below:</p> <table border="1"> <thead> <tr> <th colspan="4"><b>Table 9 : Effect of Rent Changes on Average Rent 2017/18 to 2020/21</b></th> </tr> <tr> <th></th> <th><b>Change</b></th> <th><b>Average weekly change</b></th> <th><b>Average weekly Rent</b></th> </tr> <tr> <td></td> <td>%</td> <td>£</td> <td>£</td> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>**(-0.89)</td> <td>(0.95)</td> <td>105.65</td> </tr> <tr> <td>2018/19</td> <td>**(-0.87)</td> <td>(0.92)</td> <td>104.73</td> </tr> <tr> <td>2019/20</td> <td>**(-0.87)</td> <td>(0.92)</td> <td>103.82</td> </tr> </tbody> </table>			<b>Table 9 : Effect of Rent Changes on Average Rent 2017/18 to 2020/21</b>					<b>Change</b>	<b>Average weekly change</b>	<b>Average weekly Rent</b>		%	£	£	2017/18	**(-0.89)	(0.95)	105.65	2018/19	**(-0.87)	(0.92)	104.73	2019/20	**(-0.87)	(0.92)	103.82
<b>Table 9 : Effect of Rent Changes on Average Rent 2017/18 to 2020/21</b>																											
	<b>Change</b>	<b>Average weekly change</b>	<b>Average weekly Rent</b>																								
	%	£	£																								
2017/18	**(-0.89)	(0.95)	105.65																								
2018/19	**(-0.87)	(0.92)	104.73																								
2019/20	**(-0.87)	(0.92)	103.82																								

	2020/21	4.04	4.19	108.01
<p><b>Forced Sale of High Value Council Housing (HVCH) levy</b>  Local authority landlords will be forced to sell their highest value dwellings once they became void. The receipts generated, after allowing for some deductible expenditure and an estimate for associated debt would be handed back to the Government to compensate Housing Associations for the discounts associated with extending RTB to their tenants who hold assured tenancies.</p> <p>The recent published Housing and Planning Bill suggests that HVCH payments to Government will now “not” be based on actual sales but on a formula driven methodology in addition recent ministerial announcements have confirmed that the levy will not be implemented in 2017-18 as originally planned. This means that payments will be required irrespective of whether the Council has generated an actual capital receipt. So all the financial risk of funding this initiative now sits with the Council. The fundamentals as to how the formula will work that would allow some calculations of the likely effect on the finances of the HRA are as yet still unknown.</p> <ul style="list-style-type: none"> <li>An amount of £23.1 million has been estimated as the amount of levy payment over the next four years. This is based on the estimated number of high value dwellings that may become void over this period although in the absence of the Governments formula it is difficult to know for certain how accurate this is. Setting aside an amount in this manner should mitigate the need to dispose of dwellings to fund the levy in the short to medium term.</li> </ul> <p>The main risk is therefore that:</p> <ul style="list-style-type: none"> <li>Liability arising from forced the sale of High Value Council Housing (HVCH) is more than estimated</li> </ul> <p><b>Right to Buy and other disposals</b>  Disposals of around 40 dwellings per year until 2021/22 are assumed due to the Government’s re-invigorating Right to Buy initiative. An additional 5 properties per year from 2017/18 have been added reflecting the increased likelihood of council tenants who have to pay a market rent for their properties (under “pay to stay”) instead choosing to exercise the Right to Buy. Additionally</p>				

the plan allows for 5 properties to be transferred to the Housing Company which the Council is able to do without Secretary of States approval under Section 32 of the Housing Act 1985 (as amended) and set out in the DCLG's General Housing Consents

The main risk is therefore that:

- Non-achievement of assumed Right-to-Buy sales now required to fund the increased capital spend commitments

### **Welfare Reform**

From 7 November 2016 the reduction in the Benefit Cap from £26,000 to £20,000 was introduced. This is estimated to affect 300-350 households in Oxford with over £1m annually being cut from the housing benefit of those affected. The Council's Welfare Reform Team have been engaging with people likely to be affected by this measure prior to it being implemented, and will be making use of the Council's Discretionary Housing Payment grant to provide financial support whilst they are helped to find long term solutions. The Council's DHP grant is likely to increase in 2017/18 as the national budget will increase from £150m to £185m, so there will be scope for the Welfare Reform Team to provide temporary financial support to those who need it.

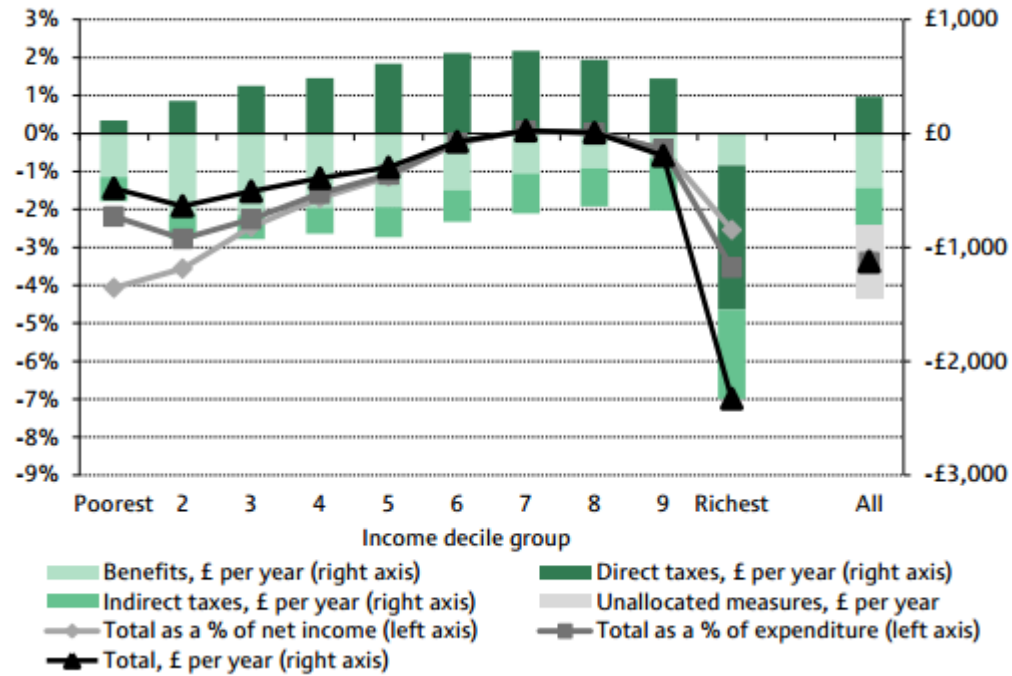
### **Universal Credit**

On the 16th November the Department for Work & Pensions provided local authorities with the timetable for the extension of Full Service Universal Credit into job centres. The end date has been given as September 2018 with Oxford being October 2017. There will be further announcements in early December on funding arrangements for Universal Credit delivery and Housing Benefit support. Within the Council budget, provision has been made for changes arising from Universal Credit which will impact on staffing. Whilst the staffing reductions should only be made after the roll out, to allow for dealing with any adverse workloads should the December announcements confirm a different position with regard to subsidy this will be changed accordingly in the February Budget report to Council.

What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders
What mitigating actions will the Council implement to offset any negative impacts?	<ol style="list-style-type: none"> <li>1. Given the uncertainties around the Governments HVCH initiative it is prudent to create a contingency for the Council to meet the potential cost. This contingency, produced from reductions in the HRA Capital Programme is in the order of £27.8 million. All the financial risk of this initiative will be borne by the Council's HRA</li> <li>2. The reduction in the Benefit Cap from £26,000 to £20,000, a freezing of most benefits (including Local Housing Allowance rates) and a number of technical amendments to Housing Benefit, Tax Credits and Universal Credit to be introduced over the next two years has seen the Council's Welfare Reform Team is supporting customers affected by these measures. There is a residual risk that Welfare Reform/ Universal Credit impacts the authority more adversely than assumed</li> <li>3. The rate of housing benefit in the social sector will be capped at the relevant local housing allowance. Whilst officers are currently looking at the impact it is likely that it will negatively impact those under 35 in our and RSL properties, around 1,180 of our tenants</li> <li>4. Debt Management Strategy: The first £20m self- financing loan is due for repayment on 31 March 2021. Last year it was agreed that this payment would be deferred which would generate an initial saving of £20m offset by the additional annual interest cost of approximately £0.658m. The overall strategy is to repay debt when possible allowing for commitments to be financed whilst maintaining a minimum HRA working balance of £3.5 million</li> </ol>
Overall assessment of the equality risks	Overall, and particularly because of the combination of high levels of deprivation in parts of Oxford, and also very high housing costs, Oxford City Council remains especially exposed to adverse financial pressures resulting from rent reduction, HVCH and the range of welfare reforms. The totality of changes to the tax and benefits system, shown in the table below (this is for 2015/16 from the Institute for Fiscal Studies). People in the bottom two deciles are likely to receive a full rebate on their Council Tax bills. Therefore it is people in the next 2 or 3 deciles who are likely to run into additional arrears, as they are far less likely to be getting help with their Council Tax but are still taking a hit from benefit changes. The Centre for Regional Economic and Social Research (based at Sheffield Hallam University) have shown that the government's welfare reforms from 2010 to 2015 reduced



benefit payments in Oxford by £29.7 million cumulatively. They have also predicted that measures announced since 2015 will further reduce benefit payments by £19m by 20/21.



**Race**

Neutral/ Negative

**Disability**

Negative

**Age**

Negative

**Gender reassignment**

Neutral

**Religion or Belief**

Neutral

**Sexual Orientation**

Neutral

	<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral
<b>Budget Proposal</b>	<b>Increase in council housing service charges</b>		
Is this proposal new or subject to an annual review?	<p>Service charges such as caretaking, cleaning, CCTV, communal areas etc. have been increased in line with the convergence formula in previous years. The Council agreed to remove any associated service charge limiter (credits) over a 4 year period limited to a maximum of £1/wk. It is estimated that this will deliver £50k of additional income by 2017/18 at which time the limiter will have been removed from all associated accounts. A review of the service charge budgeted income suggests that the base budget can be increased by around £300k per annum and this has been reflected in the revised budget.</p> <p>There is a regular review of leaseholder charges (caretaking, cleaning, CCTV, communal areas) and these will be linked to increases in the RPI.</p>		
What are the likely risks?	The Council will need to determine the greatest areas of disadvantage and whether any specific protected groups are placed more at risk		
What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders		
What mitigating actions will the Council implement to offset any negative impacts?	The proposal will remove inequity/ anomalies that tenants living side by side and in receipt of the same benefits associated with service charges are being charged different amounts. Tenants in receipt of HB will see the service charge increases covered.		
Overall assessment of the equality risks	Strong governance and review will mitigate against any adverse impacts, although none have been flagged		
	<b>Race</b>	<b>Disability</b>	<b>Age</b>

	Neutral	Neutral	Neutral
	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>
	Neutral	Neutral	Neutral
	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>
	Neutral	Neutral	Neutral
<b>Budget Proposal</b>	<b>Increases in Fees and Charges across Council services</b>		
Is this proposal new or subject to an annual review?	<p>The Medium Term Financial Strategy for the next four years allows for fees and charges to increase over the medium term resulting in increased income of around £2.3 million by 2020-21. In 2017-18 there are increases in the areas shown below (details of which will appear in the main CEB Budget report):</p> <ol style="list-style-type: none"> <li>i. An increase in garden waste bins of £2 per bin per year</li> <li>ii. Pre-application advice for planning services -3% - 8%</li> <li>iii. Leisure activities <ul style="list-style-type: none"> <li>• Swimming – 5p – 1.1%</li> <li>• Adult gym – 15p – 1.9%</li> <li>• Skating - 15p 1.88%</li> <li>• Tennis – reduction £1 14%</li> </ul> </li> <li>iv. Pest Control increases range from £5 to £20 for treatments to more be more reflective of the actual cost of the service</li> <li>v. Cemeteries increases range from 1.0% to 2.0% - £10 to £20</li> <li>vi. Off street Car Parking –Most car parks no increase</li> <li>vii. Garages - £1 per week (7% increase across the board).</li> </ol>		

	viii. Park and Ride - Rising from £2 to £3 per day
What are the likely risks?	The Council has recognised that affordability of services is a significant problem for those in receipt of benefits. It has built in protections accordingly: with c. 2400 residents (accounting for 23.5% of all service users) receiving free garden waste services. Given the current economic climate for the public sector the ability to sustain this free service will be reviewed but any proposal to change would seek to minimise the impact on vulnerable communities. It remains an aim to maintain a universal and free service wherever possible and to minimise the impact of any charging to minimal or zero levels for those in receipt of benefits. Previous charges for garden waste collection services have been set below market rates. Note also that over 1000 residents receive assisted collections and that cases are reviewed annually.
What public consultation has been planned/ taken place?	Budget consultation annually (December 2016/ January 2017).
What mitigating actions will the Council implement to offset any negative impacts?	<p>The Council gives concessions to customers that are in receipt of Housing Benefit in the following areas:</p> <ul style="list-style-type: none"> <li>• Bonus Concessionary Leisure Card – qualifying benefits such as : Job seeker’s allowance, Unemployed / interim payment, Youth training courses / new deal, Income support, Housing benefit, Council Tax benefit, Pension credit, Asylum Seeker, Invalid Care Allowance, Employment and Support Allowance, Attendance Allowance, Personal Independence Payment (PIP) - Disability Living Allowance, NHS: AG2, AG3, HC2 or HC3 Certificate holders, and Foster Carers</li> <li>• Free Swimming for children under 17 at various sessions during the week</li> <li>• Free one off winter garden clearance for council tenants in receipt of Council tax reduction or housing benefit and physically unable to carry out work</li> <li>• A range of pest control visits for mice, rats, wasps, ants, moths, fleas,</li> </ul>

	<p>squirrels and other pests where the customer is in receipt of Housing Benefit</p> <ul style="list-style-type: none"> <li>Garden waste collection where customer is in receipt of benefit</li> </ul> <p>Each Council service area proposing fee increases will undertake a separate analysis of service users (where identifiable) to assess any issues of potential adverse impact.</p> <p>All fees and charges have been applied across the board. In many cases, the small increases being proposed follow a period where no increases were applied. Where statutory provisions allow, discretionary reductions will be applied to be both responsive to and influence best practice around compliance (rewarding high standards).</p> <p>With the withdrawal of Housing Benefit in favour of Universal Credit, it will not be possible to identify all such benefits and whilst the numbers on Universal Credit are limited at present they will grow over the next 12-18 months. It is therefore recommended that concessions for the fees and charges identified above are granted where claimants are either in receipt of Housing Benefit, Council Tax Reduction Scheme, Universal Credit, or in the case of leisure concessions for the allowances identified above until such time as those benefits are phased out.</p>									
Overall assessment of the equality risks	<p>There may be groups adversely affected by specific service fees, however, consultation and monitoring will take place with these groups once identified.</p> <table border="1" data-bbox="616 986 2045 1380"> <tr> <td data-bbox="616 986 1120 1085"> <p><b>Race</b></p> <p>Neutral</p> </td> <td data-bbox="1120 986 1590 1085"> <p><b>Disability</b></p> <p>Neutral</p> </td> <td data-bbox="1590 986 2045 1085"> <p><b>Age</b></p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="616 1177 1120 1276"> <p><b>Gender reassignment</b></p> <p>Neutral</p> </td> <td data-bbox="1120 1177 1590 1276"> <p><b>Religion or Belief</b></p> <p>Neutral</p> </td> <td data-bbox="1590 1177 2045 1276"> <p><b>Sexual Orientation</b></p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="616 1289 1120 1380"> <p><b>Sex</b></p> <p>Neutral</p> </td> <td data-bbox="1120 1289 1590 1380"> <p><b>Pregnancy and Maternity</b></p> <p>Neutral</p> </td> <td data-bbox="1590 1289 2045 1380"> <p><b>Marriage &amp; Civil Partnership</b></p> <p>Neutral</p> </td> </tr> </table>	<p><b>Race</b></p> <p>Neutral</p>	<p><b>Disability</b></p> <p>Neutral</p>	<p><b>Age</b></p> <p>Neutral</p>	<p><b>Gender reassignment</b></p> <p>Neutral</p>	<p><b>Religion or Belief</b></p> <p>Neutral</p>	<p><b>Sexual Orientation</b></p> <p>Neutral</p>	<p><b>Sex</b></p> <p>Neutral</p>	<p><b>Pregnancy and Maternity</b></p> <p>Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b></p> <p>Neutral</p>
<p><b>Race</b></p> <p>Neutral</p>	<p><b>Disability</b></p> <p>Neutral</p>	<p><b>Age</b></p> <p>Neutral</p>								
<p><b>Gender reassignment</b></p> <p>Neutral</p>	<p><b>Religion or Belief</b></p> <p>Neutral</p>	<p><b>Sexual Orientation</b></p> <p>Neutral</p>								
<p><b>Sex</b></p> <p>Neutral</p>	<p><b>Pregnancy and Maternity</b></p> <p>Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b></p> <p>Neutral</p>								

Budget Proposal	New Homes Growth Bonus Payments						
Is this proposal new or subject to an annual review?	A system introduced by central government in 2011/12 to pay grant based on the net growth in housing. This grant is now proposed to be given for a four year period (following government consultation in 2015) based on new dwelling completions in year. The Council allocates New Homes Bonus to fund the Capital Programme in order to de-risk the Medium Term Financial Strategy. The Council forecasts around £1.3 million NHB in 2017/18 (a decrease of around 55%) but small growth in the remaining three years of the MTFP						
What are the likely risks?	The net growth in housing and affordable homes will have a positive impact on regeneration projects and impact strongly on groups in receipt of benefits and in work but on lower incomes; supporting strategic housing and other local economic growth priorities through Local Enterprise Partnerships						
What public consultation has been planned/ taken place?	The Council will monitor potential growth estimates until 2020/21						
What mitigating actions will the Council implement to offset any negative impacts?	No further New Homes Bonus has been assumed for 2018/19 and beyond. This is no change on the previous year's assumption.						
Overall assessment of the equality risks	<p>The main risk is that the grant is lower than estimated or ceases altogether. A mitigating action could be to reduce the council's Capital Programme</p> <ul style="list-style-type: none"> <li>As with Revenue Support Grant should New Homes Bonus be received in 2019/20 and 2020/21 then it is recommended that Members decide on appropriate use on one-off schemes.</li> </ul> <table border="1" data-bbox="618 1086 2047 1374"> <tbody> <tr> <td data-bbox="618 1086 1133 1182" style="text-align: center;"><b>Race</b> Neutral</td> <td data-bbox="1133 1086 1626 1182" style="text-align: center;"><b>Disability</b> Neutral</td> <td data-bbox="1626 1086 2047 1182" style="text-align: center;"><b>Age</b> Neutral</td> </tr> <tr> <td data-bbox="618 1270 1133 1374" style="text-align: center;"><b>Gender reassignment</b> Neutral</td> <td data-bbox="1133 1270 1626 1374" style="text-align: center;"><b>Religion or Belief</b> Neutral</td> <td data-bbox="1626 1270 2047 1374" style="text-align: center;"><b>Sexual Orientation</b> Neutral</td> </tr> </tbody> </table>	<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral	<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral
<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral					
<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral					

	<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral
<b>Budget Proposal</b>	<b>Significant pressures on the Council's ability to deliver a balanced MTFP:</b>		
Is this proposal new or subject to an annual review?	<b>Investment interest:</b> The Bank of England cut base rate from 0.5% to 0.25% in August 2016. Predictions are that rates will be reduced again to 0.1% in the first quarter of 2017 and remain at this level until they slowly begin to rise from September 2018. For the first half year of 2016-17 our average investment rate was 1.07% bolstered by £10million of investments in property funds. Forecasts of interest rates in the MTFP range from 0.2% to 0.5% for the next four years with income reducing by approximately £200k per annum to that previously forecast.		
What are the likely risks?	<ul style="list-style-type: none"> <li>• Variations of actual income and expenditure against budget especially in volatile areas such as income</li> <li>• The Financial Settlement is not as favourable as is assumed in the above figures</li> <li>• Business Rates income is lower than forecast</li> <li>• Welfare Reform impacts the authority more adversely than assumed</li> <li>• Variation in the income from New Homes Bonus as a result of new dwellings constructed and occupied during a given 12 months period is lower than anticipated</li> <li>• Interest rates lower than projected</li> <li>• Slippage or non-delivery of savings and income generation assumptions, or additional pressures arise that have an on-going financial impact on the Council</li> <li>• Service pressures particularly in the area of homelessness, impose unfunded additional costs</li> </ul>		
What public consultation has been planned/ taken place?	Budget consultation annually (December 2016/ January 2017)		
What mitigating actions will	<ul style="list-style-type: none"> <li>• Set against a background of economic/ financial uncertainty Members have exercised</li> </ul>		

<p>the Council implement to offset any negative impacts?</p>	<p>constraint in terms of adding ongoing new items of expenditure into the budget from 2017-18.</p> <ul style="list-style-type: none"> <li>• The budget assumes transfers to and from the working balance which as at 1/4/2016 were £3.620 million; the minimum level recommended by the Councils Chief Financial Officer that the Council should hold. Over the four year period of the MTFP there is an additional contribution to the working balance of around £187k</li> <li>• In a change to previous years policy contingencies held against efficiencies, fees and charges and service reduction proposals has been reduced to 30% of those identified as high risk as opposed to 40% of medium and high risks. This seems financially prudent given that the Council has had good track record of delivering such savings</li> <li>• Last year Oxford City Council opted to enter the Business Rates distribution Pool. The current forecast is an additional £350k of business rates income as a result of this decision. This position is reviewed annually and since the decision needs to be made relatively quickly as in previous years it is recommended that this decision is delegated to the Head of Financial Services, in consultation with the Board Member for Finance and Assets</li> <li>• In March 2016 the City Council approved the establishment of a Local Authority housing company and the company was incorporated in June 2016. The Company Business Plan set out plans to undertake the purchase and management of affordable rented homes at Barton, the development of new affordable and market housing, the purchase of 5 void properties from the HRA and estate re-generation in The Leys and Barton. The Council gave approval to make loans to the Housing Company for the acquisition of houses at Barton Park in 2016-17 for £12.270 million</li> <li>• The Council has a 50/50 partnership with Nuffield University to undertake the development of the land at Oxwed. The Council has already approved loans totalling £4.1 million as the Councils 50% share of the cost of purchasing land in December 2017 for which the Council will receive a capital receipt from the Company.</li> </ul>		
<p>Overall assessment of the equality risks</p>	<p><b>Race</b></p>	<p><b>Disability</b></p>	<p><b>Age</b></p>



	Neutral	Neutral	Neutral
	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>
	Neutral	Neutral	Neutral
	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>
	Neutral	Neutral	Neutral
<b>Budget Proposal</b>	<b>Value for Money &amp; Efficiency</b>		
Is this proposal new or subject to an annual review?	The Council continues to make progress in improving value for money and generating efficiency savings. Many of the previous years' efficiencies including review of administration and management restructuring are bedding in but more efficiencies are required if the Medium Term Financial Plan is to remain in balance over the next four years as reduced government grant and increased inflation takes effect. Over the next four years the Council will generate a further £3.5million of efficiencies, with on-going efficiencies of £1.2 million being achieved from 2020/21 onwards.		
What are the likely risks?	The risks are assumed to be neutral as the council continues to make progress in improving value for money and generating efficiency savings		
What public consultation has been planned/ taken place?			
What mitigating actions will the Council implement to offset any negative impacts?	<p>The programme of cumulative efficiency savings include:</p> <ul style="list-style-type: none"> <li>• Multi skilling in call centre - £110k</li> <li>• Reductions in ICT Business Partners - £115k per annum</li> <li>• Closure of Templars Square Office - £141k per annum</li> <li>• Reduction in Planning ICT scanning contract £70k per annum</li> <li>• Staffing savings in Financial Services - £168k per annum</li> </ul>		

	<ul style="list-style-type: none"> <li>Renegotiation of leisure centre contract - £10.1 million since 2009</li> </ul> <p>Limited efficiencies have been included in the HRA business plan of £57k in 2019-20 followed by a further £60k in 2020/21 and it is intended that this will be achieved by :</p> <ul style="list-style-type: none"> <li>Improved voids turnaround resulting in reduced rent loss. Estimated to be one extra week's rent charged on the total number of voids per annum because of a faster turnaround = £32k increased rent.</li> <li>Moving some responsive repairs to a planned programme e.g. fencing. This is estimated to deliver £49k savings.</li> <li>The benefits derived from the failure demand project in Customer Services and Direct Services. Whilst the quantum of savings is not certain, the remaining £36k should be achievable via these changes</li> </ul>									
Overall assessment of the equality risks	<table border="1"> <tr> <td><b>Race</b> Neutral</td> <td><b>Disability</b> Neutral</td> <td><b>Age</b> Neutral</td> </tr> <tr> <td><b>Gender reassignment</b> Neutral</td> <td><b>Religion or Belief</b> Neutral</td> <td><b>Sexual Orientation</b> Neutral</td> </tr> <tr> <td><b>Sex</b> Neutral</td> <td><b>Pregnancy and Maternity</b> Neutral</td> <td><b>Marriage &amp; Civil Partnership</b> Neutral</td> </tr> </table>	<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral	<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral	<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral
<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral								
<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral								
<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral								
<b>Budget Proposal</b>	<p><b>New Investment and Service Enhancement proposals:</b></p> <ul style="list-style-type: none"> <li><b>Economic Development - £125k</b> - inclusion of posts in budget to undertake work economic regeneration and City Centre management largely arising from the withdrawal of County Council funding</li> <li><b>Planning Services - £71k</b> – posts for transformation in planning and environmental</li> </ul>									

	<p>services</p> <ul style="list-style-type: none"> <li>• <b>Conservation Appraisal - £50k</b> - this is a contribution towards the funding of an appraisal of our central conservation area – this is a study that will support delivery of growth, support better decisions (by having up to date information that will help us with planning applications and at appeal if those circumstances apply) and feed into the local plan.</li> <li>• <b>Repairs -£400k per annum</b> – a recent stock condition survey of council buildings has revealed backlog repairs of around £7.5 million. An increase of £400k per annum in addition to £600k existing budget and a one off £500k from capital still leaves a backlog of around £2.7 million at the end of the four year period.</li> <li>• <b>Apprenticeship Levy - £175k</b> – the Government have introduced a levy for all businesses with a payroll bill in excess of £3million. Based on 0.5% of the payroll bill it is payable from 1/4/2017 and levy funds can be used to offset training costs for apprentices.</li> <li>• <b>Digital Inclusion - £15k for 2 years</b> – consultancy to design digital services that enable our customers to more easily engage with council services on line</li> <li>• <b>Individual Electronic Registration - £97kn</b> - the additional budget covers the cost of 2 additional staff brought in to undertake the work together with supplies to run the process after the Government grant is removed.</li> <li>• <b>Committee administration - £23k-</b> represents the balance of staffing costs net income from the Housing Company and OxWed to run the Growth Board.</li> <li>• <b>Go Ultra Low project manager £15k per annum for one year-</b> relates to part time officer to assist in the running of the GULO project</li> <li>• <b>Oxford Living Wage -£35k per annum</b> – this budget ensures that the Oxford Living wage is maintained for staff working within the Leisure services partnership, above the contractual requirement</li> </ul>
<p>What mitigating actions will the Council implement to offset any negative impacts?</p>	

Overall assessment of the equality risks	<b>Race</b> Neutral	<b>Disability</b> Neutral	<b>Age</b> Neutral
	<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral
	<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral
<b>Budget Proposal</b>	<b>General Fund Capital Programme</b>		
Is this proposal new or subject to an annual review?	<p>The draft General Fund Capital Programme is funded over the next four years by revenue (16%), Capital receipts (9%) Community Infrastructure Levy (4%), borrowing (65%) and Government Grants and third party contributions (6%). All revenue costs have been included in the General Fund revenue budget.</p> <p>The proposed General Fund Programme shown amounts to around £122.5 million over the next four year period The full programme of investment includes £2.4 million on flood relief schemes, community centre improvements £3.6 million, Disabled Facility Grants £4.0 million, parks, open spaces and athletics facilities £5 million, car parks resurfacing and improvements £1.2 million, ongoing renewal of council vehicles £8.9 million, £2.2 million museum improvements, £4 million loans to companies, investment in ICT £2.4 million and improvements to investment properties £10million.</p> <p>Other key elements include:</p>		

	<p><b>Purchase of properties for homeless families</b> – The purchase of approximately 39 properties financed by prudential borrowing and Retained right To Buy receipts both within and in close proximity to Oxford will house homeless families, providing additional net income and savings on the temporary accommodation homelessness budget.</p> <p><b>Purchase of leasehold property</b> – The budget provides for the purchase of the leasehold on land currently owned by the Council in order to undertake housing development either by the Housing Company or the Council</p> <p><b>Developing additional car parking capacity at Seacourt Park &amp; Ride</b></p> <p><b>Development of a new Recycling transfer station</b></p>									
Overall assessment of the equality risks	<table border="1"> <tr> <td data-bbox="616 753 1120 943"> <p><b>Race</b> Neutral</p> </td> <td data-bbox="1120 753 1624 943"> <p><b>Disability</b> Neutral</p> </td> <td data-bbox="1624 753 2047 943"> <p><b>Age</b> Neutral</p> </td> </tr> <tr> <td data-bbox="616 943 1120 1050"> <p><b>Gender reassignment</b> Neutral</p> </td> <td data-bbox="1120 943 1624 1050"> <p><b>Religion or Belief</b> Neutral</p> </td> <td data-bbox="1624 943 2047 1050"> <p><b>Sexual Orientation</b> Neutral</p> </td> </tr> <tr> <td data-bbox="616 1050 1120 1224"> <p><b>Sex</b> Neutral</p> </td> <td data-bbox="1120 1050 1624 1224"> <p><b>Pregnancy and Maternity</b> Neutral</p> </td> <td data-bbox="1624 1050 2047 1224"> <p><b>Marriage &amp; Civil Partnership</b> Neutral</p> </td> </tr> </table>	<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>	<p><b>Gender reassignment</b> Neutral</p>	<p><b>Religion or Belief</b> Neutral</p>	<p><b>Sexual Orientation</b> Neutral</p>	<p><b>Sex</b> Neutral</p>	<p><b>Pregnancy and Maternity</b> Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b> Neutral</p>
<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>								
<p><b>Gender reassignment</b> Neutral</p>	<p><b>Religion or Belief</b> Neutral</p>	<p><b>Sexual Orientation</b> Neutral</p>								
<p><b>Sex</b> Neutral</p>	<p><b>Pregnancy and Maternity</b> Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b> Neutral</p>								
<b>Budget Proposal</b>	<b>Housing Revenue Account Capital Programme</b>									
Is this proposal new or subject to an annual	The draft HRA Capital Programme is intrinsically linked to the HRA Business Plan since the resources to fund the programme are largely generated through housing rents									

review?	<p>The revised programme of £77 million over the next 4 years includes:</p> <ul style="list-style-type: none"> <li>• Tower block refurbishment £7 million</li> <li>• Great Estates enhancement of car parking and other infrastructure £4.2 million</li> <li>• Barton Regeneration £3.3 million</li> <li>• Improvements to doors, windows, controlled entry including the Oxford Standard - £6 million</li> <li>• Improvements to kitchens, bathrooms, roofs, heating and electrics -£18 million</li> <li>• Blackbird Leys Regeneration - £5.4 million – to undertake regeneration at the heart of the estate</li> <li>• A contingency of £27.8 million will be created to mitigate the potential financial effect of the Government's initiatives around High Value Council Housing in lieu of selling high value council housing</li> </ul>		
What are the likely risks?	<ul style="list-style-type: none"> <li>• Disposals as detailed before are not secured causing a shortfall in funding of schemes</li> <li>• Estimate for payment to Government in respect of HVCH is insufficient</li> <li>• Slippage in Capital Programme and impact on delivery of priorities</li> <li>• Robustness of estimates</li> </ul>		
Overall assessment of the equality risks	<p><b>Race</b> Neutral</p>	<p><b>Disability</b> Neutral</p>	<p><b>Age</b> Neutral</p>
	<p><b>Gender reassignment</b> Neutral</p>	<p><b>Religion or Belief</b> Neutral</p>	<p><b>Sexual Orientation</b> Neutral</p>
	<p><b>Sex</b> Neutral</p>	<p><b>Pregnancy and Maternity</b> Neutral</p>	<p><b>Marriage &amp; Civil Partnership</b> Neutral</p>



This page is intentionally left blank



**To:** City Executive Board  
**Date:** 15 December 2016  
**Report of:** Head of Financial Services  
**Title of Report:** Treasury Management Performance report for the six months ending 30 September 2016

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To report on the performance of the treasury management function for the 6 months to 30 September 2016.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Cllr Ed Turner, Finance, Asset Management and Public Health
<b>Corporate Priority:</b>	None
<b>Policy Framework:</b>	Efficient and effective Council
<b>Recommendation:</b> That the City Executive Board resolves to:	
1. <b>Note</b> the performance of the treasury management function for the six months to 30 September 2016	

<b>Appendices</b>	
Appendix 1	List of investments as at 30 September 2016
Appendix 2	Risk Register

## **Introduction and background**

1. In its Code of Practice on Treasury Management, the Chartered Institute of Public Finance and Accountancy (CIPFA) requires that the Council receives an update report on its Treasury Management activities at least twice a year; this report provides members with an overview of Treasury Management performance for the first half of the 2016/17 financial year.

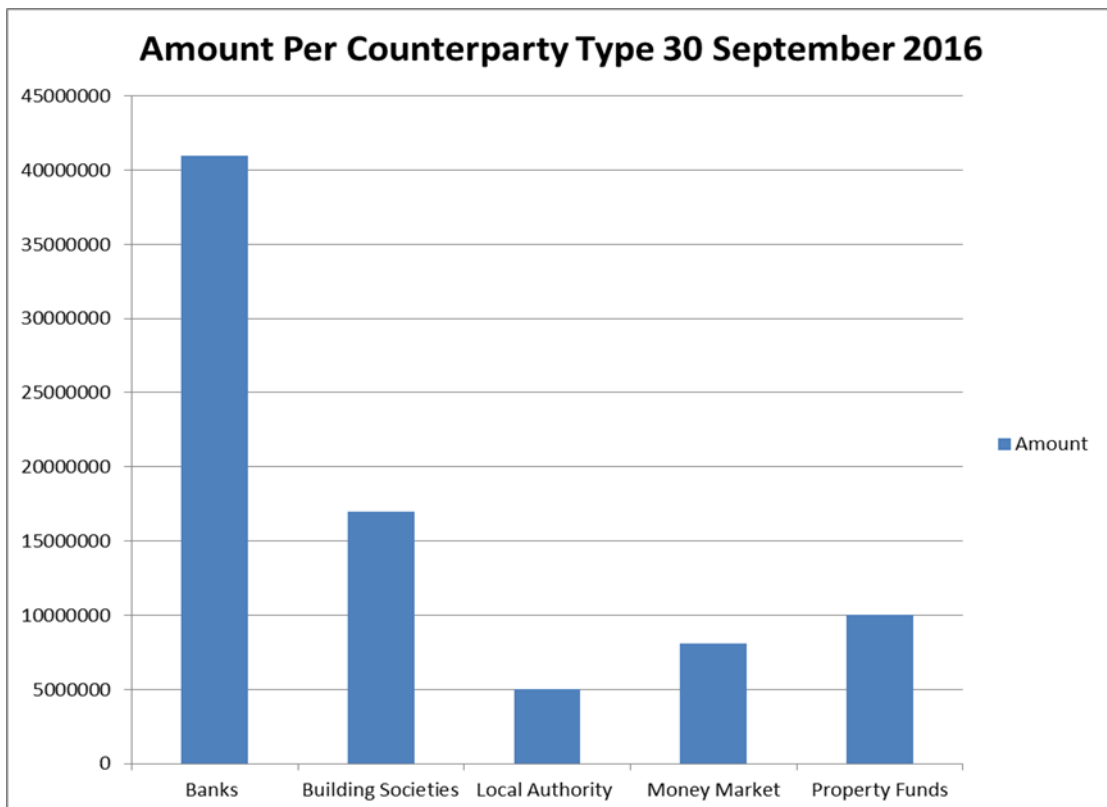
## **Economic Overview**

2. Prior to the referendum UK economic growth slowed in the first two quarters of 2016 and forecasts for the remainder of 2016 have been reduced down. In response, the Bank of England's Monetary Policy Committee (MPC) cut the Bank Rate from 0.50% to 0.25%. The Consumer Price Index (CPI) has started rising and forecasts indicate it will reach 3% over a time period of 3-4 years arising from

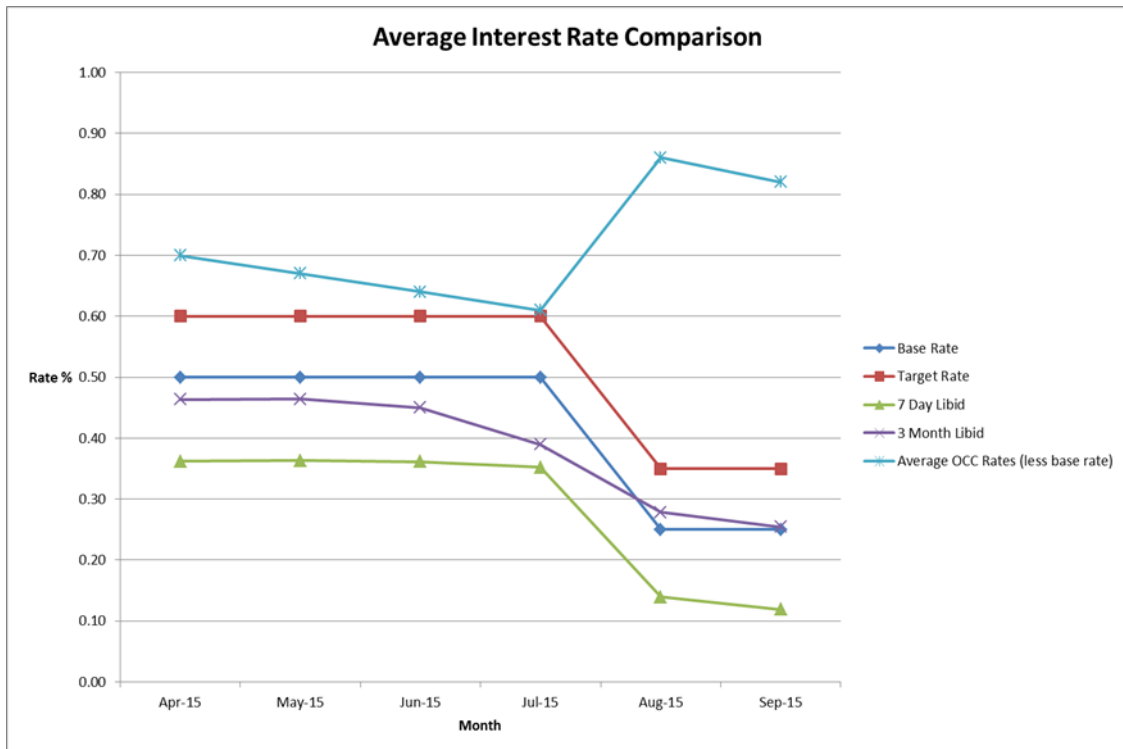
increases in the cost of imports. It will be interesting to see if the Chancellor's post Brexit announcement that the target of achieving a budget surplus in 2020 will be eased in the Autumn Statement comes to fruition.

### **Investment Performance 2016/17**

3. The performance target for treasury investments is 0.5% above base rate. The target therefore was 1% at the start of the financial year. With the reduction in the base rate, the target will now be lower than 1% over the whole financial year. The cumulative average rate of return on investments to 30 September 2016 was 1.07%, which is 0.07% above the starting performance target of 1%. The primary reason for the Council's return being above target is due to its investment in property funds and it is important to note that without these, the return would fall below target due to longer term investments reaching maturity and being reinvested at lower rates following the base rate cut. A forecasted further cut to bank base rates will only worsen investment returns.
4. The budgeted investment income for 2016/17 is £0.746 million. As at the 30 September 2016, forecast investment income is £0.925m (an overachievement of £0.179 million). Income received to 30 September is £0.254 million.
5. To date between £10 million and £25 million has been held in money market funds, averaging an annual interest rate of 0.44%. Whilst interest rates have fallen across all types of investment; money market funds have continued to offer competitive rates with the added benefit of liquidity and security. Further investment is planned in cash plus funds which offer improved rates with slightly less liquidity. This should result in increased rates being achieved in this type of investment in the second half of the financial year compared to alternative investments.
6. The Council's investment balances have gradually increased as the financial year has progressed. Average cash balances in the year to 31 March 2016 were £74.8m and this figure has steadily risen month on month. As at 30 September 2016, the Council's total investments amounted to £81m. This is the usual position for the time of year as cash income exceeds expenditure (due to grant receipts, business income etc.); however, investment balances are expected to decrease towards the end of the financial year when less income is collected.
7. The Council has a range of investment types (i.e. fixed deposits, notice accounts, externally managed property funds, call accounts and money market funds) which are deposited across different counterparties including banks, building societies and Local Authorities. The chart below shows the distribution of the Council's Investment Portfolio as at 30 September 2016:



8. The Council's Treasury Management Strategy limits non-specified investments (which include property fund and local authority investments of over 364 days) to 25% of the previous year's average investment portfolio. This limit is decided on each year when setting the Strategy in order to ensure a balanced portfolio of investments. For 2016/17, the limit for non-specified investments is around £18 million and this amount has largely been committed with £10 million in CCLA and Lothbury and £5 million in the National Homelessness Property Fund (Real Lettings). From 2017/18 onwards, it is anticipated the Council will undertake significant capital expenditure in relation to the Council's housing company, some of which will be funded from internal borrowing. This will reduce the level of cash resources available for investment and hence the overall investment portfolio. The Council will still need to maintain a high level of liquid resources to meet its obligations; based on 2015/16 figures the Council needs to maintain at least £19 million liquid resources on average. Maintaining the necessary level of liquid resources together with the requirement to maintain a balanced portfolio means that the Council cannot undertake any additional long term investments, e.g. property funds.
9. The graph below compares the Council's in-house average rate of return for each month to the Bank of England's Base Rate and the benchmark interest rates:



10. The graph shows that the Council has consistently performed above target for the first half of the financial year and it is believed that the rate of return will continue to be above target for the remainder of the year. Interest rates have dropped over the first two quarters of the year, initially because of referendum fears and then because of the result. The sudden increase in the average OCC rates in August reflects the fall of the base rate from 0.5% to 0.25%; however the total interest received has continued to fall as individual investments have come to an end. The current forecasts indicate that the Base Rate may fall to 0.10% in the first quarter of 2017.

### Icelandic Investments

11. In October 2008, the Icelandic banks Landsbanki, Kaupthing and Glitnir collapsed and the UK subsidiaries of the banks, Heritable and Kaupthing Singer and Friedlander went into administration. The authority had £4.5 million deposits with Icelandic banks; £1.5m with Glitnir and £3m with Heritable (which formed part of the Landsbanki group). The Council has received the final payment in relation to the Glitnir investment which does not directly correlate with the outstanding balance due to exchange rate losses but as far as the Council is concerned, funds have now been fully recovered and the balance of £88,000 of the Glitnir investment will be written off. Heritable has repaid £2.94m plus interest to date, with the outstanding balance being £58,000.

### Property Funds

#### CCLA Investment Management Limited

12. CCLA is a specialist investment management firm that acts on behalf of charities, faith organisations, and local authorities. The amount invested in the CCLA property fund was £3m (September 2013). The investment has produced quarterly returns ranging between 5% and 6% to date and it is expected that the fund will

continue to achieve rates in this region. The impact of this return is illustrated in the average weighted monthly return shown in the interest graph at paragraph 9 above.

13. In addition to the interest earned from the CCLA property fund, the value of the Council's investment has appreciated from £3m since inception to £3.6m as at 30 September 2016. Following the Brexit result Property Funds have suffered over the uncertainty of future economic growth and consequently the capital value has fallen £135,000 since April 2016.
14. The table below shows the gains and losses made on the fund each quarter this year (Plus the figures at 31 March 2015 in order to show the opening position) and also details the quarterly dividends received. The Council holds 1,273,612 units in the fund and the unit price is re-valued on a monthly basis, reflecting the current value of the investment (but not the interest).

Financial Year	Date	Fund Value £	Quarterly Dividend rec'd £	Quarterly Dividend as a % of Initial Investment
2016/17	Jun-16	3,612,600.00	43,995.65	5.87%
2016/17	Sep-16	3,595,661.00	41,855.98	5.58%

#### **Lothbury Property Fund**

15. During 2014/15, the Council invested £7m in the Lothbury Property fund and the fund has produced quarterly returns in the range of 3-4% to date
16. The table below shows the gains and losses made on the fund each quarter this year (Plus the figures at 31 March 2015 in order to show the opening position) and also details the quarterly dividends received. The Council holds 4,219 units in the fund and the unit price is re-valued on a monthly basis, reflecting the current value of the investment (but not the interest).

Financial Year	Date	Fund Value £	Quarterly Dividend rec'd £	Quarterly Dividend as a % of Initial Investment
2016/17	Jun-16	7,853,451.00	67,827.66	3.88%
2016/17	Sep-16	7,570,867.00	60,038.28	3.43%

17. In addition to the interest earned from the Lothbury property fund, the actual principal value of the Council's investment has increased from £7m since inception to £7.6m as at 30 September 2016. Like the CCLA fund highlighted above this fund has seen a fall in value since April of £127,000.

#### **The Treasury Management Counterparty List**

18. The approved counterparty list provides limits on the amount which can be invested in any one counterparty/counterparty group at a given point. It also confirms the maximum duration permitted per investment. The Council adheres to this listing to ensure it does not breach its Treasury Management Strategy. The list is updated on a weekly basis, sometimes more frequently if changes in the market dictate a more imminent review.
19. The Council's approved counterparty list is based upon recommendations from Capita Asset Services although ultimate authorisation of which counterparties are approved rests with the Council's S151 Officer. In essence, the approved

counterparties are determined by credit ratings provided by the three main credit rating agencies and through the monitoring of counterparties' credit default swap spreads.

### **Borrowing**

20. The Council has not taken on any additional debt during the year to date and so the balance of its external borrowing remains at approximately £198.5 million as at 30 September 2016; this figure relates to funds borrowed from the Public Work Loans Board (PWLB) to buy out the Housing Revenue Account (HRA) from the subsidy system and relates wholly to Housing with interest repayment being met by the HRA. The Council does not consider that debt restructuring and/or premature repayment would be practical at this time as the Council would incur a large premium from the PWLB for doing so. The Council continues to monitor borrowing interest rates and forecasts on a regular basis and will keep its position on debt restructuring under review.
21. The Council anticipates borrowing in the future to meet its capital expenditure requirements, including loans to the Housing Company, but does not expect any external borrowing will be required in 2016/17.

### **Financial implications**

22. Financial implications are contained within the body of the report.

### **Legal issues**

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

### **Level of risk**

24. There are no risks in connection with the report's recommendations. Risk assessment and management is a key part of Treasury Management activity especially in the selection of counterparties when considering investment opportunities. The Council uses external advisors and counterparty credit ratings issued by the rating agencies to assist in this process.

### **Equalities impact**

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

<b>Report author</b>	Bill Lewis
Job title	Financial Accounting Manager
Service area or department	Financial Services
Telephone	01865 252607
e-mail	blewis@oxford.gov.uk

**Background Papers:** None

## OXFORD CITY COUNCIL LOANS LIST 2016/17

Investments as at: 30 September 2016		76,065,000.45					
Counterparty Group	Group Operational Lending Limit	Counterparty Name	Investment Amount	Intrest Rate	Start Date	Maturity Date	Remaining Limit
<b>SPECIFIED INVESTMENTS</b>							
<b>Barclays Bank</b>	10,000,000.00						
Fixed Deposits		Barclays Bank BPA (call account)	-	0.15%	15/07/2016		
Call Account		1204 Barclays	5,000,000.00	0.40%	15/08/2017	15/02/2017	
<b>6 month maturity limit</b>							
<b>RS checked 26/09/2016</b>							5,000,000.00
<b>Lloyds Banking Group</b>	15,000,000.00						
Lloyds Bank		1199 Bank of Scotland	3,500,000.00	0.80%	28/06/2016	28/12/2016	
Bank of Scotland		1194 Bank of Scotland	2,000,000.00	0.80%	27/05/2016	27/11/2016	
<b>£15m operational limit agreed by JY 02/08/2016</b>		1188 Lloyds Bank	2,500,000.00	0.80%	28/04/2016	28/10/2016	
<b>6 month maturity limit</b>		1202 Lloyds Bank	2,000,000.00	0.65%	11/08/2016	13/02/2017	
<b>RS checked 26/09/2016</b>		1201 Lloyds Bank	5,000,000.00	0.80%	03/08/2016	03/02/2017	-
<b>Royal Bank of Scotland Group</b>	10,000,000.00						
RBS		NatWest Select Liquidity Account	0.43	BR - 0.25%			
NatWest							
<b>364-day maturity limit</b>							
<b>RS checked 26/09/2016</b>							9,999,999.57
<b>Goldman Sachs International</b>	7,000,000.00						
<b>£7m operational limit agreed by NK 25/11/2015</b>		1200 Goldman Sachs International Bank	4,000,000.00	0.55%	12/07/2016	12/01/2017	
<b>6 month maturity limit</b>		1205 Goldman Sachs International Bank	3,000,000.00	0.61%	20/09/2016	20/03/2017	
<b>RS checked 26/09/2016</b>							-
<b>Santander UK plc</b>	7,000,000.00						
<b>£7m operational limit agreed by NK 25/11/2015</b>		Business Savings Account	0.02	0.10%			
<b>6 month maturity limit</b>		Corporate Notice Account Statement (31 days)		0.60%			
<b>RS checked 26/09/2016</b>		Corporate Notice Account Statement (95 days)	-	0.90%			
		Corporate Notice Account Statement (180 days)	6,990,000.00	0.90%	14/04/2016		9,999.98
<b>Sumitomo Mitsui Banking Corp.</b>	7,000,000.00						
<b>£7m operational limit agreed by NK 25/11/2015</b>		1198 Sumitomo Mitsui Banking Corporation Euro	3,000,000.00	0.70%	23/06/2016	23/12/2016	
<b>6 month maturity limit</b>		1190 Sumitomo Mitsui Banking Corporation Euro	1,000,000.00	0.71%	09/05/2016	09/11/2016	
<b>RS checked 26/09/2016</b>		1195 Sumitomo Mitsui Banking Corporation Euro	3,000,000.00	0.72%	01/06/2016	01/12/2016	-
<b>Coventry Building Society</b>	7,000,000.00						
<b>£7m operational limit agreed by NK 25/11/2015</b>		1203 Coventry Building Society	1,500,000.00	0.35%	11/08/2016	13/02/2017	
<b>6 month maturity limit</b>		1193 Coventry Building Society	3,000,000.00	0.60%	17/05/2016	17/11/2016	
<b>RS checked 26/09/2016</b>		1196 Coventry Building Society	2,500,000.00	0.60%	06/06/2016	06/12/2016	-
<b>Nationwide Building Society</b>	10,000,000.00						
<b>6 month maturity limit</b>		1191 Nationwide Building Society	3,000,000.00	0.71%	10/05/2016	10/11/2016	
<b>RS checked 26/09/2016</b>		1186 Nationwide Building Society	3,000,000.00	0.71%	04/04/2016	04/10/2016	
		1189 Nationwide Building Society	1,500,000.00	0.71%	09/05/2016	09/11/2016	
		1187 Nationwide Building Society	2,500,000.00	0.71%	15/04/2016	17/10/2016	-
<b>Money Market Funds</b>	25,000,000.00						
<b>£9m operational limit per MMF agreed by JY 02/08/2016</b>		Deutsche Bank	-				
		Federated Investors	1,075,000.00				
		Goldman Sachs					
		Standard Life (Ignis)	7,000,000.00				
							16,925,000.00
<b>NON-SPECIFIED INVESTMENTS</b>							
<b>(Discuss with BL or AT (RS) before arranging non-specified investments)</b>							
<b>Property Funds</b>	17,004,258.00						
		CCLA	3,000,000.00		30/04/2013		
		Lothbury	3,500,000.00		06/08/2014		
		Lothbury	3,500,000.00		04/09/2014		
<b>Unrated Building Societies (100 days maturity limit)</b>							
<b>Local Authorities (2 years maturity limit)</b>							
							7,004,258.00
<b>Total Investments as at: 30 September 2016</b>		<b>76,065,000.45</b>					

This page is intentionally left blank



Treasury Management

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
1	Loss of capital investment due to a counterparty collapsing	T	The Council loses its principal investment or an investment becomes impaired.	Counterparty collapses or hits a financial crisis rendering it unable to repay investments.	The Council may lose money or repayment of funds could be significantly delayed which could have an adverse impact on operational funding levels	5-Aug-16	4	2	3	1	3	1	Reducing risk by limiting the use of high risk counterparties. Imposing a maximum investment value on approved counterparties in order to spread and reduce risk. Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. Counterparties are also monitored and reviewed on a weekly basis at least, or more regularly if considered necessary to do so.
2	Property fund investments lose value	T	The value of the Council's units held in property fund investments decreases.	Changes in market conditions and demand for properties	Capital depreciation will decrease the overall value of the investment.	5-Aug-16	4	3	3	3	3	2	The Council receives monthly valuations from the property fund managers detailing the indicative redemption value of the individual units. These are reported to the Head of Finance on a monthly basis. The Council has the option to sell its units if there is a concern that the fund value is likely to decrease for a prolonged period.
3	Decline in interest rates	T	Interest rates continue to remain at an all time low with very little movement.	No change to base rate and associated market investment rates. Lower risk counterparties tend not to offer as competitive a rate as the higher risk ones.	The Council may not achieve its target level of interest.	5-Aug-16	2	5	1	4	1	4	In the current economic climate where rates tend to be static, arranging investments over a longer period of time where possible will allow the Council to capitalise on a higher rate of return without there being an opportunity cost. The Council continually monitors base rate and rates being achieved against budget to ensure it has secured the best value possible in a difficult economic climate.
4	Fraudulent activity	T	Potential fraud by staff	Fraudulent activity	Loss of money for the Council Disciplinary action for the staff involved	5-Aug-16	3	3	3	1	2	1	Segregation of staff duties, reviewing and monitoring of internal controls to ensure the correct protocol is being followed. Ensuring all insurance policies and the fidelity guarantee are fully up to date.
5	Money laundering	T	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund	Fine and/or imprisonment	5-Aug-16	4	2	4	1	4	1	Ensuring the money laundering policy is reviewed and up to date. Checking refunds back to source. Raising awareness of this issue amongst staff and reviewing the financial regulations.
6	Network failure/Barclays.net being inaccessible	T	The Council is unable to carry out its daily treasury functions due to a network failure	Barclays.net is unavailable or the Council's network has failed	One occurrence in 2015/16 Barclays.net collapsed and Treasury transactions incomplete. Barclays refunded loss of interest.	5-Aug-16	3	3	1	2	1	2	Invoke the business continuity plan to minimise the effects of a network issue.

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation	
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P		
7	Revenue Budgets	T	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non delivery of programmed savings	The Council may not be able to execute some desired projects.	5-Aug-16	3	3	2	2	2	2	2	Revenue budgets monitored on monthly basis and future year forecasts undertaken. Reserve some capital receipts to cover borrowing costs in the short term. Monthly financial reports and forecasts.
8	Lack of suitable counterparties	T	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list	Use of counterparties not paying best value rates.	5-Aug-16	3	4	3	3	3	3	2	The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit surplus cash balances in the event of no space with other counterparties and also to ensure there is always cash instantly available in order to meet payment obligations when they fall due. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.

**To:** City Executive Board  
**Date:** 15 December 2016  
**Report of:** Head of Housing and Property Services and Head of Financial Services  
**Title of Report:** Homeless Accommodation Property Investment and Retained Right to Buy Capital Receipts Qualifying Expenditure

<b>Summary and Recommendations</b>	
<b>Purpose of report:</b>	To seek project approval for the purchase of temporary homeless accommodation in order utilise retained capital receipts and deliver General Fund savings.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr Mike Rowley, Housing Cllr Ed Turner, Finance, Asset Management and Public Health
<b>Corporate Priority:</b>	Meeting Housing Needs An Efficient and Effective Council
<b>Policy Framework:</b>	Homelessness Strategy 2013-18
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Note</b> that the proposal set out in this report has informed the budget setting process and that the implications are contained within the Consultation Budget which appears elsewhere on the agenda;</li> <li>2. <b>Give project approval</b> to the proposals, to purchase accommodation, as set out in this report, and within the allocated capital budget.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Risk Register
Appendix 2	Equality Impact Assessment

## **Introduction**

1. To manage pressures on the homelessness budget the Council seeks to have no more than 120 households in Temporary Accommodation (TA) at any one time. This objective has been met for the past three financial years. At the end of October 2016, 121 households were in TA.
2. For the past 10 years or more, much of this TA provision comprised of Private Sector Lease (PSL) units. In recent years, many of these properties have been lost to the Council, with landlords choosing to let to other client groups, and additional units from the Housing Revenue Account (HRA) have been used to supplement the shortfall. Currently about 51 units of TA are PSLs; 5 are properties purchased in the last 2 years from the General Fund (GF) Capital Programme and approximately 78 are HRA units. The lease payments to landlords for the PSL units are approximately £525,000 per annum. Rental income, after accounting for void periods and some repairs and maintenance expenditure, broadly matches this figure, but when the related costs of using this accommodation type are included (e.g. staff time, utility costs, damage, bad debts, etc.) then this creates a net deficit position. All temporary accommodation rents are currently aligned to the maximum Housing Benefit subsidy rate to minimise any loss, whilst still being affordable for occupants.

## **Direct Purchase of Property**

3. A Fundamental Service Review of Housing Needs has shown that there is a viable business case for the Council to directly purchase dwellings for our temporary accommodation caseload to replace some of the remaining PSL units. Such an investment will yield revenue savings through reductions in external temporary accommodation costs, plus a rental stream. In addition to this, the properties will increase in value over time and if the demand on temporary accommodation reduces, the Council could decide to dispose of these properties to get a capital receipt.
4. Any capital expenditure to procure dwellings for temporary accommodation use would be accounted for within the General Fund. There is no obvious advantage of using the Housing Company vehicle for this investment. The HRA could invest in this initiative if the eventual intention was to convert these units into permanent social housing, but this is not currently the proposal.
5. Financial modelling, summarised in Table 1 below, demonstrates that the procurement of TA dwellings 30% funded by Retained Right to Buy Receipts and the balance by fixed rate maturity loans, together with all associated running costs and costs of borrowing, is viable and financially beneficial for the GF over the long term. In reality it is probable that the Council will make use of its existing cash resources as opposed to external borrowing; the actual financing used for this scheme will be considered as part of the overall financing of the capital programme. The model also allows for a Minimum Revenue Provision (MRP) (a charge for repayment of debt) in accordance with public sector accounting rules.
6. A number of assumptions and criteria are used in the modelling, but many of these could be flexed. For example, the percentage split of units by bedroom size could impact on these numbers. In the modelling however, £10m investment is shown as sufficient to be used to acquire about 39 units in, or within close proximity to, Oxford.

7. The GF revenue impact once all the properties are acquired is an initial full year saving of £193k a year and rising each year thereafter. The savings include reduced TA expenditure on PSLs. This saving is based on the assumption that around 30 PSL units are replaced by this new provision (representing a drop of about 60% of current PSL use). It is proposed that the remaining 9 units are used to replace HRA properties, which has the potential to make existing sites available for development (accelerating these sites in the current development programme), or be brought back into HRA permanent social use again.
8. A summary of the potential annual revenue benefits are detailed below:

**TABLE 1: Estimated General Fund Revenue Savings**

	2017/18	2018/19	2019/20	2020/21
	£	£	£	£
Income	(120,007)	(262,216)	(400,490)	(404,494)
Expenditure	24,515	60,274	92,459	93,875
Savings in TA PSL Costs	(61,135)	(132,257)	(206,428)	(209,937)
Service Saving	(156,627)	(334,199)	(514,459)	(520,557)
MRP	0	59,673	111,753	111,753
Interest	89,477	168,316	209,872	209,872
Proposed Savings to the General Fund	(67,150)	(106,210)	(192,834)	(198,933)

9. Procurement of properties could take place over a 1 – 2 year timeframe so as to manage the project and not inflate and distort the local market. Timeframes could be accelerated by purchasing in volume off plan from developers – probably in Didcot and Bicester. Properties may be pepper-potted in some way, but 10-20 units per development could be acquired. These areas are considered to be within reasonable commuting distance for low-waged households. Two years of additional resource has been included within the model for the acquisition process. It is assumed that conveyancing activity would be in-house, using current resource capacity.

### **Funding and Retained Right to Buy Receipts**

10. In 2012, the Government re-invigorated and enhanced the then Right to Buy scheme, raising discounts for tenants and for additional disposals experienced by local authority landlords allowing them to retain a greater portion of the capital receipt generated that otherwise would have been subject to pooling i.e. returned to the Government. The circumstances, process and use of retaining RTB capital receipts was detailed in individual authority Secretary of State Agreements and Oxford City Council's was signed in June 2012.
11. The Secretary of State Agreements stipulate the qualifying expenditure for which RRTB capital receipts can be applied, the timing of when they must be spent and the financial penalties for any that end up having to be returned back to Government. Effectively, the RRTB receipts must be used to finance qualifying expenditure within 3 years of each quarter day from April 2012. The receipts can

only be used to finance a maximum of 30% of the total cost. The following table indicates the spend profile that must take place for the use of RRTB receipts the Council has kept since March 2012.

12. There are a number of criteria that must be complied with in order to be able to use the RRTB receipts to finance expenditure which can be summarised as follows:

- They must be used ultimately for the provision of new social housing
- The Council must not have a controlling interest in the body provided with finance
- The social housing must be for the direct benefit of the authority and its area or the authority must have nomination rights
- The receipt used must only form 30% of the overall expenditure

13. For the purpose of the agreement, new social housing includes the following costs:

- Acquisition of dwellings to be used as social housing
- Stamp Duty Land Tax (SDLT)
- Acquisition of land to be used for construction of social housing
- Construction of social housing

14. The table below indicates that the Council must complete £5.115m of gross qualifying expenditure during 2017/18 and £8.099m in 2018/19, that could be part funded from RRTB capital receipts of £1.524m and £2.430m respectively.

**TABLE 2: Retained Right to Buy Receipts**

<b>Retained RTB Capital Receipts Analysis</b>				
<b>Required Amount of Qualifying Expenditure per Quarter</b>		<b>Gross Quarterly Actual and Planned Qualifying Use of RRTB Receipts (30%)</b>	<b>Quarterly Actual and Planned Gross Capital Qualifying Spend (100%)</b>	<b>Quarterly Profile of RRTB Receipts Use Against Required Activity</b>
<b>Year</b>	<b>Quarter</b>	<b>£</b>	<b>£</b>	<b>£</b>
2016/17	30/06/2016	-	-	-
	30/09/2016	1,200,000.00	4,000,000.00	1,153,598.98
	31/12/2016	1,800,000.00	6,000,000.00	2,157,852.85
	31/03/2017	-	-	1,103,065.61
	<b>Sub- Total</b>	<b>3,000,000.00</b>	<b>10,000,000.00</b>	
2017/18	30/06/2017	-	-	547,356.10
	30/09/2017	721,941.10	2,406,470.33	0.00
	31/12/2017	535,262.57	1,784,208.57	0.00
	31/03/2018	277,248.60	924,162.00	0.00
	<b>Sub- Total</b>	<b>1,534,452.27</b>	<b>5,114,840.90</b>	
2018/19	30/06/2018	402,385.21	1,341,284.03	0.00
	30/09/2018	997,998.26	3,326,660.87	0.00
	31/12/2018	379,690.95	1,265,636.50	0.00
	31/03/2019	649,523.46	2,165,078.20	0.00
	<b>Sub- Total</b>	<b>2,429,597.88</b>	<b>8,098,659.60</b>	
2019/20	30/06/2019	-	-	(443,223.25)
	30/09/2019	-	-	(444,317.58)
	<b>Sub- Total</b>	<b>-</b>	<b>-</b>	
<b>TOTAL</b>		<b>6,964,050.15</b>	<b>23,213,500.50</b>	

15. The activity in 2016/17 relates to the Real Lettings scheme. The Council is in the process of spending £5 million of its own resources on the National Homelessness Property Fund (NHPF), known as Real Lettings, which takes advantage of 50% match funding by Big Society to purchase homes for homeless households. This scheme is active and is on track to procure 50 properties by October 2017. Spending £10 million in this way will enable the Council to use £3 million of RRTB receipts (30% of £10 million), sufficient to satisfy the use of receipts up to 30 September 2017.
16. The scale of expenditure required to use the entirety of the RRTB receipts is such that the Real Lettings Property Fund will not be able to meet the full expenditure requirement. Hence if the RRTB receipts are not to be given back to DCLG it is necessary to manage this risk by having additional qualifying schemes in the Council's capital programme.
17. Purchasing £10m of properties for homeless families as described in paragraphs 3-9 above can be funded by utilising £3 million of RRTB receipts with the balance from prudential borrowing. Providing the houses are purchased in accordance with the RRTB receipts spend profile shown in table 2 then the Council will avoid having to give the receipts back to the Government and the Council will fulfil its obligation up to December 2018.
18. It should be noted that since the obligation to spend RRTB receipts is measured on a quarterly basis any slippage on the programme of spend on the purchase of homeless properties could put the Council at risk of handing back the receipts with a resultant interest financial penalty. If the procurement of dwellings for temporary accommodation is not on track in order to meet the targets, then another CEB report will be brought forward to recommend other approaches to purchase property (which complies with the criteria within the RRTB agreement), and these approaches will be used, in line with the total budget allocation, to ensure that the Council does not need to repay any of the receipts.

### **Financial implications**

19. The financial implications are summarised in the main body of the report.

### **Legal issues**

20. It is proposed that the conveyancing for these new property acquisitions is undertaken using existing resource provision within the Council

### **Level of risk**

21. A Risk Register is provided at Appendix 1.

### **Equalities impact**

22. An Equalities Impact Assessment is provided at Appendix 2. There are no adverse impacts in undertaking this activity, with the potential to improve provision for vulnerable and marginalised households

### **Conclusion**

23. That a capital scheme of initially £10m is considered as part of the 2017/18 budget proposals.

<b>Report author</b>	Dave Scholes
Job title	Housing Strategy and Needs Manager
Service area or department	Housing and Property
Telephone	01865 252636
e-mail	<a href="mailto:dscholes@oxford.gov.uk">dscholes@oxford.gov.uk</a>

<b>Background Papers:</b>	None
---------------------------	------



Appendix 1 - 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
Returning RRTB receipts to DCLG	Not achieving necessary spend and having to pass some of the Retained Right to Buy receipts to DCLG losing the ability to spend the money locally to meet Oxford's housing needs	Threat	Inability to identify enough properties at right price. Conveyancing process causing delays.	RTTB funding being lost to Oxford	01/11/16	Stephen Clarke	2	3	2	3	1	1		Ensure that the housing markets being explored allow sufficient properties to be sourced. Use position as cash buyer to ensure conveyancing process moves swiftly.	Ongoing	Ongoing	50	Dave Scholes
Housing market downturn	Oxford housing market dips leading to reduced asset value.	Threat	Macroeconomic problems	Council's stake in properties may reduce in value	01/11/16	Stephen Clarke	3	1	2	1	2	1		The RRTB funding offers a buffer that would be eroded before potential Council receipts are affected. The risk can also be mitigated by not selling in a weak housing market.	Ongoing	Ongoing	50	Dave Scholes

This page is intentionally left blank

## Appendix 2: Equality Impact Assessment

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

No groups have been identified as being disadvantaged by this proposal. The initiative recommended focuses on better meeting the needs of vulnerable homeless households through ensuring access to suitable and affordable private rented accommodation in the Oxford locality.

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*

Persons approaching the authority as homelessness, or at risk of homelessness, will continue to be assisted under legislation, guidance, relevant case law, and best practice. Appropriate assessments will be undertaken for persons and their households that are eligible for assistance and where the authority has reason to believe they are homeless and in priority need. Consideration as to protected characteristics of customers will be considered within this process, and action taken to provide the most appropriate advice and assistance to that customers circumstances and needs.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

No groups have been identified as being disadvantaged by this proposal, and it is expected to have a positive impact on many vulnerable homeless households.

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, relating to protected characteristics, have been 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

This initiative will be monitored on a regular basis. Any agreements will be monitored at least quarterly, and nominations will be reviewed monthly through operational monitoring and management arrangements.

Lead officer responsible for signing off the EqIA: Dave Scholes, Housing Strategy & Needs Manager. Date: November 2016

This page is intentionally left blank

**To:** City Executive Board  
**Date:** 15 December 2016  
**Report of:** Executive Director for Community Services  
**Title of Report:** Development of a Recycling Transfer Station

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	Proposal to create and operate a Council managed Transfer Station for Co-mingled recyclate, green waste, street arisings and engineering works spoil.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr Ed Turner, Finance, Asset Management and Public Health.  Cllr John Tanner, A Clean and Green Oxford
<b>Corporate Priority:</b>	An Efficient and Effective Council. A clean and green Oxford.
<b>Policy Framework:</b>	None
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the project to create and manage a recycling transfer station, as described in this report. Subject to approval of funding by council in the 2017/18 budget</li> <li>2. <b>Seek</b> planning approval and an environment permit for the proposed recycling transfer station. Authorise officers to incur the costs relating to the preparation of the application and permit.</li> <li>3. <b>Delegate authority</b> to the Director of Community Services, in consultation with the Council's s151 and Monitoring Officers and subject to the receipt of satisfactory planning consent, to proceed with the creation of the recycling transfer station.</li> <li>4. <b>Delegate authority</b> to the Director of Community Services to enter into a contract for the construction of the Recycling Transfer Station facility following a procurement process in accordance with the councils approved procedures</li> </ol>	

<b>Appendices</b>	
Appendix 1	Risk Register
Appendix 2	Location Plan, Redbridge Park & Ride
Appendix 3	Parking Space Analysis

## **Introduction and background**

1. Oxford City collects around 16,000 tons of dry recyclate over a year and as continued efforts to improve our recycling rate and commercial collections grow, this is expected to continue increasing.
2. A procurement process was concluded in relation to the disposal of dry recyclate under the EU Open Procedure of Tender in October 2015. One of the lots within this tender was for the provision of a local transfer station.
3. The best proposal presented for a transfer station was that operated by Biffa at Culham. The financial appraisal in this report takes the shorter distance and costs into account and compares it against the proposed new facility.
4. Oxfordshire County Council continue to leave the Waste Collection Authorities (WCA) to form their own arrangements for recycling material disposal and continue to pay a recycling credit. The County Council has in the past considered an "Oxfordshire MRF" but it is understood no current plans exist.
5. Oxford is at present hampered by not having a local in house transfer facility. This view is corroborated by a consultant's report from White Young and Green (WYG) and the latest procurement process. No other transfer facility exists that is conveniently located operated by a MRF contractor.
6. The contract for the existing transfer station, which became effective from 6 October 2015, has a clause to allow a break by giving 6 months' notice following a 12 month period. The MRF and Transport contract that was won by Viridor at Crayford, will remain in place for a 4 year period, which is extendable by agreement for a further 4 years.
7. Greater flexibility in the future will be gained by the Council operating an in-house transfer facility. Market values for recyclate at present remains depressed and is very dependent upon the World economy. It is not clear if the market has reached a low point. It is hoped that it has, or is close, and that the Council is better placed to take advantage by having a facility which effectively fixes the price of the transfer station and also provides the Council with opportunity to reduce contamination which will also benefit the price achieved. This enables the Council to more readily share in any upturn in the future market of recyclate.
8. At present RCVs make 54 journeys per week to Culham. If the facility was local this would reduce. There would be a requirement to have bulk vehicles, each taking 20 tons of material, transporting the dry recycled material away from site which would be up to 3 vehicles per day.

9. It is not intended to carry out any processing of the material on site apart from small scale activity. e.g. removing black bin bags and obvious contamination. It is also considered that green waste and street arisings would be collected on this site providing additional operational benefit. Engineering works spoil and additional sales from the site would provide additional contribution.
10. Three staff would be required to run the facility plus an additional staff member for the engineering. Equipment would be a large mechanical shovel. This cost would be offset by the saving from an RCV, driver and two loaders, already included within the Direct Services budget.

### **Transfer Facility Characteristics**

11. The requirements for a basic transfer facility would be a heavy construction surface for an access road and turning areas. The building would be a lightweight steel framed structure, complete with standard industrial style sheet cladding with an area of around 860sq. metres. The facility would have internal 4m high push walls and a weighbridge. A small permanent office and toilet buildings for staff welfare, together with external lighting and CCTV would be provided along with a hotbox facility for tarmac, which could also be provided on site to support our highways in-house and commercial operations.

### **Suitable sites within the City of Oxford**

12. A review of all available sites and options has been undertaken and the Redbridge site was selected for a detailed review because it was the most economic option (see Appendix 2). As such it was agreed that further work would be undertaken to investigate the technical constraints at Redbridge P & R.
13. Peter Brett Associates were appointed to carry out a study. Key tasks for the study were:
  - To review geotechnical and engineering issues which may result from the development of a RTS on the old landfill site;
  - To identify any abnormal geo/engineering costs and risks associated with the proposed development;
  - To identify potential and effective site layout options for the RTS upon the park & ride site;
  - To review the proposed operational requirements of the proposed RTS;
  - To identify the impact this co-location will have on the park & ride operations including design, parking space numbers and income; and,
  - To identify key risks and opportunities associated with the planning, delivery and operation of a RTS on the proposed site.
14. The PBA study finds that construction of a RTS is possible on the site using sleeved piled foundations and a suspended slab, that the proposal would not impact

negatively on human health and that the traffic impact would be immaterial. The planning position is also favourable. Further detail is provided below.

## **Redbridge Site**

### **Planning**

15. Planning policy at national and local level generally supports the provision of recycling facilities. The waste planning context for Oxfordshire is currently evolving and a new plan is emerging. The Oxfordshire Minerals and Waste Core Strategy Proposed Submission Document 2015 contains the following at paragraph 5.28: *“Facilities for re-use, transfer, recycling, composting and treatment (of food waste) help move the management of waste up the waste hierarchy. These types of facilities should generally be encouraged, particularly having regard to the shortfall in recycling capacity that is expected to arise later in the plan period. Recycling and composting facilities may manage some waste from other areas at the same time as providing capacity that helps to meet Oxfordshire’s waste management needs.”*
16. Similarly policy W3 Provision for waste management capacity and facilities required contains the following: *“Provision will be made through this policy and policies W4, W5 and W6 sufficient to meet the need for management of the principal waste streams identified in policy W1 and the waste management targets in policy W2, including any provision that needs to be made for additional waste management capacity that cannot be met by existing facilities...”*
17. There is no indication that the general approach would be likely to change. Policy application to this site would require further exploration with the appropriate Local Planning Authority at the time of submission of a planning application.
18. Current development plan policies regarding the Park and Ride state that the parking provision at Redbridge P&R will be protected. Any proposal involving the loss of P&R spaces would be a clear departure from development plan policy and so an application would need to be advertised as such. This could be balanced by the increase in spaces proposed at Seacourt P & R which is located relatively close to this site. It also fits with the LTP strategy regarding far Park and Ride.

### **Ecology/Land Quality/Air Quality**

19. An Ecology Report was carried out as part of the feasibility study and reviewed by the City Council Ecologist. There are no issues that would prevent the RTS being constructed although a bat survey is recommended and the scheme should avoid loss of habitat or provide mitigation.
20. The feasibility report highlighted the proximity of the Iffley Meadows Site of Special Scientific Interest (SSSI). Whilst the proposed project is not directly proposing any changes to the ditches or drains within the SSSI, it is anticipated that Natural England will require reassurances regarding the approach to dealing with run-off/drainage from the Recycling Transfer Station to ensure that no inputs from the RTS could make their way into the ditch system associated with the Iffley Meadows.
21. The findings of the preliminary ground investigation carried out as part of a previous assessment of the site (PBA, 2012), indicate that any leachates and impacted



groundwaters arising from the landfill materials are, in general, not currently having a significant adverse effect on the quality of the water in Hinksey and Redbridge Streams.

22. The City's Land Quality Officer has reviewed the report and concurs that the RTS is feasible at this location subject to a risk assessment on the ground conditions at the specific location of the proposed development area and a detailed assessment of the impacts of the proposed development on the ground conditions. It is likely that the Environment Agency will also require a piling risk assessment to be undertaken. However, in their report PBA advise that with regard to any potential development, it is expected that construction of flexible pavement and pile foundations will not significantly affect the loading on or volume of the landfill material, and hence will not in themselves act to expel significant quantities of leachate and impacted groundwater from the landfill material that may affect the water in Hinksey and Redbridge Streams. On this basis specific measures to mitigate any potential adverse effect on Hinksey and Redbridge Streams will not be required. Leachate and gas monitoring will likely be required during and after the piling works to ensure no offsite migration.

### **Access and Egress**

23. PBA consider that creation of a new dedicated access onto the A4144 would present major challenges from a highway engineering and utilities perspective, not commensurate with the level of activity proposed. This includes vehicles utilising the access being required to cross an existing bus lane in close proximity to the park and ride layover, whilst also interfering with the newly installed fibre optics equipment in the verge.
24. The proposal is to integrate with the existing access and egress arrangements available onto Old Abingdon Road to the north of the site. This arrangement provides an established IN and OUT access and egress arrangement via two priority bell-mouths. The specification and costing of the access and services have been provided by Direct Services and are designed to accommodate any potential future development, if that proves viable. If not, the scheme cost will be reduced accordingly.

### **Location of the RTS on the site**

25. The Geotechnical Assessment shows that the previous landfill activity covers the whole park & ride area, with no particular area of the site being 'better' than others in this respect. Therefore it was not further considered as a criterion for determining the location of the RTS within the Site.
26. PBA has looked at two locations for the RTS: on the northern east part of the site where it would result in the loss of 139 spaces and on the south west where the loss would be closer to 270 albeit in a part of the site less favoured by customers.
27. The north east of the site presents opportunities for screening and easy access but is adjacent to the hotel and in a popular parking area. Location on the southern side is further from the hotel and is preferred by direct services. This location requires an HGV access route through the site which has an additional cost of construction but

would be adjacent to the area preferred for further development, if that proved feasible.

### **Loss of Parking Spaces and Impact on Revenue**

28. Surveys of spaces were last undertaken in 2012, a year which had broadly the same number of transactions as 2015/16 at 305,000. As there have been no major external factors influencing change in the type of car park users, or the balance between commuters/visitors since 2012, this suggests that the capacity studies undertaken at that time continue to be a valid representation of current space demand, this being 762 at peak, lower on weekends (524).
29. Taking into consideration space provision for a RTS, there remains capacity for an increase in the number of transactions to respond to growth in jobs and shopping driven by the new Westgate centre. No loss of revenue is expected.
30. Consideration needs to be given to the long term provision for coaches. If the RTS station is to be located at Redbridge then coach parking provision would be reduced at weekends, unless partly located at an alternative site. Alternatively, Seacourt has capacity at weekends. Please see Appendix 3 for full details. A separate study on coach parking will be commissioned looking at capacity and suitability across all park and ride sites.

### **Financial implications**

31. There is currently a budget for this project of £1.4m in the council's capital plan. This will need to be increased to £2.4m following the detailed project assessment and siting at Redbridge. It will generate revenue savings of £320k a year once fully operational plus the potential for an additional capital receipt.

### **Legal issues**

32. It is confirmed that the new contract with the current Transfer Station contractor can be terminated by giving 6 months following 12 months of operation. Planning permission will need to be obtained.

### **Level of risk**

33. See Appendix 1

### **Equalities impact**

34. 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 a new recycling facility and efficiency savings for the benefit of the residents of Oxford.

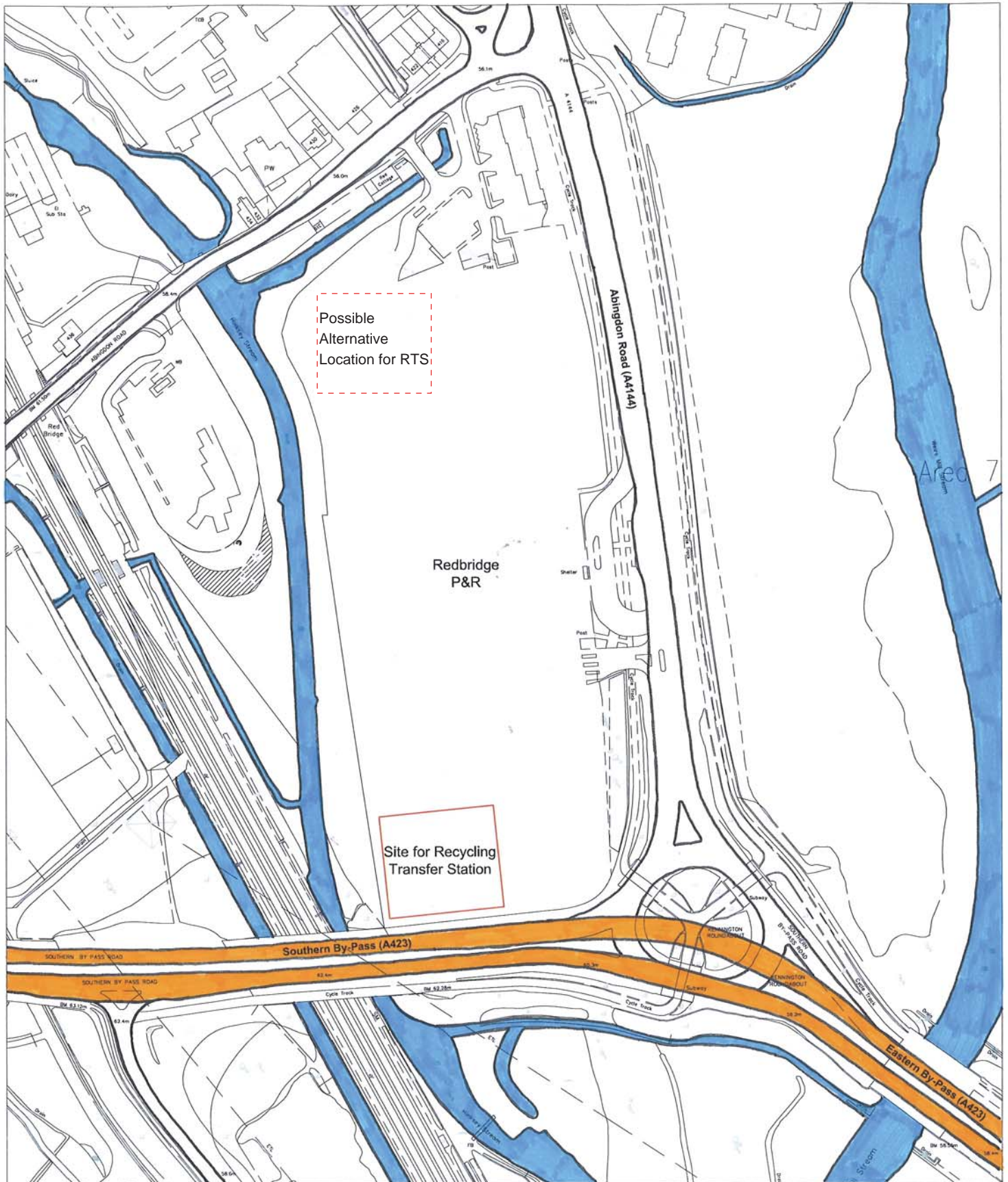
<b>Report author</b>	Fiona Piercy
Job title	Regeneration Programme Director
Service area or department	Regeneration, Economy & Partnerships
Telephone	01865 252185
e-mail	<a href="mailto:fpiercy@oxford.gov.uk">fpiercy@oxford.gov.uk</a>

**Background Papers:** None

This page is intentionally left blank

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
Investment cost increase	Investment estimated at £2.3m	Threat	No detail design of buildings or other site requirements	Potential increase could make the operation unaffordable and exceed payback assessment.	8-11-16	TS	4	2	4	2	4	2	Desk top study undertaken by WYG & PBA	Re-assess when detail design complete.	June 2017	G	20	TS
Planning Application refused.	Site requires change of use and buiding approval	Threat	Environmental issues not addressed.	Application refused causing delay or termination of project. Unrealised savings to Budget	8-11-16	TS	4	3	4	3	4	1	Pre application discussions with planners to be held.	Appoint specialist consultants	Feb 2017	G	10	TS
Environment Permit	A waste transfer station requires a permit issued by the Environment Agency	Threat	Any operation for household, commercial and industrial waste requires a permit.	If not obtained project not permitted	8-11-16	GC	4	2	4	2	3	2	Pre application discussions with Environment Agency to be held.	Request permit for Standard Rules (SRP). Initila indications that site is suitable. Appoint specialist consultants.	feb 2017	G	15	GC

This page is intentionally left blank



Oxford City Council  
**Regeneration & Housing Directorate**  
 Regeneration, Economy & Partnerships  
 St Aldate's Chambers  
 St Aldate's  
 OXFORD  
 OX1 1DS  
 Tel. 01865 249811  
 DDI. 01865 252060

[www.oxford.gov.uk](http://www.oxford.gov.uk)



**OXFORD CITY COUNCIL**

PROJECT TITLE  
 Redbridge Recycling Transfer Station

DRAWING TITLE  
 Location Plan

**207**

DRAWN BY L. Wicks	CHECKED BY F. Piercy	APPROVED BY .
DATE 8/11/2016	DATE 8/11/2016	DATE .
SCALE 1/2500 @ A4	STATUS Feasibility	
DRAWING NUMBER/ SHEET NUMBER <b>REP/Redbridge Recycling/01</b>		REVISION .
NOTES Red boundary line defines site		
© Crown Copyright and database right 2016. Ordnance Survey 100019348.		

This page is intentionally left blank



## Appendix 5

### Parking Space Analysis

Redbridge – Impact of Westgate Development						
	Weekday			Weekend		
Total Spaces	Additional Demand Peak per Hr	Existing	Spare	Additional Demand Peak per Hr	Existing	Spare
1389	35	762	627	464	524	865
1409*	35	762	647	464	524	885

\*O/a number based on reference in the Westgate ES Transport Chapter (as amended). The City considers that 1412 spaces are available.

#### Impact of WTS on Parking Spaces.

1412 less 270 for WTS = 1142 available

Coaches – off peak: 35 coaches take up 250 spaces

Coaches – Peak: 72 coaches take up 360 spaces.

	Weekday	Weekend
Available Spaces	1142	1142
Current Occ.	762	524
Westgate Demand	35	464
Total Req. for cars	797	988
Available spaces for coaches in future	345	154
Approx. number of coaches that could be accommodated in future	c.67	c.15-17

Alternative site(s) would need to be identified to meet peak demand for coaches.

Alternatively, some car parking demand could be met by Seacourt (in its existing form) or as expanded. The current layout has spare capacity of 501 spaces on weekends with an expected demand from Westgate of 244 leaving 257 available. This capacity could free up sufficient space at Redbridge to accommodate coaches if an alternative location could not be delivered.

This page is intentionally left blank

**To:** City Executive Board  
Council

**Date:** 15 December 2016  
6 February 2017

**Report of:** Executive Director for Community Services

**Title of Report:** Sustainable Energy Action Plan (SEAP) for Oxford

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek approval for the publication and submission of Oxford's sustainable energy action plan ('Low Carbon Oxford: A Route Map to 2020') to the EU Covenant of Mayors scheme.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr John Tanner, A Cleaner Greener Oxford
<b>Corporate Priority:</b>	Vibrant, Sustainable Economy & Cleaner, Greener Oxford.
<b>Policy Framework:</b>	Low Emissions Strategy.
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the 'Low Carbon Oxford: A Route Map to 2020' report and the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.</li> <li>2. <b>Delegate authority</b> to the Executive Director of Community Services to amend and agree the final text and design; and then submit the Low Carbon Oxford: A Route Map to 2020' report and the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.</li> <li>3. <b>Recommend that Council</b> notes that the submission of the Sustainable Energy Action Plan to the Covenant of Mayors fulfils the Council's decision of 20 July 2015 to sign up to the Compact of Mayors as these two initiatives are merging into a single global initiative.</li> </ol>	

## Appendices

Appendix 1	'Low Carbon Oxford: A Route Map to 2020'
Appendix 2	Appendix A to 'Low Carbon Oxford: A Route Map to 2020': Sustainable Energy Action Plan

### Introduction and background

1. The Covenant of Mayors is a climate change mitigation initiative founded in Europe. Signatory cities pledge to reduce their emissions by at least 20% by 2020 and 40% by 2030.
2. Oxford City Council signed up to the Covenant of Mayors in September 2014. Signing up requires that the council set a target for 2020 and submit a sustainable energy action plan (SEAP).
3. In 2011 Oxford City Council set a target of reducing the city's emissions by 40% by 2020 on a 2005 baseline. This target assumed the standard UK Government method of carbon accounting which includes grid decarbonisation. The covenant of Mayors methodology focuses on actions that a local authority has control over and so doesn't include grid decarbonisation. Taking this into account the council's 2020 target is equivalent to 25% in the Covenant of Mayors framework.
4. This report details the work to develop a SEAP and an accompanying public summary of our findings: 'Low Carbon Oxford: A Route Map to 2020'.
5. The geographical scope of the SEAP is the city boundary. It covers 'scope 1 and 2' emissions: this includes emissions associated with the gas and electricity use and emissions associated with transport. It is reported as "carbon equivalent emissions" or tCO<sub>2e</sub> which means that it accounts for all the major greenhouse gas emissions, not just carbon dioxide.

### The Compact of Mayors

6. At its 20th July 2015 meeting the Council agreed to adopt a motion asking the Council Leader to sign up for the Compact and commit to engaging with the Compact's climate change management programme.
7. The Covenant of Mayors and Compact of Mayors initiatives announced in 2016 a global alliance to form the Global Covenant of Mayors for Climate and Energy. The submission of a sustainable energy action plan to the Covenant of Mayors therefore fulfils Council's decision to sign up to both programmes.

### Stakeholder engagement and development of the Route Map

8. Development of the Route Map and the associated stakeholder engagement has been carried out through the forum of Low Carbon Oxford: a partnership of over 40 organisations around the city that have committed to reduce their emissions by 3% per annum and to work together to achieve greater emissions savings. The engagement activity was not limited to those organisations that are formally members of the partnership.

9. The process included:

- Expert consultancy from Aether Ltd to analyse energy data and impacts of known policies and actions. This provided baseline emissions data and projections of likely emissions to 2020.
- Stakeholder workshops with circa 50 city experts on energy efficiency, transport, renewable energy and waste in order to validate the assumptions of the analysis and add any missing actions and data. Stakeholders were also engaged on the strategic interaction of the Route Map with other policies and decision making forums.
- Revisions to the Route Map and SEAP based on further analysis.

### **Key messages**

10. The key findings of the Route Map are:

- We have made significant progress towards achieving the target of reducing our emissions by 40% by 2020 on a 2005 baseline.
- Taking into account grid decarbonisation: by 2012, Oxford had already secured a reduction of around 9% in absolute emissions.
- The actions we identified in our Low Emissions Strategy have been reviewed to assess their impact since 2012 and revise our estimates of how much they are likely to save from now until 2020. We have also engaged organisations operating in the city and included in our projections actions that we and others intend to take.
- The analysis predicts that the actions taken since 2012 and planned before 2020 will deliver a 38.5% reduction. However some of the identified actions, for example relating to domestic energy efficiency, rely on national policy measures and we will have to make a concerted effort to ensure they are secured. In addition further actions yet to be identified will be needed to the remaining 1.5% savings to meet the target.
- The equivalent figures which will be used in the EU submission and target (i.e. excluding grid decarbonisation) are: by 2012, Oxford had already secured a reduction of around 12% in absolute emissions. Which is equal to around 18% per capita emissions reductions.

### **Financial implications**

11. The report itself has no direct spending implications. It has been delivered as part of the Low Carbon Oxford programme management and any follow up activity will be carried out by that programme.

12. The actions required to reduce carbon emissions do require significant investment and the report, and the stakeholder engagement undertaken in developing it has marshalled support for city-wide partnership working to find that investment. For example through identifying opportunities and low cost activities that would prepare the ground for potential funding bids in the future.

13. By having an approved SEAP the council would ordinarily become eligible to apply for additional channels of EU funding. While this may be less relevant in the context

of Brexit, as the refreshed initiative has a global scope, there may still be advantages in attracting grant funding by having a SEAP.

### Legal issues

14. There are no legal implications of this report.

### Level of risk

15. The main risks associated with the publication and submission of this report are as follows:

<b>Risk/opportunity</b>	<b>Comment</b>
Delay to submission a SEAP to the Covenant of Mayors	The CoM has recently announced a merger with the global Compact of Mayors. They have stated that they will revise their methodology in January 2017 and so delaying submission beyond this calendar year may mean that our current work is no longer compatible with their framework.
Stakeholders are disappointed that the Route Map is not more ambitious/contains the things they would like to see happen	The Route Map is a practical tool to help the council and city stakeholders understand how effective our action has been to date and what our priorities should be going forwards. It identifies actions for which there is a significant commitment (e.g. an approved carbon management plan or feasibility study) and likelihood of finance and resource along with national policy measures we may be able to access. It is more like a 'status report' than a target setting document. Where it specifically identifies sectors in which our confidence in making reductions are lower (e.g. domestic energy efficiency and renewables), it is a call to action. The energy of stakeholders could be directed towards these issues to help find solutions.

### Equalities impact

16. An Equalities Impact Assessment is not necessary for this work which covers city-wide carbon emissions and seeks to assess the status of on-going and committed action on emissions reduction rather than propose new actions or programmes.

<b>Report author</b>	Mairi Brookes
Job title	Sustainable City Team Manager
Service area or department	Community Services
Telephone	01865 252212
e-mail	<a href="mailto:mbrookes@oxford.gov.uk">mbrookes@oxford.gov.uk</a>

<b>Background Papers</b>	
1.	Calculations for Appendix A to 'Low Carbon Oxford: A Route Map to 2020': Sustainable Energy Action Plan

This page is intentionally left blank



**Intentionally left blank for editing**

**(back cover:**

*Design continued from front cover.*

*Text:*

21

'Low Carbon Oxford: A Route Map to 2020' has been developed by Oxford City Council. The Council would like to acknowledge the support of Aether Ltd in delivering the Sustainable Energy Action Plan which underpins this publication, for their help in running stakeholder engagement workshops and for the support of Low Carbon Oxford Pathfinders and the other organisations who have provided data and commentary that informed the action plan.

)

FRONT COVER with graphic

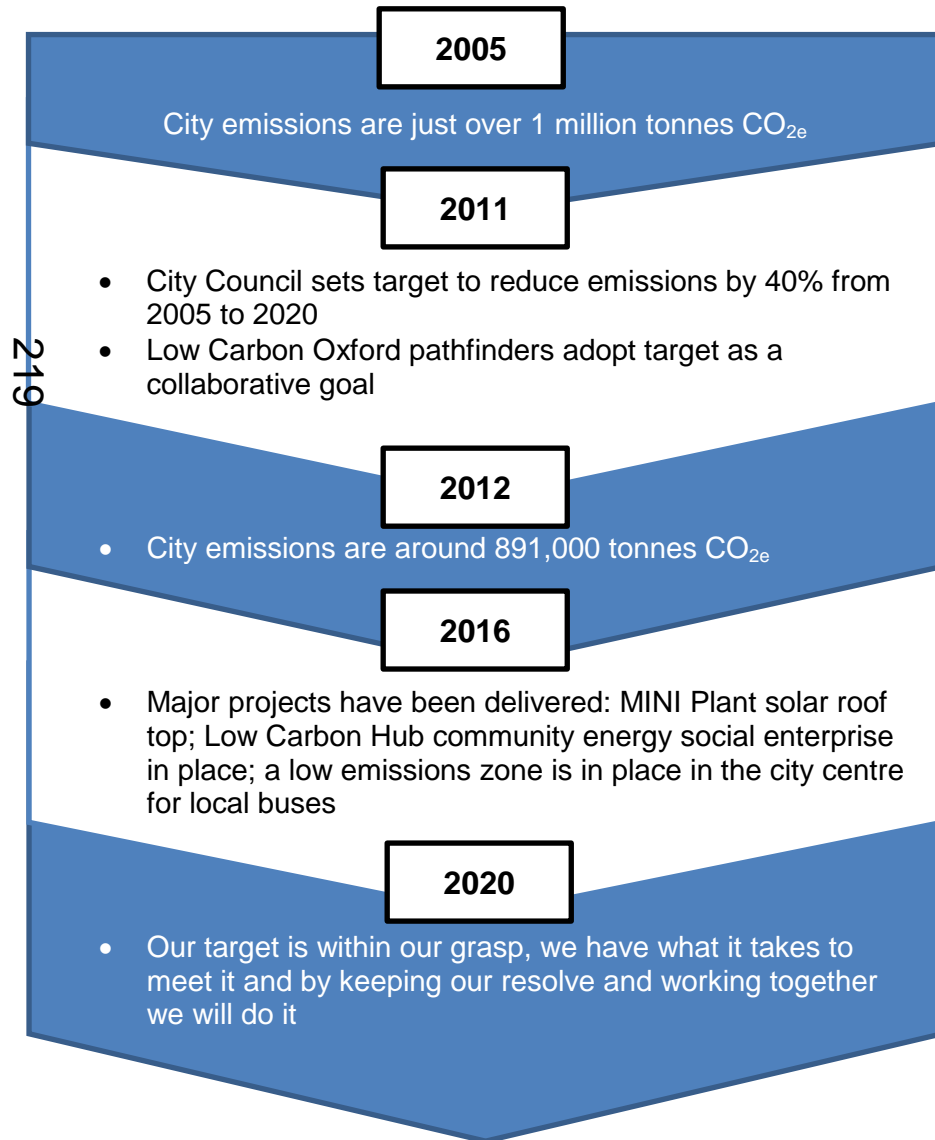
Low Carbon Oxford: A Route Map to 2020



## INSIDE COVER:

### Our Route Map:

This report tells the story of how the city set ambitious carbon reduction targets in 2011, what progress we've made and action we've taken. Finally it sets out the actions being taken and analyses our prospects of meeting our target.



*[Include a table of contents here]*

## **Supporting statements**

John Tanner (tbc confirm statement with John):

*Our aim to reduce the city's carbon emissions by 40% by 2020 compared to 2005 is ambitious but not beyond our reach. I'm thrilled that this report shows that we're getting there thanks to local as well as national initiatives and that we can be proud of our achievements to date.*

*Reducing our emissions requires action across the city. The car factory, the hospitals, the bus companies are many others are doing their bit to save energy and cut costs. The public of Oxford is leading the way with recycling, solar panels and bicycles. The report shows that all this is making a difference and creating a more sustainable greener city.*

Nick Eyre:

*Climate change is a global problem, so it's perhaps tempting to think of it as an issue best left to international negotiators and government. And, of course, they have a role. The international agreement in Paris last year was a major step forward; and our Government's action now needs to catch up with its rhetoric. But the research evidence shows the progress made so far in reducing emissions has not come from grandiose international schemes like carbon markets. On the contrary, the key actions have been, and will go on being, much closer to home, in investments in renewable energy, improving energy efficiency and consuming more sustainably. So cities are well-placed to encourage and coordinate – hence the low carbon route map for Oxford. It sets clear targets and provides a framework for action by households, communities, businesses and the public sector. It challenges us all to do better, but also reminds us that individual actions are not a futile gesture, but part of a bigger movement to protect us all from the threat of climate change.*

## Oxford's Choices

### In 2005

Oxford had a population of around 140,000 and city-wide emissions were around one million tonnes of carbon dioxide equivalent (CO<sub>2e</sub>) per year. Climate change was creeping up the public agenda and the city was already in the process of modernising its transport system in order to address congestion and air pollution. In the next few years national policy would deliver the Act On CO<sub>2</sub> campaign, interest free loans for energy efficiency for SMEs and 'feed-in tariffs' for those installing solar panels or other renewable energy generation.

### In 2010

The Low Carbon Oxford partnership was formed by 15 founding members – who we call pathfinders - who committed to reduce their emissions by at least 3% per year and to work together to gain greater reductions than could be delivered acting alone.

### In 2011

Oxford City Council published its first sustainability strategy and set its targets for reducing carbon emissions by 2020 from the baseline of emissions in 2005.

- 40% by 2020 including emissions reductions from the decarbonisation of the national electricity grid

The 40% target was adopted by the Low Carbon Oxford partnership, now grown to 25 organisations, as a collaborative goal and the partnership published its Building Momentum report to establish the baseline emissions and set out the initiatives its members were taking forwards.

### In 2012

Our latest, analysed dataset on carbon emissions is from 2012. By then the city's emissions had dropped by 12.8% to just under 900 thousand tonnes of CO<sub>2e</sub> per year<sup>1</sup>. Part of the reason that reducing emissions is difficult is that Oxford is the eighth-fastest growing city in England and by 2012 its population had increased to around 150,000. This means that *emissions per person* had decreased by the much larger factor of approximately 18% between 2005 and 2012.

### In 2015

The city council signed up the Covenant of Mayors: a climate change mitigation initiative launched in 2008 by the European Commission. Signatory cities pledge to reduce their emissions by at least 20% by 2020 and 40% by 2030. Cities also commit to producing a 'Sustainable Energy Action Plan' to set out how they will meet their pledge.

### Today

Organisations around the city have taken significant action to reduce emissions since 2012. In producing this report we have captured those actions in order to predict our change of success in 2020. The biggest project is MINI Plant's huge rooftop solar panel installation but we also know that significant incremental change has occurred. Our bus companies have reduced tailpipe emissions through improved buses and driver training; the universities both have in place ambitious carbon management plans and have delivered improvements across their estates. The city council is proud that it has met its target of reducing emissions by 5% every year.

---

<sup>1</sup> Emissions quoted are estimates based on the modelling undertaken by Aether Ltd. See Annex B for a description of the methodology

Oxford has recognised strengths. It has a rich, knowledge-based economy and the opportunity for local public and private sector organisations to work closely with the researchers to pilot the latest low carbon technologies and processes right here. We are a small city, ideal for testing out new technologies and adopting them at lower cost than elsewhere. Oxfordshire has extremely active communities and the highest density of social enterprises in the county: it a recognised leader in community renewable energy innovation.

Drawing on these strengths, sharing our knowledge and collaborating on projects enables us to reduce our emissions in order to meet our target.

	In a Low Carbon Future for Oxford ...	Without action ...
Our buildings	Our urban landscape integrates the historic buildings with modern needs; people and functionality are the focus of our built environment. The city has been retrofitted to incorporate energy efficiency and renewable energy into its built heritage.	Housing is already unaffordable to many people in Oxford and the city has an old building stock that is expensive to improve. Houses are predominantly being built at the minimum energy standards and without renewable energy generating features such as solar panels, locking future occupants into the likelihood of high energy bills in the future.
Our energy	Oxford's energy needs are minimised because we have high levels of energy efficiency. Energy production is decentralised and produced from local, renewable sources. We have maximised locally owned and managed energy resources. Building owners and occupiers will be integrated into a city-wide community thanks to an intelligent electricity and heat system that maximises the use of low carbon heat, solar power and battery storage. Smart technology will enable access to new energy technologies and spread the benefits across the city	Oxfordshire spends over £1bn on carbon-based energy consumption each year. Little of this energy is produced in the county so nearly all of that money is leaving our local economy. Our local electricity grid infrastructure requires investment and if we choose to upgrade in a way that continues to rely on carbon-based generation, billions will continue to leave our local economy and we will miss the opportunity to have a more resilient energy system that enables greater local production and creates local jobs.
Our transport	Clean air and pleasant streets and highways are enabled because Oxford's essential work-force live close to their workplace. Other workers have the ability to commute using safe and accessible cycling and walking routes or through efficient zero emission mass transport systems and have the technology that assists them to work effectively and efficiently at home. Travel options give people freedom as they work, rest and play. Working from home is easy and effective for all. Smart solutions will further reduce congestion by consolidating and coordinating goods deliveries.	Transport within, into and out of the city is already under significant pressure too. The consequences are apparent to everyone already: increasing congestion has been steadily reducing journey times, and despite some encouraging recent improvements, poor air quality continues to impact on health. Public Health England published a report in April 2014 estimating that in Oxford 55 deaths per year of people over 25 is due to particulate air pollution. This is equivalent to a total of 673 associated life-years lost <sup>2</sup> .
Our waste	Our approach to waste has changed fundamentally; waste as a resource is widely understood where waste cannot be reused or recycled it is used in energy generation.	Thanks to the incinerator or energy recovery facility near Bicester, Oxford's carbon emissions from waste have already decreased significantly. However our global material footprint is around 12,000 tonnes of materials every day <sup>3</sup> . Without better management of that supply chain we will continue to 'export our carbon emissions' and remain at risk to impacts of climate change, population growth and economic events.

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/332854/PHE\\_CRCE\\_010.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/332854/PHE_CRCE_010.pdf)

<sup>3</sup> From Low Carbon Oxford's Material Oxford report: <http://lowcarbonoxford.org/reports/material-oxford/>

## A Route Map to 2020

The city council set out a high level plan of how the city could deliver 40% reductions in its Low Emissions Strategy in 2013, however we know that even with the best of intentions, the reality always differs from the plan. In addition, the city council, as a signatory to the Covenant of Mayors, must produce a Sustainable Energy Action Plan setting out how it will meet its target.

The purpose of this report is: to understand our situation, to restate our aims and deliver our sustainable energy action plan.

### Our target

Method	UK Local Authority reporting method	Covenant of Mayors
Reduction target by 2020	40%	25%

As described in Box 1, the emissions calculations method for the Covenant of Mayors is different from the method used by local authorities in the UK. Oxford's sustainability strategy target is based on the latter method, so we have adjusted our target for the sustainable energy action plan to 25% to take account of the difference.

### Method

Aether Ltd was commissioned by Oxford City Council to undertake analysis of the city's emissions and projected emissions to 2020. The actions were identified in five workshops held with local stakeholders and experts in February 2016. These workshop focused on the following themes: energy consumption in buildings, renewable energy generation, transport, waste and strategic challenges and opportunities.

### Results and projections

Box 2 shows Oxford's 2005 emissions, 2012 emissions and the projection of our emissions from 2012 to 2020. The top line is the projected 'business as usual' emissions for the city and the actions that have been taken since 2012, or are planned to be implemented by 2020, inform the 'emissions reduction wedges' on the chart.

This shows that we have made steady progress since 2005 and our actions and intentions are matched to our ambitions for success. However in order to meet the target we need a faster rate of emissions reduction from 2012 to 2020 compared with 2005 to 2012. So a concerted effort is needed to ensure we meet our goals.

### Box 1: The Covenant of Mayors and the Sustainable Energy Action Plan method



The Covenant of Mayors is a global climate change mitigation initiative launched in 2008 by the European Commission. Signatory cities pledge to reduce their emissions by at least 20% by 2020 and 40% by 2030. Cities also commit to producing a 'Sustainable Energy Action Plan' to set out how they will meet their pledge.

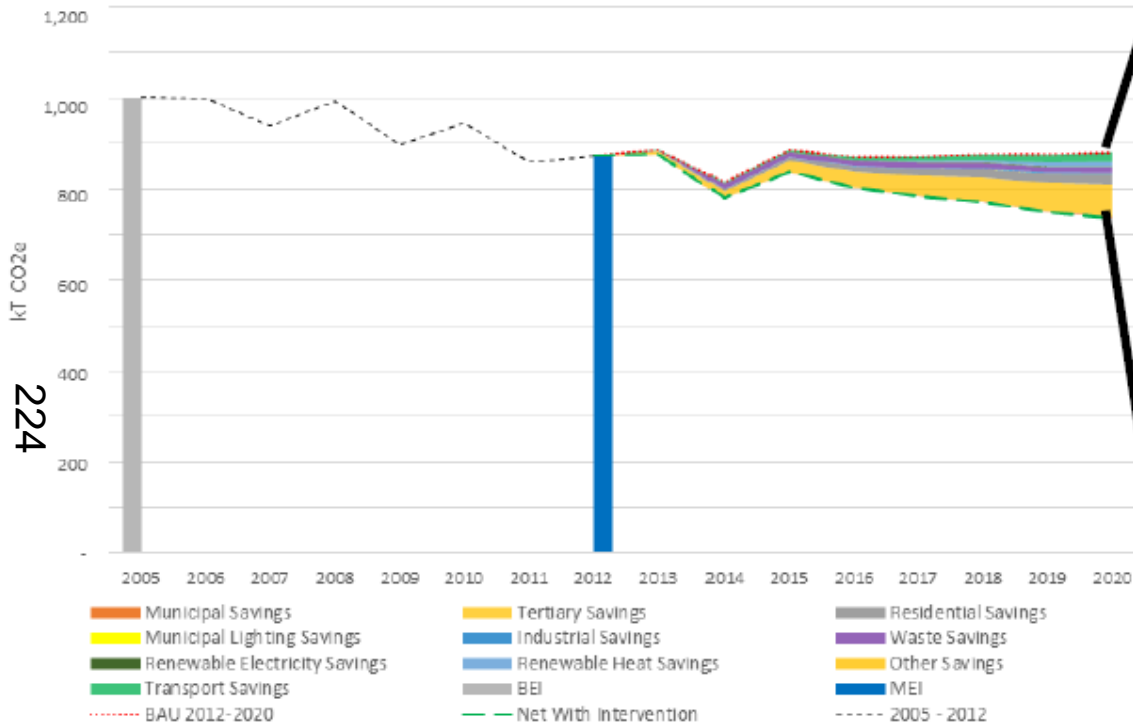
Oxford City Council signed up to the Covenant of Mayors in September 2014; this document summarises the process through which the Oxford's Sustainable Energy Action Plan (SEAP) was developed. Further information on the methodology for the SEAP is given in Annex B.

The methodology for the SEAP provides a standardised way to predict emissions reductions, providing a useful way not only to set policy locally but also to benchmark it against other cities in the Covenant of Mayors community. The SEAP is not just intended to reduce emissions from the councils's operations, it includes action to reduce emissions from all sources within Oxford's territory and is therefore a key challenge for the public, private and residential sectors alike.

Covenant of Mayors rules stipulate that the impact of national grid decarbonisation should not contribute towards SEAP targets, a key element of Oxford's 40% emission reduction plan. Therefore, this report references two targets:

1. The overall objective to reduce emissions by 40% by 2020 in absolute terms (i.e. including the impact of grid decarbonisation);
2. The objective to reduce emissions by 30% by 2020 through local action only (i.e. excluding the impact of grid decarbonisation).

# BOX 2



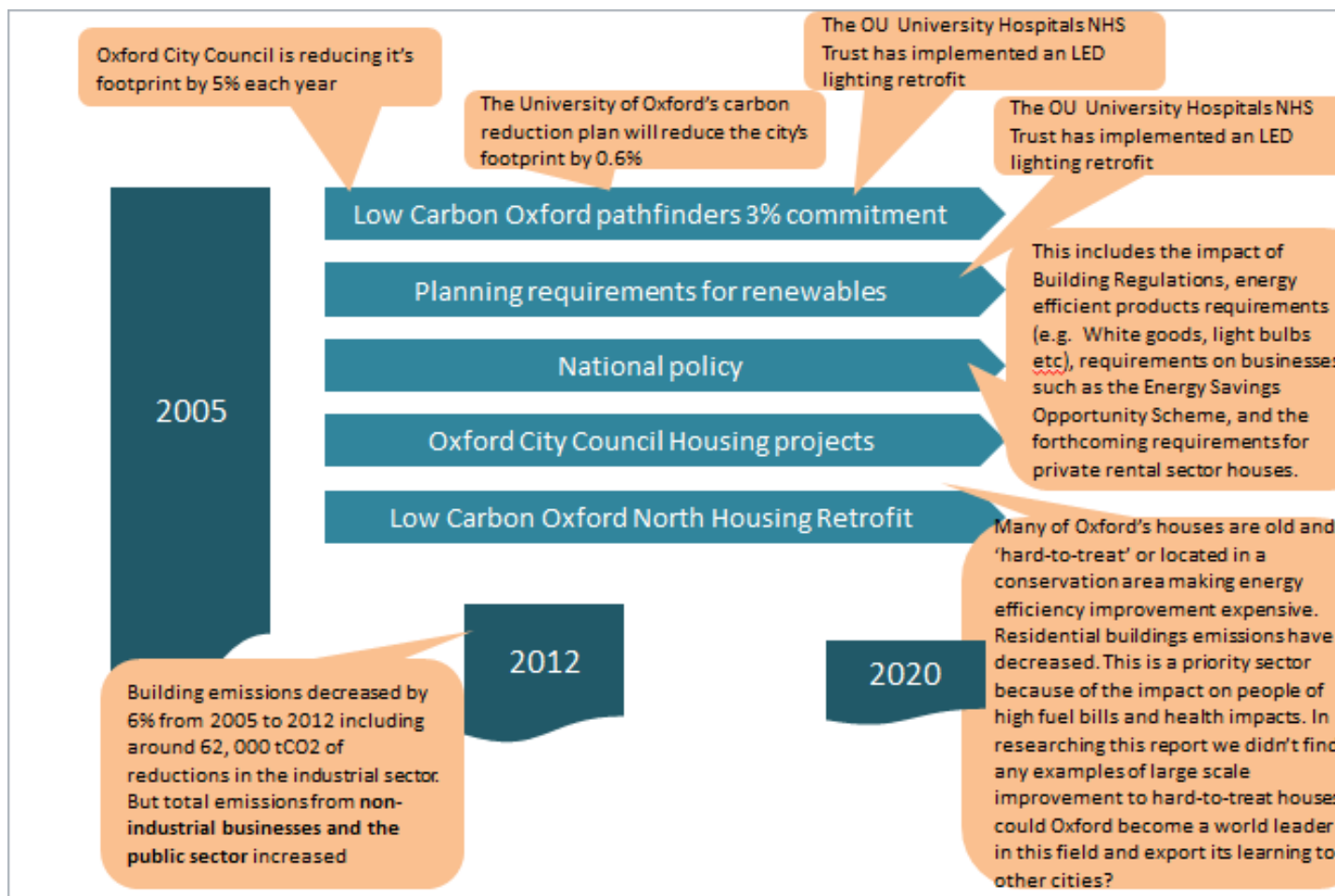
<b>TRANSPORT</b>	<b>21,753</b>
Chiltern Railway Cowley Branch	675
Low emissions Zone	2,719
Go Ultra Low Oxford	31
Train Electrification	574
Oxford City Council - Fleet energy reduction	613
Road biofuels & vehicle efficiencies	17,140
Low Carbon Oxford North Electric Vehicle Summertown	1
<b>OTHER</b>	<b>11,585</b>
Waste Incineration and Recycling	11,583
Low Carbon Oxford Group Tree Planting West Oxford	1
<b>MUNICIPAL, TERTIARY, RESIDENTIAL AND INDUSTRIAL BUILDINGS</b>	<b>101,174</b>
Oxford City Council - Own Estate Reductions	1,799
Low Carbon Oxford Pathfinders - Commercial	2,655
Planning for low carbon development	17,000
University of Oxford	27,293
Oxford Brookes University	3,128
NHS - Lighting retrofit	461
National policy e.g. Building Regs, Products, Smart metering,	47,350
OCC Private & Social Housing Energy Efficiency Measures	272
Low Carbon Oxford North Housing Refurbishment	5
Oxford County Council - LED Lights	37
Low Carbon Oxford Pathfinders - Industrial	1,146
<b>LOCAL ELECTRICITY &amp; HEAT/COLD PRODUCTION</b>	<b>12,298</b>
Community renewable energy schemes	427
Project ERIC	94
MINI Plant & Oxford Bus Company PV Installation	1,438
NHS Energy Link	10,339
<b>TOTAL</b>	<b>146,810</b>



In the following pages the actions taken and planned across the city since 2012 and up to 2020 are presented according to their 'emissions sector':

- emissions from energy use in buildings
- emissions offset/saved by renewable energy generation
- emissions associated with transport
- and emissions reductions through the reduction or processing of waste materials

### A Route Map to better buildings....



**In 2005** The concept of a “smart home energy system” meant a programmable thermostat at best and the thought of controlling our heating from our phones was still the work of science fiction. All the actions identified to reduce emissions from buildings are on-going. They relate, for example, to national policy measures such as building regulations and the implementation of organisations’ carbon management plans: such as the combined efforts of the University of Oxford and Oxford Brookes University which are expected to realise reductions of around 30,000 tCO<sub>2e</sub> per year by 2020.

**Progress** Although none of our actions have been 100% completed since 2012, we have confidence that many are progressing according to plan due the public carbon reporting by businesses and the public sector and engagement with sustainability teams through Low Carbon Oxford. In total our planned actions are predicted to lead to around 101,000 tCO<sub>2</sub> emissions avoided each year compared with 2012. While this is a significant contribution to meeting our 2020 target, it is less than the City Council hoped for when setting its Low Emissions Strategy: in particular mitigating emissions from residential properties is a critical challenge.

**By 2020 ...** Given this challenge and complex policies it is a strategic priority for key decision makers and influencers around the city to revisit the opportunities available to improve our houses. Opportunities are available: a revised Energy Company Obligation policy will soon be introduced and forthcoming regulations will require all private rented sector houses to have an Energy Performance Certificate rating of at least E. Low Carbon Oxford will kick start discussions on how Oxford can make the most of these opportunities and maximise the local benefits at a roundtable on domestic energy efficiency in early 2017.

**Action case study: Warming Barton - making ‘hard to treat’ homes warmer and more energy efficient in a deprived neighbourhood**

Barton in Oxford is ranked amongst the 15% most deprived neighbourhoods in England. Its basic steel frame pre-fabricated houses don't retain heat, leading to high fuel bills and impacts on health and wellbeing. Low Carbon Hub (LCH) partnered with Oxford City Council to run a pilot to improve the energy efficiency of homes in Barton. Following a successful community engagement programme, a total of 119 households signed up and received a free energy efficiency assessment and advice, resulting in a 579 recommended actions, 206 tonnes of potential CO<sub>2</sub> annual savings identified and the possibility for each household to save an average of £450 each on their bills. LCH homes secured Energy Company Obligation (ECO) funding for external wall insulation in sixteen pilot homes which were completed in 2014. Barton resident, John Cavendish commented: *“The evening after the insulation had been put up the house was noticeably warmer ... and we can sit in our lounge without a blanket over us!”*



**Action case study: Linacre College – engaging students in saving energy**

Linacre is one of the newer Oxford colleges, founded in 1962, and has a reputation for green innovation: solar panels on the roof, meat free days in the kitchen, an active Green Society and its own allotment. It is also the first college to invest £100,000 in the Low Carbon Hub’s community-owned, renewable energy scheme.

Every year, the college appoints two Green Students. This is a paid position supported by an anonymous donor. The students are expected to commit some time every month to making Linacre ‘greener’. There are two distinct roles:

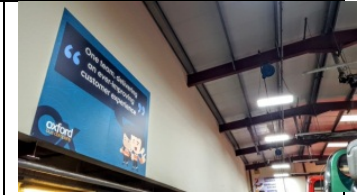
**Behavioural change** - increasing awareness of green issues within the student body. Organising events, such as the Linacre Green Games, which make saving the environment fun.

**Technical & financial** - monitoring our emissions and suggesting new ways to reduce them, making the college more energy efficient. For example, floor by floor electricity monitoring recently installed in the Griffiths building.



**Action case study: Oxford Bus Company saves over 100 tonnes CO2 a year with LED lighting refit**

One of Oxford Bus Company's (OBC) core values is about operating in a socially responsible manner. The benefits of LED lighting have been known for some time but it was going to take a solid business case and considerable research to get its LED lighting refit project off the ground. OBC's finance and commercial director, Luke Marion, worked hard to put together a solution that best met the needs of the business, as well as exercising its commitment to being environmentally responsible. UK LED were brought in to survey the building and put together a comprehensive proposal for retrofitting the bulbs and fittings to the various areas of the depot. The costs were considerable and came from various sources but conservatively were in excess of £65k. The investment by OBC is expected to save 197,000kWh of electricity each year, leading to substantial cost savings and reducing annual CO2 emissions by more than 107 tonnes.

**Action Case study: NHS energy link set to save 270,000 tonnes of CO2 over 25 years**

A new gas fired Combined Heat & Power (CHP) engine at the John Radcliffe (JR) Hospital will generate electricity for both the JR and the neighbouring Churchill Hospital. The two hospitals will be connected by the Energy Link pipeline that will carry hot water, a high voltage cable and trunking for high speed internet. There will also be new boilers at the JR and Churchill Hospitals along with a Building Management System (BMS) that optimises both the hospitals' energy and heating usage to ensure better efficiencies and less heat and power wastage.

Old lighting in these buildings is also being replaced with new, low energy light fittings. These three components together will allow the Oxford University NHS Hospitals Trust to save upwards of 75% in energy efficiency improvements. When the major project is finished, it should deliver a saving of just over 10,000 tonnes of carbon a year, or a total of 270,000 tonnes of CO2 over the 25-year period; the equivalent to taking 3,000 cars off the road every year.

**Powering up Oxford: local electricity and heat production**

**In 2005** the idea that local, renewable generation would become common place was one envisaged by only a few. The feed-in tariff incentives for generating low carbon electricity had yet to be introduced and the cost of solar panels was prohibitively high for the majority of businesses and homeowners.

**Progress** Our analysis shows that Oxford is taking up renewable energy in line with the expectations of national policies – both at a household level and within organisations. However, the driving force behind solar panel installations, the government's 'feed-in tariff' incentive that pays for the electricity that you generate, was substantially reduced in 2016. So it is even more important that we take extra local action to find ways to increase our renewable generation, and find low carbon ways to provide heating and cooling, if we want to decarbonize.

Community energy action has been accelerated by the OxFutures programme which was a partnership between the city and county councils and the Low Carbon Hub to scale up local energy projects and ran from 2012 to 2016. Since 2012 it has supported several projects such as hydro-generation on the Thames at Osney Lock Hydro (operational since 2015), and numerous rooftop solar projects such as those at Oxford Bus Company (2013) and Larkrise Primary School (2014). These projects go beyond the national policies because they were only possible due to the very enthusiastic and active community energy community in and around Oxford. Thanks to the funding the Low Carbon Hub has developed its business model and is currently in the process of constructing an ambitious new hydro scheme at Sandford lock. Looking to the future, the Hub are continuing to innovate with exciting projects such as the Hinksey Heat scheme, which could see the Hinksey outdoor pool and neighbouring buildings heated using latent energy sourced from the nearby lake.

**Action Case study: Community energy: solar schools**

As part of the [OxFutures](#) partnership project, the Low Carbon Hub has been creating renewable energy projects with businesses, schools and communities all over Oxfordshire since 2012. In summer 2015 and 2016, the Hub delivered solar panel projects on 25 schools across Oxfordshire, including Cheney, Larkrise and Rose Hill in Oxford.

Low Carbon Hub's model is that of a double carbon cut and community benefit; investment from community shareholders funds renewable energy projects with payback from government Feed In Tariffs and exports to the National Grid. Schools buy electricity from the Hub at a cheaper rate than usual, and a small amount of income to the Hub is used to support further local community projects

The Low Carbon Hub also delivered major solar PV installation projects with businesses such as Oxford Bus Company, Owen Mumford, Norbar Torque Tools, Prodrive and CTG. Case studies for all of these can be found on the [Low Carbon Hub website](#). The Hub are currently developing a hydro project at Sandford Upon Thames to help return the Lasher Weir to its historic role as a provider of clean energy. This hydro project will generate 1,600 MWh per year -- the equivalent demand of 450 homes, or most of Sandford. Construction on this project began in September 2016.



**Action case study: Hinksey Heat – using lake to power the local community**

Oxford's Hinksey Outdoor Pool is one of the Council's largest users of heat. The Low Carbon Hub is working with Oxford City Council to explore the potential for a community owned, low carbon, district heat network centred around Hinksey Pool, using Hinksey Lake as a renewable heat source in conjunction with efficient water source heat pumps. Studies so far have found that there is enough latent heat within the lake to heat nearly 100 houses, plus the local primary school and Hinksey Pool. A technical study concluded that a heat pump based solution offers the potential to eventually reduce the pool's CO2 emissions by over 75% as well as providing an affordable, clean, green energy supply to the local community. For Hinksey Pool this means an estimated reduction of 368 tCO2 in year one. Placing the pool at the heart of a local district heating network could result in additional emissions savings for local buildings connected into the network of more than 70% of their current emissions. The Hub are currently looking into funding models for the project which it hopes can be delivered by winter 2017.



Some of Oxford's biggest employers are making giant strides too. MINI Plant Oxford has installed a massive 11,500 solar panel installation at its Cowley site and the Oxford University Hospitals NHS Trust has received planning permission for its 'Energy Link' project which will reduce the carbon footprint of the John Radcliffe and Churchill hospitals by a third ( see case study)

**Action Case study: MINI Plant Oxford goes solar**

More than 11,500 panels have been helping to harness renewable energy to power Oxford's MINI Plant since 2014. At around 19,000 square metres, the plant's bodyshop now boasts one of the largest, roof-mounted solar farms to be installed in the UK. The photovoltaic system has a generating capacity over 3 MW and generates enough electricity to power the equivalent of 850 households.

The plant's bodyshop, which contains 1,000 robots, was opened at the end of 2013 to build the new MINI hatchback. The building already has an impressive list of environmental credentials including 3,869 individually programmable LED lights, a special energy-saving "rest mode" for the robots, a water harvesting system to supply the toilets and so-called 'heat wheels' in the building's roof to control the recirculation and admission of fresh air to reduce the amount of heating and cooling required.



### **Case Study: Heat pump saves over 100 tonnes of carbon a year at University of Oxford's Plant Sciences building**

The expansion of the heating and cooling systems to condition the newly refurbished greenhouses at Plant Sciences provided the opportunity to link the now bigger systems together, to recover excess heat in the cooling circuit, and push this in to the heating circuit and recover excess cooling in the heating circuit and push it in to the cooling circuit directly, using 4 brand new water to water heat pumps.

The end result is the ability to condition a bigger volume of space and reduce overall electricity use at the same time. There are still the traditional air source heat pumps on site that 'top up any' demand expected in the height of summer and depths of winter. The new configuration will work to recover the most energy in all weather conditions. Milder conditions during the winter mean saving more energy because these are the conditions when it can work at its highest efficiency

Savings are around 10% of building electricity use, in spite of the refurbishment increasing the conditioned greenhouse space by 20%. The project is part of the University of Oxford's ongoing carbon reduction programme and will remove 111 tonnes of carbon from the University's emissions, as well as generating annual cost savings to the department in the region of £24k.



### **The next generation**

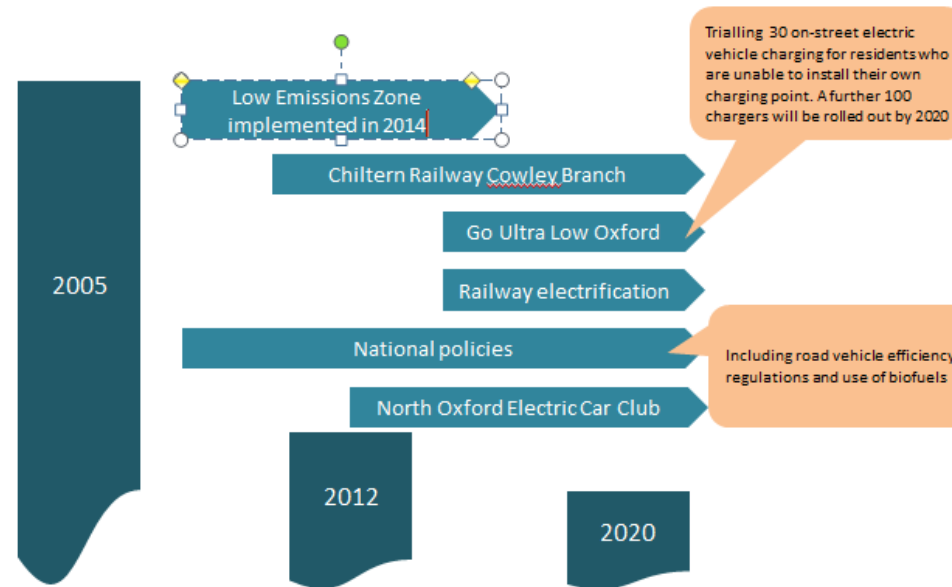
All the actions above are captured in our Route Map, but we won't stop there. Organisations around the city are looking for new ways to increase low carbon generation, heating and cooling. One way to do this is through 'smart technology' which makes the most efficient use of the resources that we have. For example by combined electricity from solar panels (during the day) and battery storage (to store it up for use in the evening). Project ERIC has already piloted this technology in Rosehill. Low Carbon Hub is leading a partnership bid for funding to further explore the best opportunities for Oxford and Oxfordshire to use and invest in it's electricity grid and Low Carbon Oxford will be working as part of that partnership to engage organisations around the city and county if our bid is successful.

### **Project ERIC**

The community of Rose Hill in the south of Oxford is playing host to a groundbreaking pilot called Project ERIC that combines solar panels and household scale battery storage systems to maximise the benefits of domestic renewable generation – minimising costs to the homeowner, reducing carbon emissions and resulting in benefits to the management of the electricity grid system. This may be just the tip of the iceberg.



## Sustainable transport in Oxford



230

**In 2005** Oxford was already in the process of modernising its transport system in order to address congestion and air pollution. The city centre had already been designated an air quality management area because minimum targets for nitrogen dioxide were not met. In 1998 Cornmarket Street was pedestrianized and in 1999 congestion was controlled further by the introduction of bus gates on the High St and relocation of bus stops from Queen Street to St Aldates. As part of the Transform Oxford programme, joint ticketing and co-ordinated routes between the city's two major bus operators were introduced in 2011, avoiding unnecessary duplication of routes by different companies and improving efficiency of vehicle resources.

**By 2010** further analysis showed that other hotspots were also at risk and the whole city was declared an air quality management area. Not all measures to improve air quality will reduce carbon emissions too – but many will. It is also true that some measures to avoid carbon emissions can contribute to air pollution – for example inappropriate design or fuel for biomass boilers and wood burning stoves. So Oxford in 2014 introduced a combined 'Low Emission Strategy' which combines policies to address these dual concerns and this approach is now considered best practice.

**Progress** Since 2014 Oxford's Low Emission Zone has been put in place. It limits the nitrogen dioxide emissions permitted on certain roads in the city centre by local buses to a minimum of "Euro V" standard. Both of the city's major bus operators have now begun to move beyond this minimum standard with the large scale introduction of Euro VI standard vehicles, which reduce NOx levels much further. This has led to significant improvements in air quality, and initiatives such as the introduction of hybrid engined buses have delivered associated reductions in carbon emissions (2700 CO<sub>2</sub>e per year), as well as also making our streets a little bit quieter.

### Drivers for change:

It's not just progress on our roads: Oxford now has a second train station with new routes into London and the line through central Oxford is to be upgraded to enable electric rather than diesel trains. In addition, the proposed introduction of a Cowley branch line, connecting Oxford's central train station with Oxford Science Park and Cowley Business Park, offers the chance for over 2000 employees each day to change from commuting by car to using public transport.

Looking beyond 2020 the city and county councils are exploring how a Zero Emissions Zone might build upon the existing Low Emissions Zone. The ambition is to implement a ZEZ in Oxford city centre starting from 2020 to be expanded so that the entire city is covered by around 2030/35 and a feasibility study is being commissioned to assess how it might operate.

#### Action Case study: Chiltern Railways Cowley branch line

Chiltern Railways are looking to open the old Cowley Branch Line – currently used by BMW for freight – to passenger services by 2020. The scheme is seen as key to tackling the city's chronic congestion problems and would serve Oxford Parkway in Water Eaton, Oxford Station, Oxford Science Park in Littlemore and Oxford Business Park in Cowley. It would also link East Oxford to services to London.

A report by Network Rail said increasing the number of tracks from two to four on the stretch would cost between £175m and £375m, with the cost of Oxford Station's redevelopment put at £75m by councils. This major project would be expected to save 675 tonnes Co2 a year.



#### Action Case study: Electrification of the train line through Oxford

As part of a major national investment programme, the train line into Oxford is to be upgraded. This could enable carbon reductions of up to 574 tCO2/year due to improved train efficiencies. Electrified railways are essential to getting maximum efficiency and capacity from a modern railway. Typically an electric train emits between 20% and 35% less carbon per passenger mile than a diesel train. This benefit will improve as the National Grid decarbonises. Electric trains are cleaner, with zero carbon and other pollutants emitted at the point of use, and better for passengers as they are faster, quieter, smoother and more reliable than diesels. They are also cheaper to buy, operate and maintain.



#### Action Case study: Low Emissions Zone reduces emissions from public transport in city centre

Although primarily targeting air quality, the Oxford Low Emission Zone (LEZ) introduced in 2014 also reduces greenhouse gas emissions through more efficient technologies. Each year, the Euro 5 and Euro 6 compliant buses running on Oxford's streets are expected to save 2,718 tCO2 as compared to older buses used before the introduction of the LEZ. The more efficient buses also help bus companies reduce their fuel consumption.

There is an ambition to implement a Zero Emission Zone (ZEZ) in Oxford city centre starting from 2020 which will then be expanded so that the entire city is covered by around 2030/35.

With some of the UK's most environmentally-friendly bus companies operating in Oxford, a simple step residents can take to help reduce emissions in Oxford is to simply leave the car at home and catch a bus instead.



### **Action case study: Oxonbike partnership initiative provides electric and pedal bike hire across Oxford**

Oxford's OXONBIKE bike hire scheme aims to get more people out of their cars and onto two wheels. Oxonbike is supported by Oxford Brookes University, the University of Oxford, the NHS Trusts and the City Council and operated by Hourbike. The current network offers 70 bikes at 14 docking stations across the city, including six electric bikes at Oxford rail station.

OXONBIKE provides an affordable sustainable transport for everyone. Pedal bikes are £1 an hour and e-bikes are £2, with free journey periods for annual members.

Levan Chikobava, a medical student living in Jericho, told OXONBIKE how the electric bikes have transformed his daily commute: *'I have been working at the JR hospital and needed to cycle up Headington Hill, which was really annoying. The e-bikes have solved the problem. The price is comparable to the bus, but OXONBIKE is much more flexible and faster. Plus, it's good for my health and the environment.'*



## **Managing our waste to reduce emissions**

Emissions associated with our waste represents only 1% of the city's emissions and waste emissions are not a mandatory part of the Covenant of Mayors reporting requirements. However they have been voluntarily included to better represent the city's emissions. When it comes to our waste, the impact on climate change relates predominantly to the emission of greenhouse gases such as methane, rather than carbon dioxide. For this reason, we have chosen to focus on 'carbon equivalent emissions' in this report so that we capture the impact of all greenhouse gases.

**Progress** Significant measures have already been implemented to reduce Oxford's emissions from waste, especially through the Energy-from-waste process at the Ardley Incinerator or Energy Recovery Facility which was constructed in 2014.<sup>4</sup> As of today, approximately 98% of residential waste is diverted from landfills and the emissions from waste decreased by 52% from 2005 to 2012.

Oxford also takes significant steps toward decreasing the amount of food going to waste and ensuring that food waste is increasingly recycled for anaerobic digestion. The good news is the actions to reducing emissions from waste needed to meet our 2020 targets are complete. However looking beyond 2020 we will need to do more to reduce emissions further as well as manage our material resources more efficiently.

There is a very strong movement to reduce food waste and to source our food sustainably in Oxford through initiatives such as Good Food Oxford, the Food Surplus Cafe (see case study) and the Oxford Food Bank to name a few. Oxford City Council has launched an initiative to ensure that all flats in the city have a food waste collection service by 2017 but also recognises the need to reduce waste as well as recycle it.

Low Carbon Oxford launched its Material Oxford report in October 2016 which analysis the material footprint of the city. A key finding was that the city uses around 12,000 tonnes of materials – both locally and globally – every day. The report will inform future events and workshops to help organisations in Oxford act and collaborate on smarter material resource management.

<sup>4</sup> <https://www.oxfordshire.gov.uk/cms/content/what-we-are-doing-reduce-landfill>



**Case study: Ardley Energy Recovery Facility brings an end to landfill**

Over 7000 tCO<sub>2e</sub> per year will be avoided due to the Ardley Incinerator or Energy Recovery Facility (ERF) which has been operating since 2014. Treating 300,000 tonnes of non-recyclable waste each year, it will divert at least 95% of Oxfordshire's residual municipal waste away from landfill and generate enough electricity to power around 38,000 homes. The visitor centre at the site, near Bicester, runs regular guided tours for schools and other groups to learn more about the process.



**Case Study: Pioneering flats recycling scheme rolled out in Oxford**

A third of Oxford's residents live in communal properties, which until recently had limited facilities for recycling waste compared with houses. In 2014, OCC embarked on a project to improve recycling in flats, starting with its own Council properties and Houses of Multiple Occupation (HMOs). Food recycling bins were delivered into communal bin stores, and kitchen caddies, free compostable liners and information were provided to over 16000 properties. Good participation from residents meant that nearly 80 tonnes of food was collected in the first year and in 2015/16 the scheme was extended to privately managed communal properties will be rolled-out to residents in all 19,000 of Oxford's flats next.



**Case Study: Oxford's Food Surplus café – good for people and planet**

The Oxford Food Surplus Cafe was set up to help redress the imbalance in our food system by reclaiming surplus food and transforming it into delicious healthy meals, helping to reconnect people with the food they eat. Surplus food is collected the day before an event, with the majority coming from the Oxford Food Bank, and the cooking team plan a menu out of the sometimes random collection of ingredients. Using the pay as you feel system, customers contribute either what they can afford or what they think the food, space and idea are worth. Since launching in April 2014, the cafe has run roughly once a month, with an average of 350 customers at each event, preventing nearly 1.5 tonnes of food waste. It is supported by the Community Action Group (CAG) Project, Europe's largest local network of community groups and organisations working on waste and carbon reduction.



## Time To Act

<p><b>Organisations can ...</b></p> <ul style="list-style-type: none"> <li>- reduce costs by investing in energy efficiency: from switching off equipment to investing in smarter building operations there are savings to be made at every budget and size of business</li> <li>- improve resilience by derisking material dependencies using smart resource management</li> <li>- drive innovation by adopting and developing sustainable products and services</li> </ul> <p>234</p>	<p><i>"As a city we've made great strides over the past 5 years in reducing our carbon footprint, and it's really important for us to maintain this momentum to give Oxford a sustainable, prosperous future.</i></p> <p><i>At Oxford Bus Company we've carried out several innovative schemes to reduce our emissions and have seen a direct positive impact from these on our bottom line. Technology is improving all the time and so we'd encourage our fellow local businesses to look again at the energy saving opportunities that may be available to them. From our experience they may well be pleasantly surprised by the payback periods these can offer."</i></p> <p><i>Phil Southall, Oxford Bus Company</i></p> <p><i>Reducing our carbon emissions makes sense in terms of managing premises costs and delivering a sustainable estate, creating well managed facilities and also contributing to energy saving for the city and region.</i></p> <p><i>We hope at Oxford Brookes University that we deliver a range of innovations around both energy efficient equipment and design as well as generating power to support our estate as part of our commitment to social responsibility.</i></p> <p><i>Sue Holmes</i></p>
<p><b>Communities can ....</b></p> <ul style="list-style-type: none"> <li>• drive local action by working together in a community action group</li> <li>• work together to raise awareness of their neighbours to the benefits of free and low-cost energy efficiency measures, and how to access support for those living in fuel poverty</li> <li>• invest in local energy projects like those run by the Low Carbon Hub and the city's community energy groups</li> </ul>	<p><i>TBC Seeking testimonial from Sam Clarke, Low Carbon Oxford North</i></p>
<p><b>Individuals can ...</b></p> <ul style="list-style-type: none"> <li>• "Pledge for Veg": If everyone in Oxford gave up meat for 1 month it could reduce the city's carbon emissions by 6,450 tonnes</li> <li>• "Park the Car": If everyone in Oxford switching from driving to walking or cycling for short journeys it could reduce the city's carbon emissions by 2,871 tonnes</li> <li>• "Switch off and relax": If everyone in Oxford switched off standby equipment for for 1 month, it could reduce the city's carbon emission by 1,241 tonnes</li> <li>• "No fly zone": Travelling from London to Paris or Brussels by train rather than on a plane reduces harmful carbon emissions by 14 times</li> </ul>	<p><i>"I really enjoyed taking part in the Carbon Oxford Week challenge. Ditching the car was a really eye opening experience- I was able to enjoy walks; take the bus and train; and generally felt quite liberated to have left the car at home."</i></p> <p><i>LCO Challenge prize draw winner, Sue Henderson, University of Oxford</i></p>

**[This page left intentionally blank for formatting. Time To Act will be a two page spread with text incorporated in a graphic showing the whole plan in one place (similar to Box 2)]**

## Appendix A: Covenant of Mayors and the Sustainable Energy Action Plan method

The Route Map to 2020 develops future emissions scenarios for Oxford based on projected patterns of national energy use applied at a local level, as well as estimates of local projects and policies. The assessment of historic emissions in the city is the starting point for the emissions scenarios. Data used to estimate the historic energy consumption and emissions in Oxford come from the Department of Energy and Climate Change's (DECC) 'Sub-national total final energy consumption data'<sup>5</sup> which provides data from 2005 to 2014.<sup>6</sup> The dataset provides energy consumption data for the Oxford City Council administrative area from which the emissions can be estimated. 2005 was chosen as the 'baseline year' as this is the closest to the year suggested by Covenant of Mayors, 1990, for which local data are available. Furthermore, to monitor the progress made to date, the energy and emission levels in 2012 have been analysed. The energy and emissions calculated for 2005 and 2012 are referred to as the 'Baseline Energy and Emissions Inventory' (BEEI; Appendix B) and 'Monitoring Energy and Emissions Inventory' (MEEI; Appendix C).

Publicly available UK energy projections were reviewed and draft emissions scenarios were created based on these projections and presented to attendees at the Oxford SEAP stakeholder workshops held between February 11 – 18<sup>th</sup> 2016.<sup>7</sup> Using the data collected and identified during these workshops, the scenarios could subsequently be revised to further reflect relevant circumstances identified.

The scenarios are used for the development of Oxford's SEAP in order to present future emissions projections in the Business as Usual (BAU) scenario, meaning no further actions other than those already embedded in legislation are taken to reduce emissions in the future, and a 'With Intervention' scenario (i.e. with a SEAP). The Route Map 2020 has estimated future emission reductions for a range of actions covering several contributing sectors in order to support targets for the SEAP.

### Baseline Energy and Emissions Inventory and Monitoring Energy and Emissions Inventory

Developing a BEEI<sup>8</sup> is prerequisite step of the Covenant of Mayors Sustainable Energy Action Plan. The BEEI functions as an estimate of the energy consumption and associated emissions from the city or region for the baseline year, broken down by sector. This is traditionally the starting point for the development of SEAPs, against which any emission targets are set. The development of the MEEI<sup>9</sup> is similar to the BEEI, but instead measures the progress of the SEAP at a later point in time, often in connection to the latest available data year or the year at which the city's SEAP work is commenced.

For Oxford's 2005 baseline year, emissions were estimated to 1.03 million tonnes of CO<sub>2</sub> equivalents (CO<sub>2</sub>e). The progress to date were analysed for the 2012 'monitoring year' for which emissions were estimated to 0.89 million tonnes of CO<sub>2</sub>e. This represents a reduction of 12.8 % between 2005 and 2012.

---

<sup>5</sup> Emissions data is calculated using the DECC Sub-national total final energy consumption data (<https://www.gov.uk/government/collections/total-final-energy-consumption-at-sub-national-level>)

<sup>6</sup> This data is available on a 2 year time lag, the time taken to compile and process the data.

<sup>7</sup> <https://www.gov.uk/government/publications/updated-energy-and-emissions-projections-2014>

<sup>8</sup> Referred to as the 'Baseline Emissions Inventory' (BEI) in Covenant of Mayors terminology

<sup>9</sup> Referred to as the 'Monitoring Emissions Inventory' (MEI) in Covenant of Mayors terminology

---

*“A **Baseline [Energy and] Emission Inventory** is a quantification of the amount of CO<sub>2</sub> emitted due to energy consumption in the territory of a Covenant signatory within a given period of time – the recommended base year being 1990. It allows [signatories] to identify the principal sources of CO<sub>2</sub> emissions and their respective reduction potentials.”*

---

## **National Scenarios**

National statistics for the Routemap 2020 and SEAP development were provided by DECC and National Grid to provide a starting point for the estimate of future energy demands in Oxford. The BAU scenario provides an estimate of what energy use and emissions that will be likely to occur in Oxford up to 2020 in the absence of any actions to reduce emissions. The ‘With Intervention’ scenario provides an estimate of what the energy use and emissions will be in Oxford by 2020 if national policies and identified local projections and policies are implemented. These impacts were developed using national estimates for the impact of national policies and local data gathered from Oxford SEAP stakeholders.

## **Business as Usual Scenario**

The BAU scenario assumes no actions are taken to reduce emissions beyond those already in place at the start of the projection period (here 2012). In order to determine the BAU emissions in the absence of any actions and policies/interventions, various national energy projections datasets were evaluated. Two principal sources of national energy projections were identified:

DECC Updated Energy and Emissions projections: 2014<sup>10</sup>

National Grid’s Future Energy Scenarios<sup>11</sup> (NFES)

These energy projection models use underlying assumptions based on projected population growth, economic growth, fossil fuel prices and other related variables.

## **Quantifying local actions**

Local actions were quantified through identification of existing and planned projects during the SEAP stakeholder workshops held in February 2016. Data were subsequently collected through ‘data requests’ and ‘key stakeholder engagements’ with identified actors in the months following the workshops, estimating impacts from a range of local actions and sectors including community renewable projects, transport low emission zones, and private sector commitments through the Low Carbon Oxford Pathfinders. See Table A1.

## **Changing carbon intensity of electricity grid**

Through the introduction of renewable energy sources for electricity generation, the carbon intensity of the UK grid is expected to decrease.<sup>12</sup> The Covenant of Mayors methodology does not account for changing electricity emission factors, but instead utilises a constant carbon intensity for the BEEI, MEEI and

---

<sup>10</sup> <https://www.gov.uk/government/publications/updated-energy-and-emissions-projections-2014>

<sup>11</sup> <http://www2.nationalgrid.com/uk/industry-information/future-of-energy/future-energy-scenarios/>

<sup>12</sup> <http://www.cibsejournal.com/opinion/moving-to-a-zero-carbon-electrically-powered-future/>

projected target year. Using the Covenant of Mayors methodology applying a constant electricity emission factor, emissions by 2020 are expected to decrease to 0.72 million tonnes of CO<sub>2</sub>e. This represents a reduction of 29.6 % compared to the 2005 baseline.

Utilising a projected changing carbon intensity in line with DECC's UK local authority and regional carbon dioxide emissions national statistics 2005 – 2014, Oxford's emissions by 2020 could be expected to decrease an additional 91,800 tonnes to 0.63 million tonnes of CO<sub>2</sub>e.<sup>13</sup> This represents a reduction of 38.5% compared to the 2005 baseline.

---

<sup>13</sup> <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-2014>

**Table A1: Local Actions**

Key Actions	Responsible body	Implementation timeframe		Estimates in 2020		
		Start time	End time	Energy savings [MWh/a]	Renewable energy production [MWh/a]	CO2e reduction [t/a]
<b>MUNICIPAL BUILDINGS, EQUIPMENT / FACILITIES</b>				5,053	-	1,799
Oxford City Council - Own Estate Reductions	Oxford City Council	2012	2020	5,053		1,799
<b>TERTIARY BUILDINGS, EQUIPMENT / FACILITIES</b>				208,495	-	72,193
Low Carbon Oxford Pathfinders - Commercial	Oxford City Council	2012	2020	7,456		2,655
LES Priority N3 - Planning for low carbon development	Oxford City Council	2012	2020	53,786		17,000
University of Oxford	University of Oxford	2012	2020	76,645		27,293
Oxford Brookes University	Oxford Brookes University	2012	2020	8,785		3,128
NHS - Lighting retrofit	NHS Trust	2012	2020	859		408
Building Regs 2010	National Policy	2010	2020	16,216		5,774
Building Regs 2013	National Policy	2013	2020	654		233
Products policy	National Policy	2009	2020	25,194		8,971
Smart Metering	National Policy	2012	2020	5,675		2,021
ESOS	National Policy	2016	2020	1,745		621
ND RHI	National Policy	2012	2020	4,670		1,663
CRC	National Policy	2012	2020	3,563		1,269
PRS Regulations	National Policy	2016	2020	3,247		1,156
<b>RESIDENTIAL BUILDINGS</b>				84,400	-	24,090
OCC Private Housing Energy Efficiency Measures	Oxford City Council	2012	2020	162		63
OCC Social Housing Energy Efficiency Measures	Oxford City Council	2012	2020	720		206
Building Regs 2010	National Policy	2012	2020	19,569		5,582
Building Regs 2013	National Policy	2014	2020	308		88
Products policy	National Policy	2012	2020	33,794		9,639
Smart Metering	National Policy	2012	2020	13,176		3,758
Domestic RHI	National Policy	2012	2020	8,378		2,390
ECO/Green Deal	National Policy	2014	2020	8,278		2,361
Low Carbon Oxford North Housing Refurbishment	Community Group	2012	2020	16		5
<b>PUBLIC LIGHTING</b>				68		32
Oxford County Council - LED Lights	Oxfordshire County Council	2015	2020	68		32

<b>INDUSTRY</b>					8,420	-	2,998
Low Carbon Oxford Pathfinders - Industrial	Private Sector	2012	2020	3,217		1,146	
Building Regs 2010	National Policy	2012	2020	1,370		488	
Building Regs 2013	National Policy	2014	2020	10		4	
Products policy	National Policy	2009	2020	714		254	
ESOS	National Policy	2016	2020	419		149	
ND RHI	National Policy	2012	2020	2,491		887	
CRC	National Policy	2012	2020	81		29	
PRS Regulations	National Policy	2016	2020	118		42	
<b>TRANSPORT</b>					88,560	-	21,759
Chiltern Railway Cowley Branch	Chiltern Railways	2018	2020	2,760		675	
Low emissions Zone	Oxford City Council	2014	2020	10,808		2,719	
Go Ultra Low	Oxford City Council	2016	2020	151		37	
Train Electrification	National Rail	2019	2020	2,283		574	
Oxford City Council - Fleet energy reduction	Oxford City Council	2012	2020	2,505		613	
Road biofuels (RTFO 8%)	National Policy	2017	2020	25,799		6,313	
Road vehicle efficiencies	National Policy	2012	2020	44,248		10,827	
Low Carbon Oxford North Electric Vehicle Summertown	Community Group	2012	2020	5		1	
<b>LOCAL ELECTRICITY PRODUCTION</b>					-	3,652	1,900
Community renewable energy schemes	Oxford City Council	2015	2020		796	378	
Project ERIC	Project ERIC	2015	2020		175	83	
Oxford Bus Company PV Installation	Oxford Bus Company	2013	2014		120	64	
BMW PV Installation	BMW	2012	2013		2,560	1,374	
<b>LOCAL HEAT/COLD PRODUCTION</b>					36,433	-	10,392
NHS Energy Link	NHS Trust	2017	2020	36,433		10,392	
<b>OTHER</b>					-	-	11,585
Waste Incineration and Recycling	Viridor & Oxford City Council	2014	2020	-		11,583	
Low Carbon Oxford Group Tree Planting West Oxford	Community Group	2012	2020			1	
<b>TOTAL</b>					431,429	3,652	146,749



## Appendix B: Baseline Emission Inventory (BEI)

**Description:** This worksheet contains Oxford's Baseline Emission Inventory (BEI) established for the year 2005

**Source:** The document draws on data from the Raw Data and Input Calcs sheet, which contains data for Oxford from Oxford City Council's own reporting, Oxfordshire Council (public lighting), and DECC's sub national total final energy statistics.

**Table B1. Total final energy demand**

Category	FINAL ENERGY CONSUMPTION [MWh]															Total
	Electricity	Heat / cold	Fossil fuels								Renewable energies					
			Natural gas	Liquid gas	Heating Oil	Diesel	Gasoline	Lignite	Coal	Other fossil fuels	Plant oil	Biofuel	Other biomass	Solar thermal	Geothermal	
<b>BUILDINGS, EQUIPMENT/FACILITIES AND INDUSTRIES:</b>																
Municipal buildings, equipment/facilities	7,605		12,002													19,607
Tertiary (non municipal) buildings, equipment/facilities	451,762		665,676													1,117,438
Residential buildings	249,953		919,562		4,957				4,275	4,641						1,183,388
Municipal public lighting	6,022															6,022
Industries (excluding industries involved in the EU Emission trading scheme - ETS)	208,963		308,271		102,339				146							619,719
<b>Subtotal buildings, equipments/facilities and industries</b>	<b>924,305</b>	<b>0</b>	<b>1,905,511</b>	<b>0</b>	<b>107,296</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,421</b>	<b>4,641</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,946,174</b>
<b>TRANSPORT:</b>																

Municipal fleet						3,769										3,769
Public transport						60,115										60,115
Private and commercial transport						171,230	274,272									445,502
<b>Subtotal transport</b>	0	0	0	0	0	235,115	274,272	0	0	0	0	0	0	0	0	509,387
<b>Total</b>	924,305	0	1,905,511	0	107,296	235,115	274,272	0	4,421	4,641	0	0	0	0	0	3,455,560



<b>Subtotal transport</b>	0	0	0	0	0	62,907	69,443	0	0	0	0	0	0	0	0	132,350
<b>OTHER:</b>																
Waste management																27,692
Waste water management																
<i>Please specify here your other emissions</i>																
<b>Total</b>	439,183	0	389,486	0	30,569	62,907	69,443	0	1,500	1,804	0	0	0	0	0	1,022,585

<b>Corresponding CO2-emission factors in [t/MWh]</b>	0.475		0.204		0.285	0.268	0.253		0.339	0.389						
<b>CO2 emission factor for electricity not produced locally [t/MWh]</b>	0.475															



Total	0.0												0
-------	-----	--	--	--	--	--	--	--	--	--	--	--	---

## Appendix C: Monitoring Emission Inventory (MEI)

**Description:** This worksheet contains Oxford's Monitoring Emission Inventory (MEI) established for the year 2012 with constant emission factors (same as 2005) as used by the Covenant of Mayors

**Source:** The document draws on data from the Raw Data and Input Calcs sheet, which contains data for Oxford from Oxford City Council's own reporting, Oxfordshire Council (public lighting), and DECC's sub national total final energy statistics.

**Table C1. Total final energy demand**

Category	FINAL ENERGY CONSUMPTION [MWh]															Total
	Electricity	Heat/cold	Fossil fuels								Renewable energies					
			Natural gas	Liquid gas	Heating Oil	Diesel	Gasoline	Lignite	Coal	Other fossil fuels	Plant oil	Biofuel	Other biomass	Solar thermal	Geothermal	
<b>BUILDINGS, EQUIPMENT/FACILITIES AND INDUSTRIES:</b>																
Municipal buildings, equipment/facilities	5,694		11,351													17,045
Tertiary (non municipal) buildings, equipment/facilities	500,954		604,778													1,105,732
Residential buildings	226,890		722,319		4,806					2,770	4,652					961,437
Municipal public lighting	5,858															5,858
Industries (excluding industries involved in the EU Emission trading scheme - ETS)	154,121		187,424		61,200					1,018						403,763
<b>Subtotal buildings, equipments/facilities</b>	<b>893,517</b>	<b>0</b>	<b>1,525,872</b>	<b>0</b>	<b>66,006</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,788</b>	<b>4,652</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,493,835</b>

es and industries																
<b>TRANSPORT:</b>																
Municipal fleet						6,748										6,748
Public transport						63,348										63,348
Private and commercial transport						206,059	193,593									399,652
<b>Subtotal transport</b>	0	0	0	0	0	276,154	193,593	0	0	0	0	0	0	0	0	469,747
<b>Total</b>	893,517	0	1,525,872	0	66,006	276,154	193,593	0	3,788	4,652	0	0	0	0	0	2,963,582





Waste water management																
<i>Please specify here your other emissions</i>																
<b>Total</b>	424,55	0	311,88	0	18,805	72,245	47,531	0	1,285	1,808	0	0	0	0	0	891,481

<b>Corresponding CO2-emission factors in [t/MWh]</b>	0.475		0.204		0.285	0.262	0.246		0.339	0.389						
<b>CO2 emission factor for electricity not produced locally [t/MWh]</b>	0.47515															
<b>% of electricity not produced locally</b>	100.0%															
<b>CO2 emission factor for electricity produced locally [t/MWh]</b>	0.00															
<b>% of electricity produced locally</b>	0.0049%															

Table C3. Local electricity production and corresponding CO2 emissions

Locally generated electricity (excluding ETS plants, and all plants/units > 20 MW)	Locally generated electricity [MWh]	Energy carrier input [MWh]										CO2 / CO2-eq emissions [t]	Corresponding CO2-emission factors for electricity production in [t/MWh]	
		Fossil fuels					Steam	Waste	Plant oil	Other biomass	Other renewable			other
		Natural gas	Liquid gas	Heating oil	Lignite	Coal								
Wind power														
Hydroelectric power	33.0											0	0	
Photovoltaic	10.4											0	0	
Combined Heat and Power														
Other <i>Please specify:</i>														
<b>Total</b>	<b>43.4</b>											<b>0</b>		

251

Table C4. Local heat/cold production (district heating/cooling, CHPs...) and corresponding CO2 emissions

Locally generated heat/cold	Locally generated heat/cold [MWh]	Energy carrier input [MWh]										CO2 / CO2-eq emissions [t]	Corresponding CO2-emission factors for heat/cold production in [t/MWh]
		Fossil fuels					Waste	Plant oil	Other biomass	Other Renewable	other		
		Natural gas	Liquid gas	Heating oil	Lignite	Coal							
Combined Heat and Power													
District Heating Plant(s)													
Other <i>Please specify:</i>													
<b>Total</b>												<b>0</b>	

This page is intentionally left blank

**Background**

This document contains the SEAP Data for the Oxford City Council SEAP submission to the CoM 2016

**Overview**

- 1. Action List** contains the long list of actions that were identified for potential inclusion in the SEAP
- 2. SEAP Template** contains the SEAP Template for submission to CoM
- 3. Nat. Pol. Contributions** contains the national policies that feed into the SEAP
- 4. Pink tabs** contain calculations

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
1	LES Priority N1	Continued annual reduction of GHG emissions (3%/annum) in Low Carbon Oxford pathfinders	Reduced GHG emissions through improved resource efficiency	Low Carbon Oxford Partnership	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Buildings	Oxford LES	Oxford LES
2	LES Priority N2	Improve the energy efficiency of OCC leased estate	Increased energy efficiency	Oxford City Council	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Efficient effective Council	Buildings	Oxford LES	Oxford LES
3	LES Priority N3	Planning for low carbon development	Low carbon infrastructure (buildings and transport) integrated into planning from the start	Oxford City Council	More livable city, improved ambient air quality, improved human health	Cleaner greener Oxford	Other (multi-sector)	Oxford LES	Oxford LES
4	LES Priority N4	Showing leadership with continued reduction of the Council's own carbon footprint (OCC Carbon Management Plan)	Increased energy efficiency	Oxford City Council	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Efficient effective Council	Buildings	Oxford LES	Oxford LES
5	LES Priority R1	Improve the average energy efficiency of private sector housing	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Buildings	Oxford LES	Oxford LES
6	LES Priority R2	Develop a programme of community renewable energy schemes	Local renewable energy production	Oxford City Council	Improved energy independence, lower cost of energy	Cleaner greener Oxford	Renewables	Oxford LES	Oxford LES
7	LES Priority R3	Ensure all Houses of Multiple Occupation (HMOs) have an energy performance certificate and the average rating is improved	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Oxford LES	Oxford LES
8	LES Priority T1	City wide sustainable travel plan	Improving efficiency of transport system	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Oxford LES	Oxford LES
9	LES Priority T2	Emission reduction measures for the freight sector	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Oxford LES	Oxford LES
10	LES Priority T3	Promote zero emission vehicles in the light duty fleet	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Oxford LES	Oxford LES
11	20% renewable energy for all new construction	Demand 20% renewable energy production for any new construction	Increased generation of renewable energy	Oxford City Council	Improved energy independence, reduced energy bills	Cleaner greener Oxford	Renewables	Suggestion from Oxford SEAP Workshop	

Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
Mairi Brookes	Implementation						High	Current: assume 50% of city emissions reducing at 3% p.a. May overlap with other actions led by external orgs	Need to disaggregate LCO pathfinder data from major sources (i.e. universities, BMW etc.)	Agree. NHS heat project should probably also be split out too. Let me know if you have what you need for that. We have a new contact at the NHS Trust so can follow up with him if needed.	Yes	Yes
Mairi Brookes	Implementation						High	Discussed with Debbie. Not happening apart from the OCC Social Housing Energy Efficiency Measures	May be no progress here. Follow up with PR		No	No
	Implementation						High	Will be difficult to accurately quantify - use LES estimate	Use LES data	Agree	Yes	Yes
Paul Robinson	Implementation						High	5% year on year. Excess is carried into next year. 5 year phase - 16/17 is the last year of the current phase and we expect to meet the target for all of this phase. Includes SALIX/SALIX+ measures.	Likely significant - advise stakeholder follow-up	Yes - Paul Robinson (252541). He is on leave w/c 28th and 4th. Suggest making contact before that to kick start.	Yes	Yes
???	Implementation						High	Discussed with Debbie. Not happening apart from the OCC Private Housing Energy Efficiency Measures			No	No
255												
???	Implementation						High	Anonymized data on city based projects and pipeline included. Correct as of Nov 2015	Likely significant - advise stakeholder follow-up	Yes. I can provide updated OxFutures pipeline for city (will be small, but is flagship so should include). Also relates to item 30 Project ERIC (also small)/development of smart generation/DSM - could put these together.	Yes	Yes
???	Implementation						High	Discussed with Debbie. Not happening apart from the OCC Social Housing Energy Efficiency Measures	Need to understand status of this.	Pick up with Debbie Haynes but unless she knows otherwise, don't think this adds a lot as not well specified and I assume enforcement would be an issue.	?	Yes
???	Implementation						High		Need to understand status of this.	Don't include - too early days and likely minor impact.	No	Yes
Elizabeth Bohun	Implementation						High	Will not happen.	Need to understand status of this.	Follow up with Lizzie Bohun - biggest impact likely to be from implementing a distribution centre outside the ring road with zero emissions last mile. Not sure how well worked up but maybe worth an estimate. Followed up with Lizzie,	No	No
???	Implementation						High	Captured by Go Ultra Low	Need to understand status of this.	Go Ultra Low on-street charging and other project from bid?	?	Yes
	Idea						?	Extension of existing rule for new buildings > 2,000m2. Likely not to manifest in time for this revision of the SEAP	N/A	Agree. Unlikely and covered by planning action from a narrative point of view	No	

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
12	AQAP	Air Quality Action Plan (incl. Low Emission Zone)	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Initial draft action list (provided by OCC 29/1/2016)	AQAP
13	Community ESCOs	Promote community ESCOs	Increased generation of local renewable energy	Oxford City Council	Improved energy independence, reduced energy bills	Vibrant sustainable economy	Renewables	Suggestion from Oxford SEAP Workshop	
14	Domestic retrofit in Barton	Domestic retrofit in Barton	Increased energy efficiency	OxFutures	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Initial draft action list (provided by OCC 29/1/2016)	OxFutures
15	ESIF Partnership	Fuel poverty pilot in East Oxford and business energy efficiency audits and implementation support	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Initial draft action list (provided by OCC 29/1/2016)	ESIF Partnership
16	Fuel Poverty Programme	Energy efficiency installations funded by ECO	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Initial draft action list (provided by OCC 29/1/2016)	Fuel Poverty Programme
17	Go Ultra Low Oxford	Go Ultra Low Oxford	Provision of onstreet charging for EVs	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Initial draft action list (provided by OCC 29/1/2016)	Go Ultra Low Oxford
18	HNDU funded city-wide heat network scoping	HNDU Funded City-wide heat network scoping	District heating system	Oxford City Council	Improved energy independence, lower cost of energy	Vibrant sustainable economy	District heating/cooling production	Initial draft action list (provided by OCC 29/1/2016)	

256



Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
Ian Halliday & Mai Jarvis	Implementation						High	Supporting sustainable transport, Low emission vehicles, Freight Transport, planning to manage emissions, own fleet emissions (double counting?), partnerships and education. This will naturally capture flagship projects such as those funded by OLEV, cycle strategy, LEZ work etc.	Likely significant - advise stakeholder follow-up	Follow up with Lizzie - will bring in Ian if needed. Need to know roughly how you would like to do that? It might be that a scoping meeting with both them would enable them to establish how much each needs to be involve and also deal with the high level analysis of these actions and others in this spreadsheet that might overlap.	?	Yes
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree.	No	
Mairi Brookes	Implementation						High		Need more detail from OCC to see if this is significant.	Probably small but lots of learning so I'd like to include. I'll send through the data.	?	No
Mairi Brookes	Plan						Medium	Bid in prep for £3.2m county wide. Would include a fuel poverty pilot in East Oxford and business energy efficiency audits and implementation support.	Need to await outcome of bid.	Agree - timescale is next couple of months if they don't slip. I will keep you posted.	No	
257												
Debbie Haynes	Implementation						High	Captured in the OxFutures spread sheet	Likely significant - advise stakeholder follow-up	Yes. Debbie. This definitely overlaps with Social housing retrofits - may go beyond what is included in OxFutures (which is just the ECO work). Debbie also runs an energy advisor service - might be worth asking her if there are assumptions about benefits from that - think they will visit all properties over some period.	Yes	Included, but not quantified
Elizabeth Bohun	Plan	Trial roll out from early 2017, full roll out starting 2018	Mar-21				High	Trial of 30 installations of different technologies for assessment in different situations. Then informing roll out of 100 further installations around the city. Could make assumptions about number of electric cars enabled?	Likely significant - advise stakeholder follow-up	Follow up with Lizzie - will overlap with AQAP.	?	Yes
Paul Robinson	Plan						?	Feasibility needs to be understood. Need to understand if this is possible/realistic and might progress.	Need more detail from OCC to see if this is significant.	Follow up with Paul Robinson to see what is available and then take a view on further work. Would be good to include as an enabler if nothing else. Perhaps an estimate would be of a similar scale to the NHS heat project?	?	No

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
19	OH Hospitals NHS Trust heat network	Headington District Heating	District heating system	NHS Oxford	Improved energy independence, lower cost of energy	Vibrant sustainable economy	District heating/cooling production	Initial draft action list (provided by OCC 29/1/2016)	
20	Oxford Bus PV Array	Installed PV panels	Local renewable energy generation	Oxford Bus Company	Reduced energy bills	Cleaner greener Oxford	Renewables	Initial draft action list (provided by OCC 29/1/2016)	LCO Pathfinders
21	Oxford City Council - Fleet energy reductions	Fleet energy reductions	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Initial draft action list (provided by OCC 29/1/2016)	Oxford City Council - Fleet energy reduction
22	Oxford Mini Plant PV Array	3MW solar panel pv array	Local renewable energy generation	Oxford Mini Plant	Reduced energy bills	Cleaner greener Oxford	Renewables	Initial draft action list (provided by OCC 29/1/2016)	LCO Pathfinders
23	Oxfordshire County Council - Fleet energy reductions	Fleet energy reductions	Reduced GHG emissions through more efficient transport	Oxfordshire County Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Initial draft action list (provided by OCC 29/1/2016)	Oxfordshire County Council - Fleet energy reductions
24	Oxfordshire County Council Emission Reduction Strategies	Own building energy retrofits	Increased energy efficiency	Oxfordshire County Council	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Buildings	Suggestion from Oxford SEAP Workshop	Oxfordshire County Council Emission Reduction Strategies
25	Private rented sector energy efficiency	Enable/require private renting sector to at least achieve EPC "E" rating	Private rented sector energy efficiency regulations	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Suggestion from Oxford SEAP Workshop	
26	Promote increased uptake of biomass	Work to develop biomass energy industry in Oxford	Increased generation of renewable energy	Oxford City Council	Improved energy independence, reduced energy bills	Cleaner greener Oxford	Renewables	Suggestion from Oxford SEAP Workshop	
27	Public sector non-domestic retrofits	Retrofits of schools, civic buildings, hospitals etc.	Increased energy efficiency	Oxford City Council	Reduced energy bills, improved building comfort, improved ambient air quality	Efficient effective Council	Buildings	Suggestion from Oxford SEAP Workshop	Public sector action
28	Rail electrification	Rail electrification	Reduced GHG emissions through more efficient transport	Network Rail and National Government	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	

Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
???	Plan						High	C.f. overlap with LCO. Info from Mark Trumper email: <ul style="list-style-type: none"> <li>• A reduction in annual energy costs of around £2.2 million, resulting in a net guaranteed annual saving over £400,000.</li> <li>• A reduction in the annual carbon footprint of the Trust from 30,000 tonnes to 19,000 tonnes</li> </ul> <a href="http://www.ouh.nhs.uk/about/energy/default.aspx">http://www.ouh.nhs.uk/about/energy/default.aspx</a>	Likely significant - advise stakeholder follow-up	Yes - confirming contact with attendee to our annual event this week. Will confirm asap.	Yes	Yes
Luke Marion	Closed						High	Have data from 14-15 emissions reporting exercise. Can probably engage for an update.	Need to understand when this was completed (post 2012?)	Yes - end of 2013. Data is in OxFutures spreadsheet - do you need more?	?	No
Elizabeth Bohun	Implementation						High	Likely marginal savings but can include if data is readily available	Review Carbon Management Plan	Check with Paul re Carbon Management Plan and Lizzie in context of LES. Agree only include if data readily available	?	Yes
	Closed						High	Plant likely to expand, so emissions might actually increase instead	Need to understand when this was completed (post 2012?)	Yes - 2014 I think. <a href="http://www.evoenergy.co.uk/case-studies/bmw-mini/">http://www.evoenergy.co.uk/case-studies/bmw-mini/</a> Let us know if you need more info.	?	No
259 ???	Implementation						High	Likely marginal savings but can include if data is readily available	Review Carbon Management Plan	TBC Checking with Inga	?	Yes
Inga Doherty	Implementation						High	Currently planning for their own estate - get city data? Took part in 14-15 emissions reporting exercise	Potentially significant, worth following up?	TBC Checking with Inga	?	Yes
	Idea						?	Need to understand if this is possible/realistic and might progress	Need more detail from OCC to see if this is significant.	Follow up with Debbie as per Leuivalent LES action.	?	No
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	agree	No	
???	Idea						Low	Need to ensure no double counting with CMP	OCC to consider combining CMP with other public sector initiatives?	Think much of this is covered by the unis, NHS Trust, us and county. So extra work won't add much at this stage. Think this is very useful going beyond 2020 - to ensure commitments to LCO stay relevant.	No	
	Plan						Medium	Scheduled to be complete by 2019. <b>Would need to add rail emissions to BEI/MEI.</b>	Likely significant - advise stakeholder follow-up	Agree	?	Yes

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
29	Revolving Green Fund	Revolving Green Fund to allow utility company or other investors to buy existing generation assets. Create revolving CAPEX fund for further projects	Financial mechanism	Oxford City Council	Improved energy independence, lower cost of energy	Vibrant sustainable economy	Renewables	Suggestion from Oxford SEAP Workshop	
30	Smart Grid	Scaling up smart grid (Scale up of project ERIC)	Smart grid	Oxford City Council	Reduced need grid infrastructure updates	Vibrant sustainable economy	Renewables	Suggestion from Oxford SEAP Workshop	
31	Solar assisted air conditioning	Solar assisted air conditioning	Increased generation of renewable energy	Oxford City Council	Improved energy independence, lower cost of energy	Cleaner greener Oxford	Renewables	Suggestion from Oxford SEAP Workshop	
32	University of Oxford Emission reduction strategy	Building retrofits	Increased energy efficiency	University of Oxford Emission reduction strategy	Reduced energy bills, improved mental and physical health from improved indoor temperature	Cleaner greener Oxford	Other (multi-sector)	Suggestion from Oxford SEAP Workshop	University of Oxford Emission reduction strategy
33	Workplace parking levy	Workplace parking levy for vehicles in Oxford City Centre	Reduced GHG emissions through reduced traffic	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
34	Charging points for greener taxis	Installation of rapid charging points dedicated to taxis to encourage greener taxis	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
35	Chiltern Railways	Improved rail access through Chiltern Railways	Reduced GHG emissions through more public transport	Network Rail and National Government	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
36	City Centre Zero Emission Zone	City Centre Zero Emission Zone	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
37	Combined Energy Performance Certification	Evolving MRLA to be "flexible" and enable energy certificate for 5 BOGS at once	Increased energy efficiency	Oxford City Council	Reduced energy bills, improved mental and physical health from improved indoor temperature	Cleaner greener Oxford	Buildings	Suggestion from Oxford SEAP Workshop	
38	Council tax rebate for energy efficient retrofits	Energy efficiency incentives	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Suggestion from Oxford SEAP Workshop	
39	Develop a Local Transport Plan Four (LTP4)	Develop a sustainable, low emission transport plan for the city	More overarching approach to transport planning	Oxford City Council	???	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	

Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Still a pilot, unlikely to be scaled up in time for this revision of the SEAP	N/A	Agree	No	
	Idea						Low	Considered unlikely to be a high priority - leave for now?	N/A	Agree	No	
Tom Heel	Implementation						High	Targetted reductions are about 0.6% of the city's emissions. using a 2005/6 baseline of 65,980 tCO2, the University has set an ambitious target to reduce its carbon emissions by 11% by 2015/16, and 33% by 2020/1	Likely significant - advise stakeholder follow-up	Agree. Can you set out what your ask will be (high level) so I can get Harriet to choose the right team member?	Yes	Yes
	Idea						?			Can see this being included in future but not well developed now.	No	
Elizabeth Bohun	Plan						?			Follow up with Lizzie as above - we will be bidding for funds and apparently the hackney cab fleet is terrible. It's mostly an air quality thing, but she may have sufficient numbers to estimate benefits	?	No
	Idea						Medium	Savings in terms of avoided car journeys would need to be estimated	Likely significant - advise stakeholder follow-up	Is this doable? Are the benefits easily attributable to the city (e.g. if it's avoiding car journeys to the park and ride then city area emissions won't be that high. Think it's interesting but I don't have a feel for what we'll get.	?	Yes
	Idea						?			Won't happen by 2020 and no one knows what it means anyway	No	
								Suggestion from Oxford SEAP Workshop		?????! What on earth does that mean? Google suggests: Malayan Races Liberation Army?	No	
	Idea						?	Need to understand if this is possible/realistic and might progress	Need more detail from OCC to see if this is significant.	Not realistic on timescale	No	
	Plan						?	This is currently being developed by Oxfordshire County Council	Will be hard to quantify savings. Likely measures are captured elsewhere.	Agree	No	

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
40	Develop travel plans for companies in city centre	Travel planning for the private sector	Reduced GHG emissions through more public and active transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
41	Domestic extension planning requirements	Only allow domestic extensions if overall house energy demand is reduced by 15-20%	Increased energy efficiency	Oxford City Council	Reduced energy bills, reduced fuel poverty	Meeting housing needs	Renewables	Suggestion from Oxford SEAP Workshop	
42	Green Leases (Minimum Eenergy Efficiency Standards)	Enable/require Green Leases to be set	Private rented sector energy efficiency regulations	Oxford City Council	Reduced energy bills, reduced fuel poverty, improved human health, improved building comfort, improved ambient air quality	Meeting housing needs	Buildings	Suggestion from Oxford SEAP Workshop	
43	Greening of fleet of major employers	Procurement of efficient vehicles in the private sector	Reduced GHG emissions through more efficient transport	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
44	Freight consolidation	Freight consolidation	Reduced GHG emissions through reduced traffic	Oxford City Council	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
45	Improved bike parking at Thornhill P&R	High density cycle parking	Reduced GHG emissions through increased active transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
46	Increased access for Headington	Improvements to walking, cycling and bus infrastructure in Headington	Reduced GHG emissions through more active transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
47	Increased bus and cycle priority	Bus and cycle lanes	Reduced GHG emissions through more public and active transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
48	Large scale bike sharing scheme	Install bike sharing scheme in the city	Reduced GHG emissions through increased active transport	Oxford City Council	Health benefits of active transport, health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	
49	Low Carbon Oxford Partnership	5% rather than 3% yearly reduction by commercial and NGO actors	Reduced GHG emissions through improved resource efficiency	Low Carbon Oxford Partnership	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Buildings	Suggestion from Oxford SEAP Workshop	Low Carbon Oxford Partnership
50	Low Carbon Oxford Partnership	Car pools, tree planting, house renovations, thermal imaging etc.	Reduced car use, carbon sequestration, increased energy efficiency, house refurbishments etc.	Community Action Groups	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Other (multi-sector)	Suggestion from Oxford SEAP Workshop	Low Carbon Oxford Partnership
51	Micro AD in city	Install micro Anaerobic Digestion Plat in the City	Increased production of biogas	Oxford City Council	Improved energy independence, reduced energy bills	Vibrant sustainable economy	Renewables	Suggestion from Oxford SEAP Workshop	
52	More rapid upgrading of bus fleet	Increasing efficiency of bus engines beyond Euro requirements	Reduced GHG emissions through more efficient transport	Oxford Bus Company and Stagecoach	Health benefits of improved Outdoor AQ	Cleaner greener Oxford	Transport	Suggestion from Oxford SEAP Workshop	

Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Extension of current scheme which covers buildings > 2,000m2. Need to understand if this is possible/realistic and might progress.	Need more detail from OCC to see if this is significant.	Not sure this is possible. Don't include	?	No
	Idea							Overlap with LES priority R1	Use LES priority R1	agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
Elizabeth Bohun	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Maybe - but pick up with Lizzie	No	
263	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
Mairi Brookes	Idea							Suggestion from Oxford SEAP Workshop	OCC to decide if this should be progressed	Not realistic on timescale - next major refresh for LCO will be looking beyond 2020.	?	No
Mairi Brookes	Implementation						High	Renewable projects are covered in OxFutures - there isn't a lot of pipeline	Probably not significant savings.	Agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Possibly - there is a bid for electric buses and timescale might be within 2020. Me to follow up.	No	

Action ID	Action Name	Action Description	Action Type	Owner	Potential Co-benefits	Oxford Corporate Responsibilities	SEAP Sector	How was the action identified?	What SEAP theme would this action come under?
53	One Public Estate	Shared use of public sector estates	More efficient use of buildings	Oxford City Council	Reduced need for construction of new buildings	Efficient effective Council	Buildings	Suggestion from Oxford SEAP Workshop	
54	Oxford Brookes	Building retrofits	Increased energy efficiency	Oxford Brookes University	Reduced energy bills, improved human health, improved building comfort, improved ambient air quality	Cleaner greener Oxford	Other (multi-sector)	Suggestion from Oxford SEAP Workshop	Low Carbon Oxford Partnership
55	Oxford County Council - LED Lights	Gradual phase-in of LED lights for public lighting	Increased energy efficiency	Oxford County Council	Financial savings from longer bulb-life	Efficient effective Council	Public lighting	Suggestion from Oxford SEAP Workshop	Oxford County Council - LED Lights
56	Oxford ESCo	Develop a local energy market	Increased generation of local renewable energy	Oxford City Council and Energy Companies	Improved energy independence, reduced energy bills	Vibrant sustainable economy	Renewables	Suggestion from Oxford SEAP Workshop	
57	Energy from Waste Incineration	Energy from Waste cineration rather than landfilling MSW	Reduced landfill emissions (methane) through waste incineration	Oxford City Council and Viridor	Energy from Waste generation, Energy security, local job opportunities	Efficient effective Council	Waste	Suggestion from Oxford SEAP Workshop	Other actions: Waste



Lead Officer	Phase	Project Start Date	Project End Date	Policy Instrument	Origin of Action	How will this be monitored?	Certainty of Implementation	Notes	Next steps	MB comment	Include in SEAP template?	In SEAP
	Idea						?	Need to understand if this is possible/realistic and might progress	Need more detail from OCC to see if this is significant.	Too complex given devolution announcement	?	No
Gavin Hodgson	Implementation						High	50% reduction on 2005 by 2020 of scope 1 and 2 emissions	Likely significant - advise stakeholder follow-up	Agree.	Yes	Yes
Inga Dohery	Plan						Medium	Need city-scale data	Likely significant - advise stakeholder follow-up	TBC - checking with Inga	Yes	Yes
	Idea						?	Likely not to manifest in time for this revision of the SEAP	N/A	Agree	No	
Andrew Pau	Implementation	TBC	2014				High	95% of MSW diverted from landfill	Monitor waste flows and increase food waste collection and recycling?	TBC	Yes	Yes

Action	Key Actions	Responsible body	Implementation		Estimated implementation cost (euros)	Estimates in 2020			Action(s) Reference	Notes	
			Start time	End time		Energy savings [MWh/a]	Renewable energy production [MWh/a]	CO2e reduction [t/a]			
	<b>MUNICIPAL BUILDINGS, EQUIPMENT / FACILITIES</b>				<b>0</b>	<b>5,053</b>	<b>-</b>	<b>1,799</b>			
2, 4	Oxford City Council - Own Estate Reductions	Oxford City Council	2012	2020		5,053		1,799	<a href="http://mycouncil.oxford.gov.uk/documents/s10939/">http://mycouncil.oxford.gov.uk/documents/s10939/</a>		
	<b>TERTIARY BUILDINGS, EQUIPMENT / FACILITIES</b>				<b>0</b>	<b>208,495</b>	<b>-</b>	<b>72,193</b>			
1	Low Carbon Oxford Pathfinders - Commercial	Oxford City Council	2012	2020		7,456		2,655	Excludes OCC, NHS and Oxford Bus		
3	LES Priority N3 - Planning for low carbon developm	Oxford City Council	2012	2020		53,786		17,000			
32	University of Oxford	University of Oxford	2012	2020		76,645		27,293			
54	Oxford Brookes University	Oxford Brookes University	2012	2020		8,785		3,128			
19	NHS - Lighting retrofit	NHS Trust	2012	2020		859		408			
N3	Building Regs 2010	National Policy	2010	2020		16,216		5,774			
N7	Building Regs 2013	National Policy	2013	2020		654		233			
N29	Products policy	National Policy	2009	2020		25,194		8,971			
N40	Smart Metering	National Policy	2012	2020		5,675		2,021			
N19	ESOS	National Policy	2016	2020		1,745		621			
N24	ND RHI	National Policy	2012	2020		4,670		1,663			
N13	CRC	National Policy	2012	2020		3,563		1,269			
N33	PRS Regulations	National Policy	2016	2020		3,247		1,156			
	<b>RESIDENTIAL BUILDINGS</b>				<b>0</b>	<b>84,400</b>	<b>-</b>	<b>24,090</b>			
5	OCC Private Housing Energy Efficiency Measures	Oxford City Council	2012	2020		162		63			
7	OCC Social Housing Energy Efficiency Measures	Oxford City Council	2012	2020		720		206			
N6	Building Regs 2010	National Policy	2012	2020		19,569		5,582			
N10	Building Regs 2013	National Policy	2014	2020		308		88			
N32	Products policy	National Policy	2012	2020		33,794		9,639			
N41	Smart Metering	National Policy	2012	2020		13,176		3,758			
N16	Domestic RHI	National Policy	2012	2020		8,378		2,390			
N17	ECO/Green Deal	National Policy	2014	2020		8,278		2,361			
50	Low Carbon Oxford North Housing Refurbishment	Community Group	2012	2020		16		5			
	<b>PUBLIC LIGHTING</b>				<b>0</b>	<b>68</b>	<b>-</b>	<b>32</b>			
55	Oxford County Council - LED Lights	Oxfordshire County Council	2015	2020		68		32			
	<b>INDUSTRY</b>				<b>0</b>	<b>8,420</b>	<b>-</b>	<b>2,998</b>			
1	Low Carbon Oxford Pathfinders - Industrial	Private Sector	2012	2020		3,217		1,146	Excludes BMW (PV savings)		
N4	Building Regs 2010	National Policy	2012	2020		1,370		488			
N8	Building Regs 2013	National Policy	2014	2020		10		4			
N30	Products policy	National Policy	2009	2020		714		254			
N20	ESOS	National Policy	2016	2020		419		149			
N25	ND RHI	National Policy	2012	2020		2,491		887			
N14	CRC	National Policy	2012	2020		81		29			
N34	PRS Regulations	National Policy	2016	2020		118		42			
	<b>TRANSPORT</b>				<b>0</b>	<b>88,560</b>	<b>-</b>	<b>21,759</b>			
35	Chiltern Railway Cowley Branch	Chiltern Railways	2018	2020		2,760		675			
12	Low emissions Zone	Oxford City Council	2014	2020		10,808		2,719			
17	Go Ultra Low	Oxford City Council	2016	2020		151		37			
28	Train Electrification	National Rail	2019	2020		2,283		574			
21	Oxford City Council - Fleet energy reduction	Oxford City Council	2012	2020		2,505		613			

N38	Road biofuels (RTFO 8%)	National Policy	2017	2020		25,799	6,313	
N39	Road vehicle efficiencies	National Policy	2012	2020		44,248	10,827	
50	Low Carbon Oxford North Electric Vehicle Summert Community Group		2012	2020		5	1	
<b>LOCAL ELECTRICITY PRODUCTION</b>					<b>0</b>	<b>-</b>	<b>3,652</b>	<b>1,900</b>
6	Community renewable energy schemes	Oxford City Council	2015	2020		796	378	
6	Project ERIC	Project ERIC	2015	2020		175	83	
20	Oxford Bus Company PV Installation	Oxford Bus Company	2013	2014		120	64	
22	BMW PV Installation	BMW	2012	2013		2,560	1,374	
<b>LOCAL HEAT/COLD PRODUCTION</b>					<b>0</b>	<b>36,433</b>	<b>-</b>	<b>10,392</b>
19	NHS Energy Link	NHS Trust	2017	2020		36,433	10,392	
<b>OTHER</b>					<b>0</b>	<b>-</b>	<b>-</b>	<b>11,585</b>
57	Waste Incineration and Recycling	Viridor and Oxford City Coun	2014	2020		-	11,583	
50	Low Carbon Oxford Group Tree Planting West Oxfo Community Group		2012	2020			1	
<b>TOTAL</b>					<b>-</b>	<b>431,429</b>	<b>3,652</b>	<b>146,749</b>

<http://www.ouh.nhs.uk/about/energy/default.aspx>

<https://viridor.co.uk/our-operations/energy/energy->

	Absolute Saving (TCO2e)	Percentage Saving
BEI	1,022,585	
MEI	891,481	
Saving 2005 - 2012	131,104	12.8%
BAU Savings 2012 - 2020	- 8,231	-0.8%
Projected Savings from Actions 2012-2020	146,749	14.4%
Total Projected Savings 2005-2020	<b>269,622</b>	<b>26.4%</b>
Target Saving (LES)	<b>306,775</b>	<b>30.0%</b>

Policy ID	Policy group name2	Sector	Stage	Description	Included EI	Start Date	End Date	Saving in		
								Saving in 2020 (ktCO2e)	2012 (ktCO2e)	Net Savings 2013 - 2020 (ktCO2e)
N1	Afforestation policies	Agriculture	Implemented	2009 LCTP or later policies total	N/A	2013	2030	-	-	-
N2	Agriculture action plan	Agriculture	Implemented	2009 LCTP or later policies total	N/A	2014	2030	-	-	-
N3	Building Regs 2010	Commercial Services	Implemented	2009 LCTP or later policies total	No	2012	2030	6.65	0.88	5.77
N4	Building Regs 2010	Industry	Implemented	2009 LCTP or later policies total	No	2012	2030	0.57	0.09	0.49
N5	Building Regs 2010	Public Services	Implemented	2009 LCTP or later policies total	Yes	2012	2030	-	-	-
N6	Building Regs 2010	Residential	Implemented	2009 LCTP or later policies total	No	2012	2030	6.50	0.92	5.58
N7	Building Regs 2013	Commercial Services	Implemented	2009 LCTP or later policies total	No	2014	2030	0.23	-	0.23
N8	Building Regs 2013	Industry	Implemented	2009 LCTP or later policies total	No	2014	2030	0.00	-	0.004
N9	Building Regs 2013	Public Services	Implemented	2009 LCTP or later policies total	Yes	2014	2030	-	-	-
N10	Building Regs 2013	Residential	Implemented	2009 LCTP or later policies total	No	2014	2030	0.09	-	0.09
N11	CERT+20% & Extension	Residential	Implemented	2009 LCTP or later policies total	Yes	2010	2030	-	-	-
N12	CESP	Residential	Implemented	2009 LCTP or later policies total	Yes	2011	2030	-	-	-
N13	CRC	Commercial Services	Implemented	2009 LCTP or later policies total	Partial	2011	2030	1.53	0.26	1.27
N14	CRC	Industry	Implemented	2009 LCTP or later policies total	Partial	2011	2030	0.03	0.01	0.03
N15	CRC	Public Services	Implemented	2009 LCTP or later policies total	Yes	2011	2030	-	-	-
N16	Domestic RHI	Residential	Implemented	2009 LCTP or later policies total	No	2012	2030	2.42	0.03	2.39
N17	ECO/Green Deal	Residential	Implemented	2009 LCTP or later policies total	Partial	2013	2030	2.36	-	2.36
N18	EPBD	Commercial Services	Scrapped?	2009 LCTP or later policies total	N/A	-	-	-	-	-
N19	ESOS	Commercial Services	Planned	2009 LCTP or later policies total	Partial	2016	2030	0.62	-	0.62
N20	ESOS	Industry	Planned	2009 LCTP or later policies total	Partial	2016	2030	0.15	-	0.15
N21	LSTF	Transport	Implemented	2009 LCTP or later policies total	Yes	2011	2030	-	-	-
N22	ND Green Deal	Commercial Services	Scrapped?	2009 LCTP or later policies total	N/A	-	-	-	-	-
N23	ND Green Deal	Industry	Scrapped?	2009 LCTP or later policies total	N/A	-	-	-	-	-
N24	ND RHI	Commercial Services	Implemented	2009 LCTP or later policies total	Partial	2013	2030	1.66	-	1.66
N25	ND RHI	Industry	Implemented	2009 LCTP or later policies total	Partial	2013	2030	0.89	-	0.89
N26	ND RHI	Public Services	Implemented	2009 LCTP or later policies total	Yes	2013	2030	-	-	-
N27	ND RHI	Waste	Implemented	2009 LCTP or later policies total	N/A	2013	2030	-	-	-
N28	New CCAs	Industry	Scrapped?	2009 LCTP or later policies total	N/A	-	-	-	-	-
N29	Products policy	Commercial Services	Implemented	2009 LCTP or later policies total	Partial	2009	2030	11.02	2.05	8.97
N30	Products policy	Industry	Implemented	2009 LCTP or later policies total	Partial	2009	2030	0.30	0.05	0.25
N31	Products policy	Public Services	Implemented	2009 LCTP or later policies total	Yes	2009	2030	-	-	-
N32	Products policy	Residential	Implemented	2009 LCTP or later policies total	No	2009	2030	12.88	3.24	9.64
N33	PRS Regulations	Commercial Services	Planned	2009 LCTP or later policies total	Partial	2016	2030	1.16	-	1.16
N34	PRS Regulations	Industry	Planned	2009 LCTP or later policies total	Partial	2016	2030	0.04	-	0.04
N35	PRS Regulations	Public Services	Planned	2009 LCTP or later policies total	Yes	2016	2030	-	-	-
N36	PRS Regulations	Residential	Planned	2009 LCTP or later policies total	Yes	2016	2030	-	-	-
N37	Rail electrification	Transport	Implemented	2009 LCTP or later policies total	Yes	2013	2030	-	-	-
N38	Road biofuels (RTFO 8%)	Transport	Planned	2009 LCTP or later policies total	No	2017	2030	6.31	-	6.31
N39	Road vehicle efficiencies	Transport	Implemented	2009 LCTP or later policies total	No	2010	2030	12.47	1.64	10.83
N40	Smart Metering	Commercial Services	Implemented	2009 LCTP or later policies total	Partial	2012	2030	2.11	0.09	2.02
N41	Smart Metering	Residential	Implemented	2009 LCTP or later policies total	No	2012	2030	3.80	0.05	3.76
N42	SME & SALIX Loans	Public Services	Planned	2009 LCTP or later policies total	Yes	2016	2030	-	-	-
N43	Zero Carbon Homes	Residential	Implemented	2009 LCTP or later policies total	N/A	2014	2030	-	-	-

2008

**To:** City Executive Board  
**Date:** 15 December 2016  
**Report of:** Head of Direct Services  
**Title of Report:** Commercial Waste Collection Capacity

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek approval for investment to expand the Commercial Waste Fleet collection capacity.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr John Tanner, A Clean and Green Oxford
<b>Corporate Priority:</b>	A Clean and Green Oxford, An Efficient and Effective Council
<b>Policy Framework:</b>	None
<b>Recommendation:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Delegate authority</b> to the Executive Director, Community Services in consultation with the Head of Finance to:-               <ol style="list-style-type: none"> <li>I. Add an additional refuse collection vehicle (RCV) to the vehicle replacement programme and place an order for this vehicle now.</li> <li>II. Create two permanent posts, one driver and one loader, to crew the additional RCV.</li> </ol> </li> <li>2. <b>Recommend that Council</b> note the implications of this bid which will be considered as part of the Council's Consultation Budget proposals</li> </ol>	

<b>Appendices</b>	
Appendix 1	Business Case (Not for publication under Paragraph 3 Schedule 12 of the Local Government Act 1972: Commercial affairs of the Council)

## Introduction and background

1. The City Executive Board approved a report in September 2011 which set out a framework for expanding income generation through service supply to public sector bodies and charging for discretionary services.

2. Since that time ambitious but achievable targets for income generation have been included in the Council's Medium Term Financial Strategy. The aim of the strategy is to reduce the burden of overhead costs by undertaking more external work which makes a contribution to reducing net costs of refuse collection to the Council.
3. This report seeks authorisation to make investment to grow the revenue and contribution made to the Councils budgets from Commercial Waste services

### **Environmental Implications**

4. The proposed capital equipment purchase of a refuse collection vehicle which will have the latest and most efficient engine in class. In addition the narrow body and rear steer make it most suitable for working in the narrow Oxford streets.
5. OCC Commercial Waste services focus on supporting customers to increase recycling and food collection services rather than just collections of general waste.

### **Health and Safety**

6. All OCC RCV's have comprehensive equipment fitted to enhance pedestrian and in particular safety of cyclists.

### **Human Resources**

7. The investment in an RCV also requires an increase of 2 staff (a driver and loader) to provide the service. It has been the case in the past that such staffing has provided stable employment for local residents, above the Oxford Living Wage.

### **Financial implications and Options**

8. This bid will assist the service area in achieving the current additional overhead contribution requirement in the MTFP for 2017-2021. These are considered in detail in the not for publication appendix 1. The capital cost of the vehicle is included as a bid within the Councils capital budget for 2017-18, together with the additional net income associated with the bid. As such the bid is considered as part of the Councils Consultation Budget proposals which are considered elsewhere on the agenda.
9. The lead time for manufacture and delivery of an RCV after receipt of order is 6 months and therefore the order needs to be placed as soon as possible. Payment is however unlikely until 2017/18

### **Legal issues**

10. None.

### **Level of risk**

11. This is considered in detail in the not for publication appendix 1

### **Equalities impact**

12. All of the Council's policies will be applied to the delivery of these services and be costed into the proposal

<b>Report author</b>	Jeff Ridgley
Job title	Waste, Recycling and Fleet Services Manager.
Service area or department	Direct Services
Telephone	01865 252958
e-mail	<a href="mailto:jridgley@oxford.gov.uk">jridgley@oxford.gov.uk</a>

**Background Papers:** None

This page is intentionally left blank



## **Minutes of a meeting of the CITY EXECUTIVE BOARD on Thursday 17 November 2016**

www.oxford.gov.uk



### **Committee members:**

Councillor Price (Chair)

Councillor Turner (Vice-Chair, in the Chair)

Councillor Brown

Councillor Hollingsworth

Councillor Kennedy

Councillor Simm

Councillor Tanner

### **Officers:**

Peter Sloman, Chief Executive

Helen Bishop, Head of Business Improvement

Mark Jaggard, Planning Policy Manager

Rebekah Knight, Planner

Neil Lawrence, Digital Development Manager

Martin John, Electoral Services Manager

Lindsay Cane, Acting Head of Law and Governance

Nigel Kennedy, Head of Financial Services

Sarah Claridge, Committee Services Officer

### **Also present:**

Councillor Andrew Gant (Chair, Scrutiny Committee)

### **82. Apologies for Absence**

Councillors Sinclair and Smith sent apologies. Apologies for lateness received from Cllrs Price, Brown and Hollingsworth.

### **83. Declarations of Interest**

None received.

### **84. Addresses and Questions by Members of the Public**

None received

### **85. Councillors Addresses on any item for decision on the Board's agenda**

None received

## **86. Councillor Addresses on Neighbourhood Issues**

None received

## **87. Scrutiny Committee Reports**

### **a) Annual Monitoring Report (AMR) 2015/16**

The Scrutiny report was considered alongside the substantive item minute 91 Annual Monitoring Report (AMR) 2015/16.

### **b) Digital Strategy**

The Scrutiny report was considered alongside the substantive item minute 92 Digital Strategy.

## **88. Items raised by Board Members**

None received

## **89. Parliamentary Boundary Review 2018**

The Chief Executive submitted a report which asked the Board to consider the views of party groups and formulate a response to the Boundary Commission for England's proposals on parliamentary boundaries in Oxfordshire.

The Electoral Services Manager said the number of electors in the proposed boundaries do not accurately reflect the actual number of electors in Oxford as they are based on figures from 1 December 2015. On current numbers, Oxford East should lose a ward rather than gain two. All political groups had been consulted and their opinions were listed in Appendix 2.

Cllr Price asked whether the Boundary Review will revise its proposals using more up to date figures. The Electoral Services Manager said that the Boundary Commission had a legal requirement to make their recommendations based on the number of electors on 1 December 2015. The Electoral Commission had made a strong case to government not to use the figures from 1 December 2015 but the decision had been made.

The Electoral Services Manager said that the Boundary. Commission would hold a further 8 week consultation of proposals in late spring. This would be another opportunity for the Board to raise their views.

The City Executive Board resolved to:

1. **Agree** the Labour Group's response to the initial proposals of the Boundary Commission for England on parliamentary constituencies as they affect Oxfordshire and in drawing up that response to have regard to the comments made by party groups.

#### **90. Community Infrastructure Levy – Neighbourhood Funds towards Pedestrianisation of Queens Street**

The Head of Planning and Regulatory Services submitted a report to agree the expenditure of £500,000 to Oxfordshire County Council towards the costs of the pedestrianisation of Queen Street and to delegate to the Executive Director of Regeneration & Housing authority to enter into an agreement with Oxfordshire County Council for this sum.

The Planning Policy & Specialist Services Manager presented the report. He explained that the City's contribution would be up to £500,000 He said that since writing the report Oxfordshire County Council have analysed the results on their consultation on the measures needed to pedestrianise Queen Street. The County Council may choose to temporarily pedestrianise Queen street while other matters were resolved. He was of the view that if the County Council choose this option that the City Council should not contribute to the scheme.

Cllr Tanner said he agreed with the City Council contributing to the scheme on condition that complete pedestrianisation of Queen St goes ahead. He asked that recommendation 2 be amended to read "Delegate authority to the Executive Director of Regeneration & Housing in consultation with the Board Member for Planning and Regulatory Services."

The City Executive Board resolves to:

1. **Agree** to the expenditure of £500,000 of the CIL Neighbourhood Portion to be paid to Oxfordshire County Council towards the Queen Street pedestrianisation scheme
2. **Delegate authority to** the Executive Director of Regeneration & Housing in consultation with the Board Member for Planning and Regulatory Services the power to negotiate and enter into an agreement with Oxfordshire County Council to provide for:
  - I. The approval of the scope and specification of works and detailed designs having regard to the views of the then members of the West Area Planning Committee and the Oxford Design Review Panel (and to agree amendments and a programme for implementation),
  - II. Independent audit of the costs and valuation of works.
  - III. Payment of up to £500,000 to Oxfordshire County Council in respect of the execution of the works
  - IV. Payment terms and conditions

- V. Incidental provisions including timing of works and the prior approval of publicity material including site boards and press releases and statements
3. **Confirmed** that the contributions may only be used towards the permanent scheme, not used for any of the temporary solution.

## **91. Annual Monitoring Report (AMR) 2015/16**

Cllr Hollingsworth arrived at the meeting.

The Head of Planning and Regulatory submitted a report which detailed the Annual Monitoring Report for approval.

The Planning Policy & Specialist Services Manager presented the report. He explained that the report was produced every year and showed which planning policies are working well and which may need a review. This report would help inform the policies in the new Oxford Local Plan 2036.

Highlights of the monitoring report are:

- Overall housing numbers are looking good, with 383 homes completed. In the 10 years since the start of the Core Strategy 3,843 homes have been built, which is 157 less than the target, which is very good especially considering the recession in the middle of the period. We expect a spike in the next few years with new developments such as Barton Park Littlemore and Northern Gateway coming forward.
- Affordable housing numbers are looking good, with 164 homes completed, which includes 107 homes provided through the City Council's own house building programme
- In terms of students living outside of university provided accommodation. The University of Oxford is below the 3,000 student target but Oxford Brookes University is above it at 3,747. Representatives of Oxford Brookes University came to the Scrutiny Housing Panel last week and explained their position and have issued a strategy to resolve the issue.

Cllr Gant, Chair of the Scrutiny Committee presented the Scrutiny report. He said the Scrutiny Committee had discussed the matter of the number of student living outside provided accommodation and the range of options that officers and the universities were considering to reduce the number of students living outside of student accommodation in the city.

Cllr Hollingsworth, Board Member for Planning and Regulatory explained his draft responds to the Scrutiny recommendations. He felt that in light of his current traffic woes at getting to the meeting, that indicator 33 Traffic Growth at Inner and Outer Cordons was definitely worth retaining to inform the Council on where the pinch points in the city are.

The Planning Policy & Specialist Services Manager said that since the report was published, officers have calculated the city's housing land supply. Oxford has 6.3 years supply of housing sites which is above the national target of 5 years. It is proposed to add the relevant table into the Annual Monitoring Report when it is published.

Cllr Turner noted that the Council's affordable housing figures were in complete contrast to many other local authorities.

The City Executive Board resolved to:

1. **Approve** the Annual Monitoring Report 2015/16 for publication.
2. **Authorise** the Head of Planning and Regulatory Services to make any necessary additional minor corrections not materially affecting the document prior to publication.
3. **Add** the Oxford Housing Land supply table to the Annual Monitoring Report before it is published.

Cllr Price arrived at the meeting

## **92. Digital Strategy**

Cllr Price took the Chair

Cllr Turner left the meeting

Cllr Brown arrived at the meeting

The Head of Business Improvement presented the Digital Strategy report which sought approval for a Digital Strategy and its implementation. She said that since the re-development of the Council's website, 32% of customers now contact the council online.

Cllr Hollingsworth said that in regards to Scrutiny recommendation 3 – improving the use of the online planning service: The recommendation is included in the action plan of the Statement of Community Involvement 2015.

Cllr Price said it was never good to have actions listed as “ongoing” he asked that officers review the action plan and put a specific date next to the actions that were listed as “on-going”.

Cllr Price said the strategy did not clearly deal with the ways to encourage people who are not confident IT users to use online services. He felt this was what Scrutiny's recommendation 4 – Access to Council's Website in community centres was all about. Cllr Price recommended that recommendation 4 be agreed and that the Council's Communities' team explore what IT services could be provided in community centres.

Cllr Simm felt that recommendation 4 was not helpful as the community centre strategy had been agreed and there had been no mention during the consultation that IT access at community centres was desired. There was a distinction between the large community centre hub type and smaller centres managed by volunteers. She

recommended that the Board ask the Communities team to scope what IT services were already available in different communities. The Communities Team could report their findings to CEB if needed.

Cllr Hollingsworth said that the work should expand to include wherever there is a public assessable computer– not just community centres but shops and libraries.

Cllr Brown said online access is not just about our buildings, but whether people access online services in their homes.

The Chief Executive said the work needed to be a multi organisational study. It's not just about having access to a computer but being able to use and navigate online systems. Libraries provide computer training sessions and public computer. He suggested that the Council audit what is available in different communities and work out where the gaps are.

The City Executive Board resolved to

1. **Adopt** the Digital Strategy and associated action plan as set out at Appendices 1 and 2.
2. **Delegate authority** to the Head of Business Improvement in consultation with the Board Member for Customer and Corporate Services the annual review of the action plan
3. **Agree** to commission a scoping exercise to determine what publicly accessible computer services are available in different communities of the city; and work out where the gaps are.

### **93. Minutes**

The Board resolved to APPROVE the minutes of the meeting held on 13 October 2016 as a true and accurate record.

**The meeting started at 5.00 pm and ended at 5.45 pm**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank