

# Agenda

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## Finance Panel (Panel of the Scrutiny Committee)

Date: **Thursday 8 December 2016**

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Time: **5.30 pm**

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Place: **Plowman Room - Town Hall**

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For any further information please contact:

**Andrew Brown, Scrutiny Officer**

Telephone: 01865 252230

Email: [abrown2@oxford.gov.uk](mailto:abrown2@oxford.gov.uk)

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# Finance Panel (Panel of the Scrutiny Committee)

## Membership

<b>Chair</b>	Councillor Craig Simmons
	Councillor James Fry
	Councillor Jean Fooks
	Councillor Sian Taylor

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# AGENDA

## Pages

### 1 APOLOGIES

Substitutes are not allowed.

### 2 DECLARATIONS OF INTEREST

### 3 BUDGET MONITORING - QUARTER 2 (5.31 PM) 24 MINS

9 - 24

Contact Officer: Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

#### Background Information

The Finance Panel has a role in scrutinising the Council's financial performance and monitoring spend against budgets.

The Integrated Performance Report for quarter 2 2016/17 sets out the Council's financial position at 30 September 2016.

#### Why is it on the agenda?

For the Panel to note and comment on the Council's financial performance. The Panel may also wish to make recommendations to the City Executive Board.

The City Executive Board on 15 December will be asked 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.

#### Who has been invited to comment?

- Nigel Kennedy, Head of Financial Services;
- Anna Winship, Management Accountancy Manager.

#### 4 **TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2016/17 (5.55 PM) 20 MINS**

25 - 34

Contact Officer: Bill Lewis, Financial Accounting Manager Tel: 01865 252607  
blewis@oxford.gov.uk

Background Information
<p>The Finance Panel has a role in monitoring the Council's treasury performance.</p> <p>The City Executive Board on 15 December 2016 will be asked to note the performance of the treasury management function for the six months to 30 September 2016</p>
Why is it on the agenda?
<p>For the Panel to note and comment on the Council's treasury performance. The Panel may also wish to make recommendations to the City Executive Board.</p>
Who has been invited to comment?
<ul style="list-style-type: none"><li>• Nigel Kennedy, Head of Financial Services;</li><li>• Anna Winship, Management Accountancy Manager.</li></ul>

#### 5 **BUDGET BRIEFING (6.15 PM) 40 MINS**

35 - 74

Contact Officer: Nigel Kennedy, Head of Financial Services Tel: 01865 252708  
nkennedy@oxford.gov.uk

Background Information
<p>The 2017/18 draft council budget and medium term financial plan (MTFP) will be presented to the City Executive Board on 15 December 2016, prior to consultation. The Finance Panel will review these in detail over a series of meetings in January and report to the City Executive Board on 9 February 2017.</p>
Why is it on the agenda?
<p>For the Head of Financial Services to provide a briefing on the Councils 2017/18 budget and medium term financial plan ahead of the annual scrutiny budget review. The following documents are included:</p> <ul style="list-style-type: none"><li>• Papers in respect of budget which includes all officer bids, efficiencies, fees &amp; charges etc. as per appendix 3</li><li>• Bridging the gap<ul style="list-style-type: none"><li>○ A paper which shows the overall gap in the</li></ul></li></ul>

<p>revenue if the Appendix 3 data is accepted</p> <ul style="list-style-type: none"> <li>○ A copy of the HRA</li> <li>○ A statement of new officer bids for capital</li> <li>○ A statement of the capital programme should these new bids be accepted</li> </ul> <ul style="list-style-type: none"> <li>• Details of income and expenditure together with FTE information by Service which we agreed to provide to Scrutiny last year</li> </ul>
Who has been invited to comment?
<ul style="list-style-type: none"> <li>• Nigel Kennedy, Head of Financial Services;</li> </ul>

## 6 **TRANSFER STATION FOR RECYCLED MATERIAL (6.55 PM) 25 MINS**

75 - 88

Contact Officer: Geoff Corps, Cleaner Greener Services Manager  
gcorps@oxford.gov.uk

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
<p>For the Panel to pre-scrutinise the development of a recycling transfer station decision. The Panel may also wish to make recommendations to the City Executive Board.</p> <p>The City Executive Board on 15 December 2016 will be asked to grant approval for the project to create and manage a recycling transfer station, as described in this report.</p>
Who has been invited to comment?
<ul style="list-style-type: none"> <li>• Fiona Piercy, Regeneration Programme Director;</li> <li>• Geoff Corps, Cleaner Greener Service Manager.</li> </ul>

## 7 **WORK PLAN (7.20 PM)**

89 - 98

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
abrown2@oxford.gov.uk

For the Panel to note and agree its work plan, which can be adjusted to reflect the wishes of the Panel.

## **8 NOTES OF PREVIOUS MEETING**

99 - 104

Contact Officer: Andrew Brown, Scrutiny Officer Tel: 01865 252230  
abrown2@oxford.gov.uk

For the Panel to note the record of the meeting held on 7 September 2016.

## **9 FUTURE MEETING DATES**

Meetings are scheduled as follows:

5 January 2017 – Budget Review, closed to the public  
9 January 2017 – Budget Review, closed to the public  
10 January 2017 – Budget Review, closed to the public  
16 January 2017  
1 February 2017  
29 March 2017

All meetings start at 5.30pm.

## **DECLARING INTERESTS**

### **General duty**

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

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

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

### **Declaring an interest**

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

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

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

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

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

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

Summary and recommendations	
<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.

Appendices	
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.

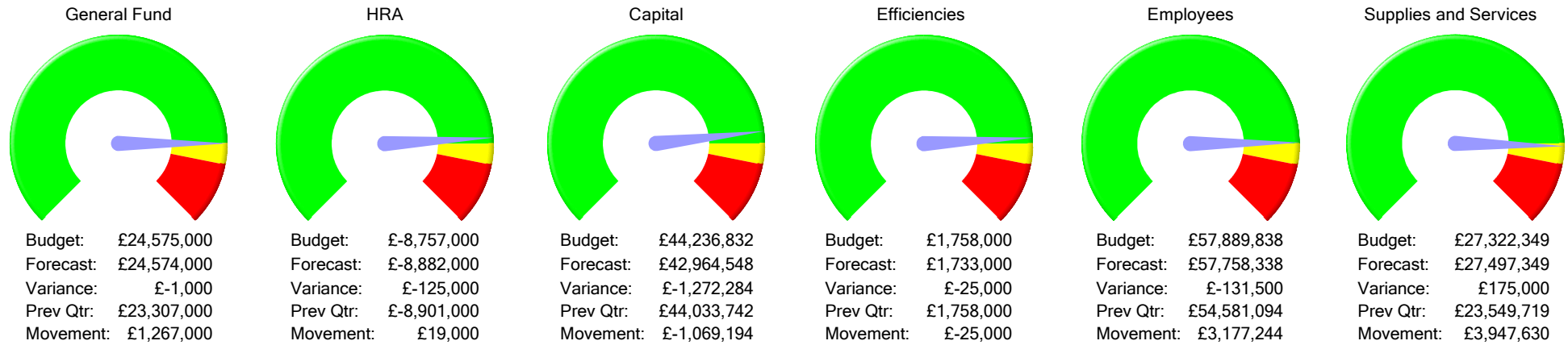
<b>Report authors</b>	Nigel Kennedy Helen Bishop
Job title	Head of Financial Services Head of Business Improvement
Service area or department	Financial Services/Business Improvement
Telephone	01865 252708
e-mail	<a href="mailto:nkennedy@oxford.gov.uk">nkennedy@oxford.gov.uk</a> / <a href="mailto:hbishop@oxford.gov.uk">hbishop@oxford.gov.uk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

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## Appendix B

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>(1)</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>

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	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	-	-	-
S03 Business Improvement		961,614	55,244	1,016,858	610,407	234,719	(375,687)	743,000	(273,858)	(273,858)	-
M5014	West End Partnership	-	335,000	335,000	335,000	335,000	-	335,000	-	-	
M5023	Oxpens Regeneration	1,400,000	(1,400,000)	-	-	-	-	0	-	-	
S10 Partnerships Team		1,400,000	(1,065,000)	335,000	335,000	335,000	-	335,000	-	-	-
	CIL and S106 Funded Schemes										
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	-	-	
F7024	St Clements Environmental Improvements	50,000	-	50,000	-	-	-	50,000	-	-	
F0025	Westgate area public realm improvements	567,000	-	567,000	-	-	-	567,000	-	-	
								0	-		
	Grants							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	-	-	-
S11 Planning & Regulatory		1,859,635	(215,913)	1,643,722	175,758	156,651	(19,107)	1,646,722	3,000	3,000	-
	Covered Market										
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	-	-	-
	Investment Properties										
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)	
	Miscellaneous Council Properties										
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	-	-	-
	Parks & Cemeteries										
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><u>Town Hall &amp; St Aldates Chambers</u></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><u>General Fund Housing Projects</u></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	-		-
G6038	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 Adaption	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>

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HRA Outturn Report 16/17 @ 30th September, 2016	Approved Budget (per Budget book)	Release from/to Earmarked Reserves	Virements	Latest Budget @ 30th Sept, 2016	Actual YTD	Budget YTD	Variance YTD	Projected Outturn	Projected Outturn Variance
	£000's			£'000's	£000's	£000's	£'000's	£000's	£000's
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>

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**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

Summary and recommendations	
<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	

Appendices	
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.

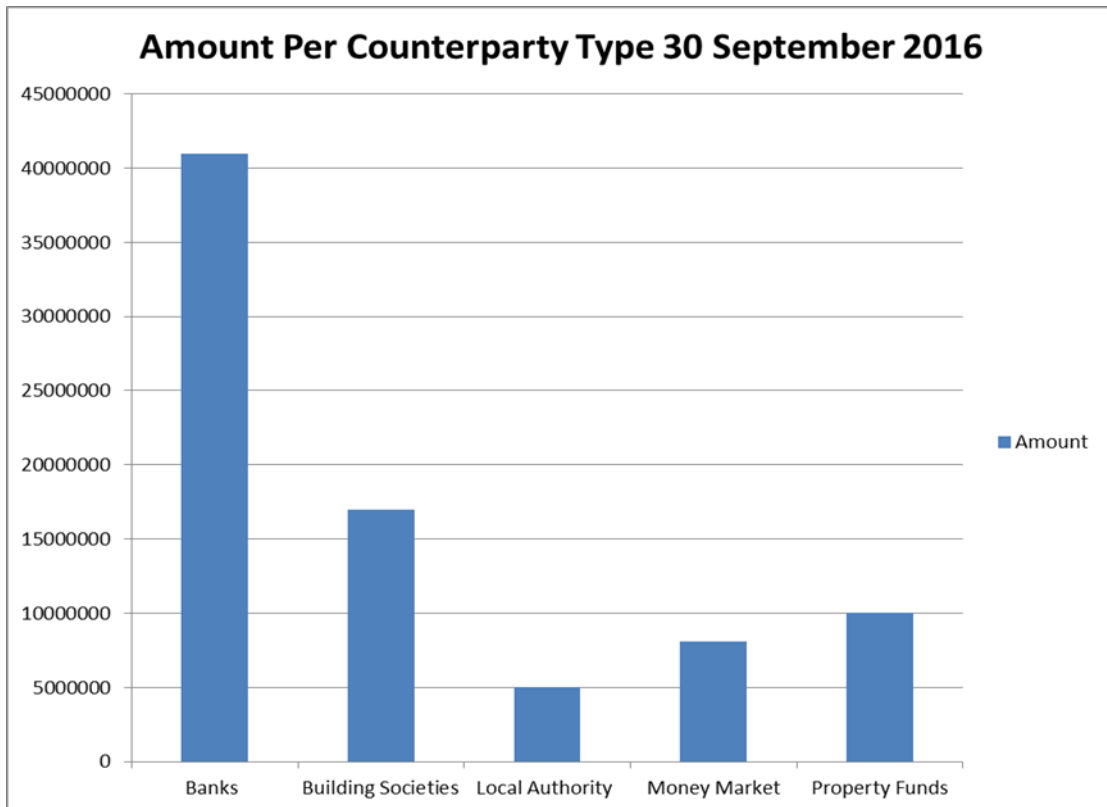
## Economic Overview

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

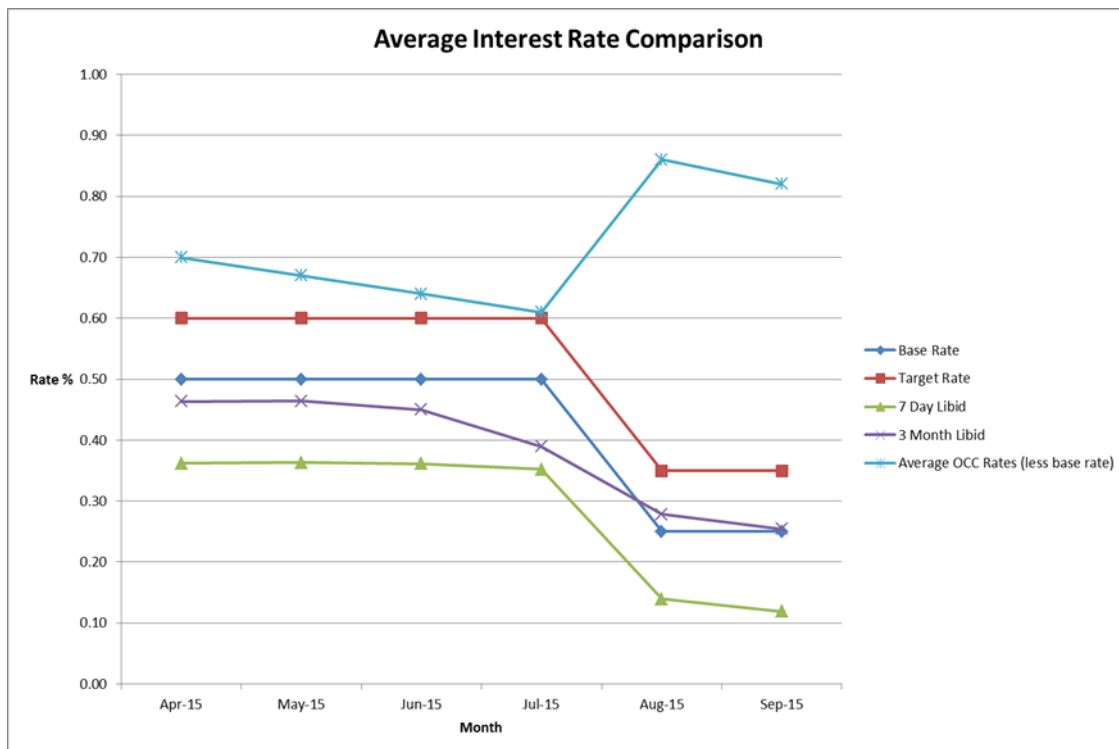
increases in the cost of imports. It will be interesting to see if the Chancellor's post Brexit announcement that the target of achieving a budget surplus in 2020 will be eased in the Autumn Statement comes to fruition.

### **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

<b>Background Papers:</b> None
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# **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>					

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# 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.	

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

**General Fund 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		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
Assistant Chief Executive	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	25	3	51
Planning & Regulatory	0	226	0	0	0	0	0	(10)	0	0	0	(535)	0	(319)
Housing & Property	0	760	0	0	0	0	0	(275)	0	0	0	0	0	485
Environmental Sustainability	0	25	0	10	0	0	0	0	0	0	0	30	0	65
Community Services	32	74	0	(196)	0	0	0	(21)	0	(23)	0	2	0	(132)
Direct Services	61	35	2	(65)	0	(110)	0	(601)	14	0	0	0	0	(680)
Business Improvement & Organisational Development	5	190	0	(76)	0	0	0	(5)	0	0	0	50	0	164
Welfare Reform Team	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	(24)
Law & Governance	0	140	0	0	0	0	0	0	0	0	0	18	0	158
<b>Total</b>	<b>98</b>	<b>1,543</b>	<b>2.00</b>	<b>(399)</b>	<b>(1.00)</b>	<b>(110)</b>	<b>0</b>	<b>(922)</b>	<b>14.00</b>	<b>(32)</b>	<b>0.00</b>	<b>(410)</b>	<b>3.00</b>	<b>(232)</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	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	50
Planning & Regulatory	0	32	0	(45)	0	0	0	(50)	0	0	0	0	0	(63)
Housing & Property	0	25	0	0	0	0	0	11	0	0	0	(30)	0	6
Environmental Sustainability	0	(25)	0	0	0	0	0	0	0	0	0	(30)	0	(55)
Community Services	0	0	0	(20)	0	0	0	(26)	0	0	0	(20)	0	(66)
Direct Services	61	442	0	(85)	1	(160)	0	(1,123)	0	0	0	0	0	(865)
Business Improvement & Organisational Development	0	0	0	(183)	(4)	0	0	(10)	0	0	0	0	0	(193)
Welfare Reform Team	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	63
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>730</b>	<b>0.00</b>	<b>(468)</b>	<b>(5.55)</b>	<b>(160)</b>	<b>0</b>	<b>(1,198)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(80)</b>	<b>0</b>	<b>(1,123)</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		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
Assistant Chief Executive	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	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	(25)	0	(25)
Housing & Property	0	5	0	0	0	0	0	70	0	0	0	0	0	75
Environmental Sustainability	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
Direct Services	61	9	0	0	0	0	0	(81)	0	0	0	0	0	(11)
Business Improvement & Organisational Development	0	(15)	0	(108)	(3)	0	0	(10)	0	0	0	(50)	0	(183)
Welfare Reform Team	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	4
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	(50)	0	(50)
<b>Total</b>	<b>61</b>	<b>88</b>	<b>0.00</b>	<b>(193)</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>(125)</b>	<b>0.00</b>	<b>(197)</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	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	(7)
Planning & Regulatory	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	(40)
Environmental Sustainability	0	0	0	0	0	(12)	0	0	0	0	0	0	0	(12)
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	61	4	0	(25)	0	0	0	(155)	0	0	0	0	0	(115)
Business Improvement & Organisational Development	0	0	0	(74)	(3)	0	0	0	0	0	0	0	0	(74)
Welfare Reform Team	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	71
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>75</b>	<b>0.00</b>	<b>(99)</b>	<b>(3.00)</b>	<b>(12)</b>	<b>0</b>	<b>(195)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(177)</b>

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

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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	25	3.00	87
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(234)	0.00	0	0.00	(30)	0.00	526
Environmental Sustainability	0	0	0.00	10	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(2)
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	(198)
Direct Services	244	490	2.00	(175)	1.00	(270)	0	(1,960)	14.00	0	0.00	0	0.00	(1,671)
Business Improvement & Organisational Development	5	175	0.00	(441)	(9.30)	0	0	(25)	0.00	0	0.00	0	0.00	(286)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	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	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	108
<b>Total</b>	<b>281</b>	<b>2,436</b>	<b>2.00</b>	<b>(1,159)</b>	<b>(13.80)</b>	<b>(282)</b>	<b>0</b>	<b>(2,336)</b>	<b>14.00</b>	<b>(54)</b>	<b>0.00</b>	<b>(615)</b>	<b>3.00</b>	<b>(1,729)</b>

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

<b>Risks - Efficiency Savings</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	0	(165)	(90)	(25)	(280)
Medium	0	(100)	(55)	(126)	(281)
Low	(399)	(203)	(48)	52	(598)
<b>Total</b>	<b>(399)</b>	<b>(468)</b>	<b>(193)</b>	<b>(99)</b>	<b>(1,159)</b>

**Contingency**

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>

<b>Risks - Fees &amp; Charges</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	(317)	(421)	(5)	(110)	(853)
Medium	(141)	(711)	(50)	(45)	(947)
Low	(464)	(66)	34	(40)	(536)
<b>Total</b>	<b>(922)</b>	<b>(1,198)</b>	<b>(21)</b>	<b>(195)</b>	<b>(2,336)</b>

**Contingency**

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>

<b>Risks - Service Reductions</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(32)	(8)	(7)	(7)	(54)
<b>Total</b>	<b>(32)</b>	<b>(8)</b>	<b>(7)</b>	<b>(7)</b>	<b>(54)</b>

**Contingency**

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>
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**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		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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</b>	<b>0</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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</b>

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**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	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</b>



### Contractual Inflation

### Total Contractual Inflation

### Total Pressures

### Total Efficiencies

**Total Invest to Save**

### Total Fees and Charges

### Total Service Reduction

**Total New Investment/Bids**

### New/Amended Bids & Savings

[illegible]

Area	Gross Expenditure	Gross Income	Uncontroll able	Net Exp/(Inc)	FTE
Assistant Chief Executive	118,702	0	0	118,702	1
Communicatio ns	231,930	(12,000)	(205,267)	14,663	6
Policy & Partnership	339,970	(44,000)	(251,090)	44,880	4.23

**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		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
Partnerships Team	0	35	0.00	0	0.00	0	0	0	0.00	(9)	0.00	25	3.00	51
Planning & Regulatory	0	226	0.00	0	0.00	0	0	(10)	0.00	0	0.00	(535)	0.00	(319)
Housing & Property	0	760	0.00	0	0.00	0	0	(275)	0.00	0	0.00	0	0.00	485
<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>(285)</b>	<b>0.00</b>	<b>(9)</b>	<b>0.00</b>	<b>(510)</b>	<b>3.00</b>	<b>217</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Partnerships Team	0	58	0.00	0	0.00	0	0	0	0.00	(8)	0.00	0	0	50
Planning & Regulatory	0	32	0.00	(45)	0.00	0	0	(50)	0.00	0	0.00	0	0	(63)
Housing & Property	0	25	0.00	0	0.00	0	0	11	0.00	0	0.00	(30)	0	6
<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>(7)</b>

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2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(25)	0.00	(25)
Housing & Property	0	5	0.00	0	0.00	0	0	70	0.00	0	0.00	0	0.00	75
<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>43</b>

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Housing & Property	0	0	0.00	0	0.00	0	0	(40)	0.00	0	0.00	0	0.00	(40)
<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>(47)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Partnerships Team	0	93	0.00	0	0.00	0	0	0	0.00	(31)	0.00	25	3.00	87
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(234)	0.00	0	0.00	(30)	0.00	526
<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>(294)</b>	<b>0.00</b>	<b>(31)</b>	<b>0.00</b>	<b>(565)</b>	<b>3.00</b>	<b>206</b>

## Partnership Team

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	Economic Development	Economic Development Manager	5	58							
4	City Centre Management	County Council Contribution to City Centre Manager Post	30								
<b>Total Pressures</b>			35	58							
<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)					
12											
<b>Total Service Reduction</b>			(9)	(8)	(7)	(7)					
<b>New Investments / Bids</b>											
13	Oxford Regeneration Programme	Oxford Station contribution to Governance for railway investment projects (GRIP) stage 3 - reversal of previous year bid	(25)								

## Partnership 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
14: Oxford Regeneration Programme	Oxpens Development Partner Procurement - Reversal of previous year bid	(100)								
15: Economic Development	Principal Economic Development Officer	52				1.00				1.00
16: Oxford Regeneration Programme	Principal Regeneration Officer	55				1.00				1.00
17: Oxford Regeneration Programme	Oxford Regeneration Project Support Officer	43				1.00				1.00
<b>Total New Investment/Bids</b>		<b>25</b>				<b>3.00</b>				<b>3.00</b>
<b>Total Partnership Team Bids &amp; Savings</b>		<b>51</b>	<b>50</b>	<b>(7)</b>	<b>(7)</b>	<b>3.00</b>				<b>3.00</b>

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Partnership Team	621,337	(115,000)	30,656	536,993	6

## Planning & Regulatory

### Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact 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>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>Invest to Save</b>									
7									
8									
<b>Total Invest to Save</b>									
<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>Service Reduction</b>									
11									

## 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	2017-18	2018-19	2019-20	2020-21	
12											
Total Service Reduction											
New Investments / Bids											
13	Spatial Development	Grenoble Road Planning application fee reversal	(560)								
14	Spatial Development	NEW - Central Conservation Area Appraisal	25		(25)						
Total New Investment/Bids			(535)		(25)						
Total Planning & Regulatory Bids & Savings			(319)	(63)	(25)						

New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Development	746,367	(935,000)	290,344	101,711	12
Support Services	146,867	(15,000)	329,709	461,576	1.6
Information Services	21,265	(213,650)	115,656	(76,729)	0
Spatial Development	1,634,870	(168,500)	230,347	1,696,717	20
Environmental Health	1,941,201	(1,754,500)	738,258	924,959	49.2

## 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>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>			760	25	5						
<b>Efficiencies</b>											
7:	Property Services	Office Rationalisation - Removed									
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 5% net of Bad Debt	(45)								
<b>Total Fees and Charges</b>			(275)	11	70	(40)					
<b>Service Reductions</b>											
13:											
14:											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</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
15	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
16											
Total New Investment/Bids				(30)							
Total Housing & Property Bids & Savings			485	6	75	(40)					

**New/Amended Bids & Savings**

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Community Housing & Strategy	599,183	(150)	107,124	706,157	9.3
Housing Needs	4,288,433	(782,410)	249,473	3,755,496	42.25
Property Services	1,760,908	(1,946,880)	(369,081)	(555,053)	26.24
Commercial Property	1,177,056	(11,759,700)	1,214,884	(9,367,760)	1.7
Office Accommodation	556,980	0	(552,998)	3,982	0
Property Support Services	1,163,125	(30,000)	(771,594)	361,531	15

**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		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
Business Improvement & Organisational Development	5	190	0.00	(76)	0.00	0	0	(5)	0.00	0	0.00	50	0.00	164
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	58	0.00	(72)	(1.00)	0	0	(10)	0.00	0	0.00	0	0.00	(24)
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	18	0.00	158
<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>0</b>	<b>0.00</b>	<b>68</b>	<b>0.00</b>	<b>298</b>

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Business Improvement & Organisational Development	0	0	0.00	(183)	(3.55)	0	0	(10)	0.00	0	0.00	0	0	(193)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
Financial Services	0	198	0.00	(135)	(3.00)	0	0	0	0.00	0	0.00	0	0	63
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
<b>Total</b>	<b>0</b>	<b>198</b>	<b>0.00</b>	<b>(318)</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>(130)</b>

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Business Improvement & Organisational Development	0	(15)	0.00	(108)	(2.75)	0	0	(10)	0.00	0	0.00	(50)	0.00	(183)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	89	0.00	(85)	(1.50)	0	0	0	0.00	0	0.00	0	0.00	4
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(50)	0.00	(50)
<b>Total</b>	<b>0</b>	<b>74</b>	<b>0.00</b>	<b>(193)</b>	<b>(4.25)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(100)</b>	<b>0.00</b>	<b>(229)</b>

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Business Improvement & Organisational Development	0	0	0.00	(74)	(3.00)	0	0	0	0.00	0	0.00	0	0.00	(74)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	71	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	71
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>71</b>	<b>0.00</b>	<b>(74)</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>(3)</b>

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Business Improvement & Organisational Development	5	175	0.00	(441)	(9.30)	0	0	(25)	0.00	0	0.00	0	0.00	(286)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	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	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	108
<b>Total</b>	<b>5</b>	<b>731</b>	<b>0.00</b>	<b>(733)</b>	<b>(14.80)</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(32)</b>	<b>0.00</b>	<b>(64)</b>

## Business Improvement & Organisational Development

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>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				(126)				(3.00)	(3.00)
8	Technology	Idox contract									
9	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k of savings pushed back on year		(62)	(53)		0.00	(1.30)	(0.50)		(1.80)
10	Technology	FMS and Irent Saving	(6)	(66)		52					
<b>Total Efficiencies</b>			<b>(76)</b>	<b>(183)</b>	<b>(108)</b>	<b>(74)</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											
<b>Total Fees and Charges</b>			<b>(5)</b>	<b>(10)</b>	<b>(10)</b>						

## Business Improvement & Organisational Development

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>Service Reduction</b>											
15											
16											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
17	Organisational Development	Responding to the results of the staff survey and liP assessment	50		(50)						
<b>Total New Investment/Bids</b>			50		(50)						
<b>Total Business Improvement &amp; Organisational Development Bids &amp; Savings</b>			164	(193)	(183)	(74)	(3.55)	(2.75)	(3.00)	(9.30)	

**New/Amended Bids & Savings**

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Transformation Projects	376,940	0	(36,504)	340,436	0
Business Improvement & Performance	1,708,844	0	(1,418,135)	290,709	30.32
Technology	3,133,218	0	(3,094,149)	39,069	18.8
Customer Services	2,293,513	0	(2,307,186)	(13,673)	75.52
Human Resources	670,461	(23,000)	(411,547)	235,914	12.02
Organisational Development	987,298	0	(966,570)	20,728	7.3

# Welfare Reform Team

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

New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Welfare Reform	152,098	0	16,838	168,936	6

## Financial 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	

## Financial Services

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
15									
16									
Total New Investment/Bids									
Total Financial Services Bids & Savings		(24)	63	4	71	(1.00)	(3.00)	(1.50)	(5.50)

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Accountancy	1,197,569	0	(1,130,959)	66,610	21.73
Corporate Finance	296,300	33,000	(329,274)	26	0
Investigations	163,370	(18,300)	93,402	238,472	5.72
Procurement & Payments	501,528	(53,000)	(306,198)	142,330	10
Revenues & Benefits	2,030,310	(1,370,990)	2,506,281	3,165,601	30.73
Incomes	60,343	(4,250)	0	56,093	2

## Law & Governance

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact			Total
								2018-19	2019-20	2020-21	
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
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								
<b>Total Pressures</b>			140								
<b>Efficiencies</b>											
6											
7											
<b>Total Efficiencies</b>											
<b>Invest to Save</b>											
8											
9											
<b>Total Invest to Save</b>											
<b>Fees &amp; Charges</b>											
10											
11											
<b>Total Fees &amp; Charges</b>			0	0	0	0					
<b>Service Reduction</b>											



## 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
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)							
15	Legal Services	Funding for Archivist ( salary costs & supplies and services) seconded from County Council to continue work on the City Archive held in the Town Hall basement. 3rd Phase of funding drawing to a close. Achievements:- scoped material held and location list produced; urgent remedial works to existing archive areas and valuable collections at risk; minor refurbishment of some underused spaces to accommodate some collections; feasibility study for long term storage of archive; ongoing assessment and listing of valuable archive collections; cataloguing structure for documents created. Phase 4 : continue work on assessment and listing of archive collections; develop catalogue by inputting listed material; agree strategy for public access to material to enable publication of catalogue to coincide with opening of New Museum; agree strategy for developing permanent long term storage solution for archive	50		(50)						
<b>Total New Investment/Bids</b>			18	(50)							
<b>Total Law &amp; Governance Bids &amp; Savings</b>			158	(50)							

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Committees & Members Services	613,690	0	(588,577)	25,113	5.5
Election Services	349,836	(100,440)	109,203	358,599	4.5
Legal Services	1,039,298	(171,200)	(927,330)	(59,232)	14.7
Executive Support	801,260	0	(760,953)	40,307	5.16

**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		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
Environmental Sustainability	0	25	0.00	10	0.00	0	0	0	0.00	0	0.00	30	0.00	65
Community Services	32	74	0.00	(196)	0.00	0	0	(21)	0.00	(23)	0.00	2	0.00	(132)
Direct Services	61	35	2.00	(65)	0.00	(110)	0	(601)	14.00	0	0.00	0	0.00	(680)
<b>Total</b>	<b>93</b>	<b>134</b>	<b>2.00</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>32</b>	<b>0.00</b>	<b>(747)</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Environmental Sustainability	0	(25)	0.00	0	0.00	0	0	0	0.00	0	0.00	(30)	0	(55)
Community Services	0	0	0.00	(20)	0.00	0	0	(26)	0.00	0	0.00	(20)	0	(66)
Direct Services	61	442	0.00	(85)	1.00	(160)	0	(1,123)	0.00	0	0.00	0	0	(865)
<b>Total</b>	<b>61</b>	<b>417</b>	<b>0.00</b>	<b>(105)</b>	<b>1.00</b>	<b>(160)</b>	<b>0</b>	<b>(1,149)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(50)</b>	<b>0</b>	<b>(986)</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Direct Services	61	9	0.00	0	0.00	0	0	(81)	0.00	0	0.00	0	0.00	(11)
<b>Total</b>	<b>61</b>	<b>9</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>0</b>	<b>0.00</b>	<b>(11)</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Environmental Sustainability	0	0	0.00	0	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(12)
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Direct Services	61	4	0.00	(25)	0.00	0	0	(155)	0.00	0	0.00	0	0.00	(115)
<b>Total</b>	<b>61</b>	<b>4</b>	<b>0.00</b>	<b>(25)</b>	<b>0.00</b>	<b>(12)</b>	<b>0</b>	<b>(155)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(127)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		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
Environmental Sustainability	0	0	0.00	10	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(2)
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	(198)
Direct Services	244	490	2.00	(175)	1.00	(270)	0	(1,960)	14.00	0	0.00	0	0.00	(1,671)
<b>Total</b>	<b>276</b>	<b>564</b>	<b>2.00</b>	<b>(381)</b>	<b>1.00</b>	<b>(282)</b>	<b>0</b>	<b>(2,007)</b>	<b>14.00</b>	<b>(23)</b>	<b>0.00</b>	<b>(18)</b>	<b>0.00</b>	<b>(1,871)</b>

## Environmental Sustainability

59

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.	25	(25)							
4											
<b>Total Pressures</b>			25	(25)							
<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>			10								
<b>Invest to Save</b>											
8	Energy and Natural Resources	Decarbonising Leisure Centres- funding of £250k (profiled over three years) to achieve 5% corporate carbon reduction target. Expected return of £25k pa over . 20+ years. Starting half way through 20/21 - links to capital bid for £250k				(12)					
<b>Total Invest to Save</b>						(12)					
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reduction</b>											
11											
12											
<b>Total Service Reduction</b>											

## Environmental Sustainability

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	Total
<b>New Investments / Bids</b>										
13	Environmental Quality	One off payment to resource work to move air quality monitoring station from High St to St Clements.								
14										
<b>Total New Investment/Bids</b>		<b>30</b>	<b>(30)</b>							
<b>Total Environmental Sustainability Bids &amp; Savings</b>		<b>65</b>	<b>(55)</b>		<b>(12)</b>					

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Environmental Quality	273,099	(18,000)	49,695	304,794	4.6
Energy & Natural Resources	254,185	0	60,890	315,075	3.5
Smart, Sustainable Cities	154,231	0	10,183	164,414	2

## Community Services

61

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	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption).	(3)								
2	Leisure Management	Oxford Living wage uplift	35								
<b>Total Contractual Inflation</b>			32								
<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>			74								
<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>			(196)	(20)							
<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)							
<b>Total Fees and Charges</b>			(21)	(26)							
<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)									
13	Leisure Management	Educational Attainment	(23)								

## Community Services

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	Total
<b>Total Service Reduction</b>		<b>(23)</b>								
<b>New Investment / Bids</b>										
14 Community Centres	Rose Hill Operating Costs (General Fund Share)	(3)	(20)							
15 Culture	Pegasus Theatre / MESH Festival	5								
<b>Total New Investment/Bids</b>		<b>2</b>	<b>(20)</b>							
<b>Total Community Services Bids &amp; Savings</b>		<b>(132)</b>	<b>(66)</b>							

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Leisure Management	931,787	(314,567)	1,174,295	1,791,515	4
Oxford Sport and Physical Activity	953,729	(953,729)	114,727	114,727	12.5
Sports Development	196,485	(37,090)	33,492	192,887	6
Parks Development	287,460	(20,000)	489,353	756,813	4.6
Community Centres	727,195	(487,923)	512,511	751,783	14.7
Youth Ambition	424,644	(33,840)	34,997	425,801	5
Town Hall & Facilities	1,115,465	(850,000)	(1,529)	263,936	22.2
Culture	803,031	(426,740)	101,077	477,368	10
Community Safety	1,704,191	(888,000)	391,709	1,207,900	35
Localities Team	1,913,013	0	(90,431)	1,822,582	12.9

## Direct Services

63

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	Engineering	Materials @ 2.8%	13	13	13	13					
2	Street Scenes	Materials @ 2.8%	2	2	2	2					
3	Motor Transport	Materials @ 2.8%	43	43	43	43					
4	Direct Building services stores	Materials @ 5%	108	108	108	108					
5	Direct services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services	(115)	(115)	(115)	(115)					
6	Parks - DS	Materials @ 2.8%	5	5	5	5					
7	Waste Services	Dry-Recyclate Price Increase for Domestic Waste at CPI 0.6%	5	5	5	5					
<b>Total Contractual Inflation</b>			<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>					
<b>Pressures</b>											
8	Waste and Recycling Domestic	Impact of Waste Changes	22								
9	Waste and Recycling Commercial	Additional waste disposal costs which will be subject to legal challenge	(110)	0							
10	Waste and Recycling Domestic	net saving on opening of recycling transfer station pushed back		(320)							
11	Streetscene	PHS Contract Cost for servicing the upgraded Public Conveniences	15								
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	27	27	1	4	2.00				2.00
13	Streetscene	Fleet management charges including fuel, non-contracted repairs - 1 no New Hot wash	19								
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							

## Direct Services

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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
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>442</b>	<b>9</b>	<b>4</b>	<b>2.0</b>				<b>2.0</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)	1.00			1.00
25	Various	Vacancy Factor	L	(75)							
<b>Total Efficiencies</b>				<b>(65)</b>	<b>(85)</b>	<b>(25)</b>		<b>1.00</b>			<b>1.00</b>
<b>Invest to Save</b>											
26	Off Street Parking	Increase income from Seacourt Park & Ride Extension. (Projected opening date slipped from Jan 17 to Oct 2017). Parking charges currently £2.00 rising to £3.00 in 2017/18.		(110)	(160)						
27											
<b>Total Invest to Save</b>				<b>(110)</b>	<b>(160)</b>						
<b>Fees and Charges</b>											
28	Off Street Parking	Additional income from car parking charges	M	(83)	(43)	(40)	(45)				
29	Off Street Parking	Increase Park & Ride Charges from £2 to £3 per day	M		(500)						
30	Off Street Parking	Review of Off Street Parking (additional income moved back through various reasons including development delays and planning re Diamond Place), Oxpens removed due to car parks closing in March 18	H				(110)				



## Direct Services

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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
31	Off Street Parking	Share of Income in relation to Oxpens car park with decking from Oxwed until site redeveloped		(366)							
32	Waste and Recycling Domestic	Garden Waste 5% increase in charges reaches £52 per annum by 2019-20	(16)	(16)	(16)						
33	Waste and Recycling Commercial	Growth and Development of the Business - potential additional net contribution	(97)	(45)	(10)		3.00				3.00
34	Engineering	Additional Works net contribution	(307)	(5)	(5)		10.00				10.00
35	Motor Transport	DVSA Lane/Additional Works net contribution	(45)	(10)	(10)		1.00				1.00
36	Pest Control & Dog Wardens	Reduction in subsidy in relation to pest control works	(10)	(10)							
37	Off Street Parking	Additional Income from additional Park & Ride Usage	(43)	(128)							
<b>Total Fees and Charges</b>			<b>(601)</b>	<b>(1,123)</b>	<b>(81)</b>	<b>(155)</b>	<b>14.00</b>				<b>14.00</b>
<b>Service Reductions</b>											
38											
39											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											
40											
41											
<b>Total New Investment/Bids</b>											
<b>Total Direct Services Bids &amp; Savings</b>			<b>(680)</b>	<b>(865)</b>	<b>(11)</b>	<b>(115)</b>	<b>16.00</b>	<b>1.00</b>			<b>17.00</b>
<b>New/Amended Bids &amp; Savings</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	
Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE				
Building Planned Operations	8,377,788	(11,024,726)	119,911	(2,527,027)	98				
Building - Responsive Operations	7,598,070	(7,372,360)	159,709	385,419	117				
Off Street Parking	3,287,474	(6,549,738)	764,800	(2,497,464)	16.16				
Waste & Recycling Domestic	5,049,307	(1,412,787)	688,100	4,324,620	103				
Waste & Recycling Commercial	2,274,997	(3,390,003)	123,740	(991,266)	14				
Engineering	4,175,427	(4,750,000)	179,121	(395,452)	30				
Street Scenes	5,063,994	(1,429,700)	459,497	4,093,791	122				
Motor Transport	3,363,863	(5,096,780)	1,397,731	(335,186)	28.57				
Caretaking & Misc	768,651	(971,030)	80,150	(122,229)	22.12				
Local Overheads	3,465,717	(163,760)	279,952	3,581,909	48.81				
Direct Building Services Stores	651,075	0	54,116	705,191	13				
Pest Control & Dog Wardens	209,542	(141,000)	54,977	123,519	4				
Parks - DS	2,803,151	(1,124,450)	1,017,118	2,695,819	54.67				

# MTFP - CLOSING THE GAP

## REVENUE

	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	
Changes in efficiencies, fees and charges etc	1,542	1,664	1,769	1,592	Net effect of changes in Appendix 3
Actuarial review	200	200	200	200	Changes to pensions from 2017-18
New Homes Bonus	1,583	229	16	(1,834)	Changes in NHB based on 4 years payment
Increase in council tax	(284)	(355)	(429)	(508)	Increase in tax base
Interest	(373)	(704)	(656)	(671)	Net increased interest including housing company
Reduced contingency	(437)	(580)	(669)	(628)	Contingencies now 30% of high risk compared to 40%
Revenue contributions	(606)	569	886	2,794	RCCO = NHB
Business rates	(25)	(1,129)	(313)	49	
Other	(938)	(395)	(90)	(69)	
<b>MTFP 13</b>	<b>663</b>	<b>(502)</b>	<b>714</b>	<b>926</b>	
<b>Other proposals to balance the budget from FSR's</b>					
Housing Bens	(50)	(100)	0	0	Housing and Regen FSR
Homeless housing	(67)	(106)	(192)	(200)	CEB December
<b>Revised deficit/ (surplus)</b>	<b>546</b>	<b>(708)</b>	<b>522</b>	<b>726</b>	1,086

## 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>

## CAPITAL

Capital	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Original General Fund Capital Programme	22,321	12,272	5,304	5,326
<b>Deleted Schemes</b>				
Solar Bins		-25		
Skateboard parks			-70	
Equity loans		-100		
Cemeteries			-750	-200
Biomass store		-53		
Grants		-25	-25	
<b>Total Deleted</b>	<b>0</b>	<b>-203</b>	<b>-845</b>	<b>-200</b>
<b>New Bids</b>				
Bullington	500			
Barton	950			
Oatlands recreation ground	75			
Additional cost Seacourt - Phase 2	1500	500		
Purchase of properties	10,000			
Waste transfer station additional bid	968			
Refuse freighter	185			
Local area network	90			
Web chat	20	5	5	5
Lucy Faithfull purchase of leasehold	1,000			
Feasibility studys	250			
Loans to Housing company	3,000	30,000	16,000	11,000
<b>New Bids</b>	<b>18,538</b>	<b>30,505</b>	<b>16,005</b>	<b>11,005</b>
<b>New Programme total</b>	<b>40,859</b>	<b>42,574</b>	<b>20,464</b>	<b>16,131</b>

## 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 Superconnected Cities		2,220,000 40,000		
<b>Assistant Chief Executive</b>	-	2,260,000	-	-
ICT Software, Infrastructure and Licences	1,100,000	655,000	305,000	305,000
<b>Business Improvement</b>	1,100,000	655,000	305,000	305,000
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>	2,373,230	1,000,000	1,000,000	1,000,000
Flood Alleviation at Northway & Marston	1,061,251			
Oxford and Abingdon flood alleviation scheme	380,000	380,000		
Oxford Low Emission Vehicle	550,000			
<b>Environmental Sustainability</b>	1,991,251	380,000	-	-
<b>Community Centres</b>				
Bullingdon Community Centre	500,000			
Barton Community Centre	950,000			
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 property	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>	23,720,000	36,739,000	16,708,000	11,705,000
<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>	4,900,000	170,000	-	70,000
<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)	2,300,000	500,000		
Car Parks Resurfacing	300,000	300,000	300,000	300,000
<b>Direct Services</b>	6,472,750	1,626,000	3,990,500	3,300,500
R & D Feasibility Fund	301,841	150,000	150,000	150,000
<b>Financial Services</b>	301,841	150,000	150,000	150,000
<b>Total General Fund Schemes</b>	40,859,072	42,980,000	22,153,500	16,530,500

<b>Housing Revenue Account Capital</b>				
<b><u>Special Projects</u></b>				
Tower Blocks	6,959,000	134,000	-	
<b><u>Planned Major Repairs</u></b>				
Adaptations for disabled	602,000	617,000	633,000	648,000
<b><u>Improvements</u></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><u>Regulatory</u></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><u>Estate Improvement</u></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><u>Future Programme</u></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><u>Empty Properties</u></b>				
Major Voids	375,000	392,000	409,000	427,000
<b><u>Energy Efficiency Initiatives</u></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>

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Area	Employees	Premises	Transport	Supplies	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Building Planned Operations	4,144,007	1,591,075	250,893	2,391,813	8,377,788	(11,024,726)	119,911	(2,527,027)	98.00
Building - Responsive Operations	5,167,553	700,000	592,884	1,137,633	7,598,070	(7,372,360)	159,709	385,419	117.00
Off Street Parking	635,432	2,260,392	21,300	370,350	3,287,474	(6,549,738)	764,800	(2,497,464)	16.16
Waste & Recycling Domestic	2,778,810	91,630	1,248,130	930,737	5,049,307	(1,412,787)	688,100	4,324,620	103.00
Waste & Recycling Commercial	371,356	0	511,481	1,392,160	2,274,997	(3,390,003)	123,740	(991,266)	14.00
Engineering	1,894,262	126,200	303,440	1,851,525	4,175,427	(4,750,000)	179,121	(395,452)	30.00
Street Scenes	3,686,657	318,837	817,000	241,500	5,063,994	(1,429,700)	459,497	4,093,791	122.00
Motor Transport	1,062,303	14,500	1,512,520	774,540	3,363,863	(5,096,780)	1,397,731	(335,186)	28.57
Caretaking & Misc	675,481	15,270	55,330	22,570	768,651	(971,030)	80,150	(122,229)	22.12
Local Overheads	2,705,941	463,036	45,820	250,920	3,465,717	(163,760)	279,952	3,581,909	48.81
Direct Building Services Stores	371,694	127,521	19,450	132,410	651,075	0	54,116	705,191	13.00
Pest Control & Dog Wardens	130,927	18,750	20,520	39,345	209,542	(141,000)	54,977	123,519	4.00
Parks - DS	1,739,466	256,605	452,110	354,970	2,803,151	(1,124,450)	1,017,118	2,695,819	54.67

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

Summary and recommendations	
<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, Board Member for Finance, Asset Management and Public Health.  Councillor John Tanner, Board Member for 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.



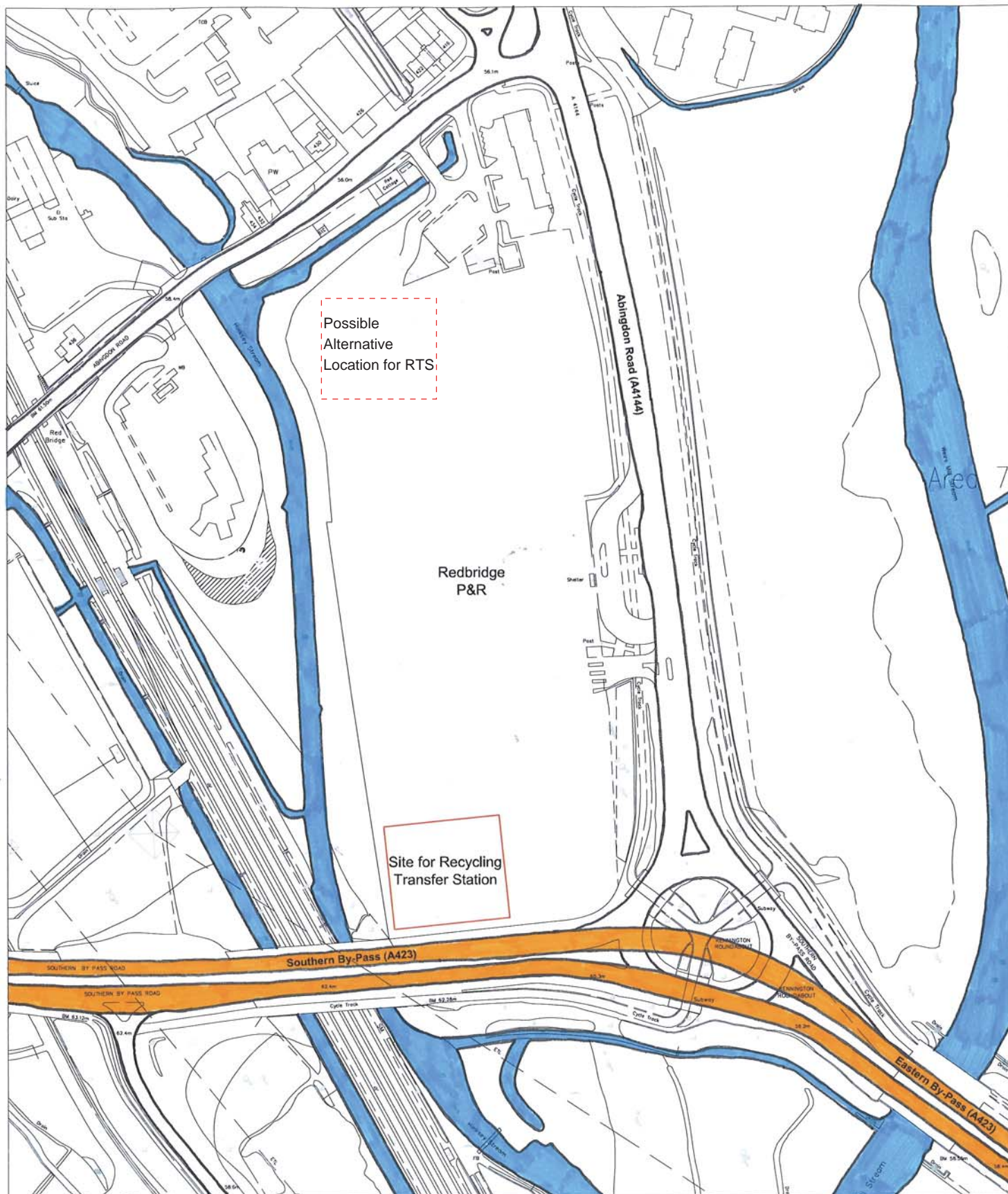
<b>Report author</b>	Fiona Piercy
Job title	Regeneration Programme Director
Service area or department	Regeneration, Economy & Partnerships
Telephone	01865 252185
e-mail	<a href="mailto:fpiercy@oxford.gov.uk">fpiercy@oxford.gov.uk</a>

<b>Background Papers:</b> None
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Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
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

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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



PROJECT TITLE  
 Redbridge Recycling Transfer Station

DRAWING TITLE  
 Location Plan

85

DRAWN BY  
 L. Wicks

DATE  
 8/11/2016

SCALE  
 1/2500 @ A4

DRAWING NUMBER/ SHEET NUMBER  
**REP/Redbridge Recycling/01**

NOTES  
 Red boundary line defines site

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CHECKED BY  
 F. Piercy

DATE  
 8/11/2016

STATUS  
 Feasibility

APPROVED BY

DATE

REVISION

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## 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.

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## SCRUTINY WORK PLAN

### December 2016 - June 2017

Published on: 23/11/16

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its inhabitants. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2016-17 council year and will be reviewed monthly by the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior council officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to two standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

### Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Cllrs Azad, Chapman, Coulter, Fry, Gant (Chair), Hayes, Henwood, Pegg, Simmons, Taylor, Tidball & Wilkinson
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fooks, Fry, Simmons (Chair) & Taylor
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood (Chair), Pegg, Sanders, Thomas & Wade, Geno Humphrey (tenant co-optee)

### Current and planned review groups

Topic	Scope	Nominated councillors
Budget review 2017/18	To review the Council's 2017/18 draft budget and medium term financial strategy	Cllrs Fooks, Fry, Simmons (Chair) & Taylor
Devolution plans for Oxfordshire	To scrutinise devolution proposals for Oxfordshire	Cllrs Coulter, Gant, Hayes, Simmons & Tidball (Chair)
Language schools	TBC	TBC

### Indicative timings of 2016/17 review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Devolution plans for Oxfordshire										
Budget review 2017/18										
Language schools (TBC)										

	Scoping
	Evidence gathering
	Reporting

## SCRUTINY COMMITTEE

### 6 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Commissioned Advice Strategy 2018-2021	Yes	To propose a model for developing a new commissioned advice strategy during 2017/18	Customer and Corporate Services	Paul Wilding, Programme Manager Revenue & Benefits
Safeguarding Language School Students	No	Update on safeguarding arrangements for foreign language students studying in Oxford.	Community Safety	Richard Adams, Community Safety & Resilience Manager
Recommendation Monitoring - Cycling	No	To monitor progress and implementation following the recommendations of the Cycling Review Group.	Climate Change and Cleaner Greener Oxford	Sophie Hearn, Contracts Manager
Sustainable Energy Action Plan (SEAP) for Oxford	Yes	This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	Climate Change and Cleaner Greener Oxford	Mairi Brookes, OxFutures Programme Manager
Performance monitoring - quarter 2	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

### 12 JANUARY 2017 - PROVISIONAL REPORT

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Report of the Devolution Review Group	No	To consider the report of the Devolution Review Group.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

**30 JANUARY 2017 - PROVISIONAL REPORTS**

<b>Agenda item</b>	<b>Decision</b>	<b>Description</b>	<b>CEB Portfolio</b>	<b>Report Contact</b>
Update on the Corporate Plan 2016-2020	Yes	To present an update report on the progress of the Corporate Plan 2016-2020.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Leisure Performance Update	No	To present an update following questions raised by the Committee.	Leisure, Parks and Sport	Ian Brooke, Head of Community Services
Grant Allocations to Community and Voluntary Orgs 2017/2018	Yes	This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2017/2018.	Culture and Communities	Julia Tomkins, Grants & External Funding Officer
Recommendation monitoring - Recycling rates	No	To receive an update on the monitoring of recycling rates and the impacts of the Blue Bin Recycling League following a site visit to the Waste Services Team.	A Clean and Green Oxford	Jeff Ridgley, waste Services Business Development & Fleet Manager

**28 FEBRUARY 2017 - PROVISIONAL REPORTS**

<b>Agenda item</b>	<b>Decision</b>	<b>Description</b>	<b>CEB Portfolio</b>	<b>Report Contact</b>
Graffiti prevention	No	To consider the appreciative inquiry and focus group around graffiti and other initiatives to solve the issues long term.	Climate Change and Cleaner Greener Oxford	Liz Jones, Interim ASBIT Team Leader
Performance Monitoring - quarter 3	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

## 27 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Assessing disabled impacts in planning	No	To consider how the Council fulfils its duty to assess the impacts on disabled people of new developments and changes of use, including for businesses and private and social sector housing.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Recommendation Monitoring - Guest Houses	No	To monitor progress and implementation following the recommendations of the Guest Houses Review Group.	Corporate Strategy and Economic Development	Richard Adams, Community Safety & Resilience Manager
Waterways Public Space Protection Order	Yes	The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the Oxford waterways.	Community Safety	Richard Adams, Community Safety & Resilience Manager
Safeguarding Report 2017/18	Yes	An annual report to monitor the progress made on Oxford City Council's Section 11 Self-assessment Action Plan 2016-2017 and to approve the Action Plan for 2017-2018.	Finance, Asset Management and Public Health	Val Johnson, Policy and Partnerships Team Leader

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## 2 MAY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Recommendation monitoring - Local economy	No	To monitor progress following the local economy review group.	Corporate Strategy and Economic Development	David Edwards, Executive Director City Regeneration and Housing
Fusion Lifestyle's 2017/18 Annual Service Plan	Yes	The report will recommend that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2017/18.	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager

## JUNE 2017

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Design Review Panel	No	To consider the work and effectiveness of the Oxford Design Review Panel.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Local Plan Preferred Options	Yes	Progress of the review of the Local Plan	Planning and Regulatory Services	Sarah Harrison, Senior Planner

## SCRUTINY COMMITTEE - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Public Spaces Protection Orders	No	To monitor the impacts of PSPOs the city, including the numbers and types of early interventions and enforcement actions.	Community Safety	Richard Adams, Community Safety & Resilience Manager
Disabled Students' Allowance	No	To consider the impacts of cuts to Disabled Students' Allowance on disabled students in the City.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Police and Crime Panel update	No	To receive an update on police and crime scrutiny activities by the Council's representative on Thames Valley Police and Crime Panel (PCP).	Community Safety	Andrew Brown, Scrutiny Officer
Workplace parking levies	No	To consider the pros and cons of the proposed introduction of workplace parking charges in Oxford.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Report of the Independent Commission on Health Inequalities	No	To receive an update on the work of Oxfordshire Health and Wellbeing Board by the Council's representative on the Board.	Finance, Asset Management and Public Health	Val Johnson, Policy and Partnerships Team Leader

## FINANCE PANEL

### 8 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 2	No	To monitor the Council's finances at the end of quarter 2 2016-17 (September).	Finance, Corporate Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Performance: Annual Report and Performance 2016/17	Yes	This performance monitoring report on the Treasury Management Strategy: Annual Report and Performance 2016/17 is submitted twice a year.	Finance, Asset Management and Public Health	Bill Lewis, Financial Accounting Manager
Feasibility study for the development of a site for a Transfer Station for Recycled Material	Yes	To present a feasibility study for the development of a site to operate a Council managed transfer station for City collected co-mingled recyclables, green waste, street arisings and engineering works spoil.	A Clean and Green Oxford	Geoff Corps, Cleaner Greener Services Manager, Fiona Piercy, Partnership & Regeneration Manager

### 16 JANUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Service reviews	No	To consider the outcomes of comprehensive reviews of a number of service area budgets undertaken as part of this year's budget setting process.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Funding mechanisms for affordable housing	No	To consider alternative and innovative models for financing new affordable housing.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

Scrutiny Budget Review 2017/18 - recommendations	No	To agree recommendations following the annual scrutiny budget review.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
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## 1 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Scrutiny Budget Review 2017/18	No	Review of the Councils draft budget for 2017/18 and medium term financial strategy.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Capital Strategy 2017/18	Yes	To consider the Council's Capital Strategy for 2017/18.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy 2017/18	Yes	Treasury Management Strategy for 2017/2018, including prudential indicators.	Finance, Asset Management and Public Health	Bill Lewis, Financial Accounting Manager
Divestment	Yes	To consider an ethical policy on divestment.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

## 29 MARCH 2017 - NO REPORTS CURRENTLY SCHEDULED



## HOUSING PANEL

### 1 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 3	No	To consider a report on Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Access to the private rented sector	No	To receive a briefing on Council support to people in receipt of Housing Benefit in accessing the private rented sector, including the rent guarantee scheme, Home Choice pilot and 'real lettings' property investments.	Housing	Dave Scholes, Housing Strategy & Needs Manager
Rough sleeping	No	To consider how the Council deals with people sleeping rough including those with no recourse to public funds.	Community Safety, Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer
Allocation of Homelessness Prevention Funds	Yes	To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy	Housing	Ossi Mosley, Rough Sleeping & Single Homelessness Officer

### 26 APRIL 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Great Estates update	No	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Housing	Stephen Clarke, Head of Housing and Property
Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager

Empty Property Strategy	No	To receive a briefing on the Council's approaches to dealing with empty properties in the City ahead of a refresh of the Council's Empty Property Strategy 2013-18.	Housing	Melanie Mutch, Empty Property Officer (Private Sector)
Leaseholder relationships	No	To consider Council relationships with leaseholders including the views of individual leaseholders.	Housing	Stephen Clarke, Head of Housing and Property

#### HOUSING PANEL - TO BE TAKEN DURING THE BUDGET REVIEW

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing Revenue Account Business Plan	Yes	To pre-scrutinise a decision on the Housing Revenue Account (HRA) business plan, which sets out projected income (from rents, service charges etc.) and expenditure on the Council's housing stock.	Finance, Asset Management and Public Health	Stephen Clarke, Head of Housing and Property
Oxford Housing Company Business Plan	Yes	To pre-scrutinise any decisions on funding the Housing Company for Oxford and monitor progress in the Company's first year of operation.	Housing	David Edwards, Executive Director City Regeneration and Housing

#### HOUSING PANEL - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Private Sector Licensing	Yes	To pre-scrutinise any decisions on the extension of licensing to non-HMO private rented sector.		
Flexible tenancies	Yes	To pre-scrutinise any decisions on the local implementation of government plans to prevent local authorities in England from offering secure tenancies for life to new council tenants in most circumstances.	Housing	Bill Graves, Landlord Services Manager

## FINANCE PANEL (PANEL OF THE SCRUTINY COMMITTEE)

**Wednesday 7 September 2016**

**COUNCILLORS PRESENT:** Councillors Fry, Fooks and Simmons (Chair).

**OFFICERS PRESENT:** Andrew Brown (Scrutiny Officer), Nigel Kennedy (Head of Financial Services), Anna Winship (Management Accountancy Manager), Tanya Bandekar (Service Manager Revenue & Benefits) and Paul Wilding (Programme Manager Revenue & Benefits)

### **17. APOLOGIES**

The Panel noted apologies from Councillor Sian Taylor and Councillor Susan Brown (Board Member for Customer and Corporate Services).

### **18. DECLARATIONS OF INTEREST**

There were no declarations.

### **19. COUNCIL TAX SUPPORT SCHEME**

The Revenue and Benefits Programme Manager introduced the report. He said that the Council Tax Reduction Scheme (CTRS) used to be fully funded by Government but from April 2019 the Council would have to meet the full cost to the Council of £1.6m per year. The caseload had been reducing slightly and although it could increase if the economic conditions worsened, the cost pressure was thought to be fairly static and had already been budgeted for. The overall cost of the scheme was about £10m but the County bore the majority of this cost and the Police bore about one-sixth of the cost.

The Revenue and Benefits Programme Manager explained that the CTRS provided full Council Tax support to people on low incomes at a time when many other benefits were being reduced. Further benefit changes had yet to take effect including the lowering of the Benefit Cap, reductions to Universal Credit and additional Tax Credits and Child Benefit restrictions.

The Panel heard that the assessment process for CTRS mirrored that for Housing Benefit. Given that most applicants claimed both benefits, it made sense to combine the administration of the two schemes. A project group had been set up to manage the transition from Housing Benefit to Universal Credit and it was thought that there might be an opportunity to achieve some administrative savings from 2018.

The Panel questioned whether there was an obligation on the other precepting authorities to accept the scheme, which affected the level of their Council Tax income. The Revenue and Benefits Programme Manager explained that control lay with the collecting authorities but that in developing the scheme, the Council had worked closely with other Oxfordshire authorities in taking a county-wide

approach. Some neighbouring authorities had subsequently moved away from this approach by introducing minimum payments. There was no requirement for authorities to report the impacts of CTRS schemes, for example on Council Tax collection rates, so information available for benchmarking was patchy. However, if the level of support was reduced then the overall collection rate would be affected and administration costs associated with the scheme would increase.

In response to a question, the Panel heard that CTRS was a separate scheme from Council Tax Discounts and Exemptions but that the Council had used the proceeds of higher Council Tax charges on long-term empty properties to partially off-set the cost of CTRS. The Revenue and Benefits Service Manager explained that the Council was required to have a separate discretionary discount scheme but that no discretionary discounts had yet been granted because, unlike many other authorities, the Council offered a full reduction under the CTRS scheme. The Council would look at any applications on their merits but would not use public money to fund discretionary discounts lightly. The Panel also received assurances that officers looked at applicants circumstances in the round and could consider whether they might be eligible for things like Discretionary Housing Payments.

The Panel noted that CEB would be asked in October to renew the scheme for next year with no changes. The Panel agreed to convey the following points and observations to the Board:

- That the Panel supports the proposal to keep the CTRS unchanged for next year and the work being done to link CTRS to Universal Credit in future years.
- That the cost to the Council of maintaining the CTRS with a 100% Council Tax reduction for both working age and pensionable age recipients is increasing significantly, from £11.8k in 2013/14 to £1.6m in 2019 but is already built into the Council's Medium Term Financial Plan.
- That the CTRS also significantly impacts the Council Tax income of the County Council and Thames Valley Police.
- That the CTRS reduces the overall Council Tax take and affects the band D multiplier.

## **20. THE IMPLICATIONS OF BREXIT FOR LOCAL GOVERNMENT**

The Head of Financial Services introduced the report. He said that many impacts of Brexit had not yet played out but that there were some immediate impacts on the Council. Lower interest rates would hit the Council's annual treasury income by approximately £400k. There had also been a drop in property fund appreciation values although these were still well above purchase values and dividend income had remained unaffected. The Council also had an income target that was measured in Euros, which would be harder to achieve since the value of Sterling had dropped. On the upside, the cost of borrowing was cheaper and the Council did have a borrowing requirement within its Medium Term Financial Plan, some of which would be met using internal borrowing. Officers would explore whether it would be advantageous to borrow now at low rates, given that there would be a cost of carrying borrowed money that was not yet needed.

The Panel questioned whether there would be a case for closing and refinancing the Housing Revenue Account debt. The Panel heard that the Council would look again at whether or not to refinance the first £20m repayment of this debt which was due in 2021. Officers had looked at whether there was an opportunity to refinance the debt outside of the repayment tranches but this option was found to be too punitive.

The Panel suggested that the Council could face higher procurement costs and potentially difficulties in achieving income from trading following the Brexit decision and any resulting economic downturn. The Panel noted that it would be helpful for the Council to track the impacts of wider economic changes on things like trading income and procurement costs, as well as income from car parking, commercial rent, investments and planning fees. The Panel suggested that if and when Figure 11 is updated, expected income from the different streams should be included for 2016/17. The Panel also asked officers to check the explanation for the dip in car parking income in 2010/11.

In terms of the wider economy the Panel suggested that Brexit could reduce inward investment and joint funding opportunities, noting that the impact on Business Rates income of one or two major employers relocating away from the City could be high, with the Council liable to lose £500k before safety payments kicked in. The Panel heard that 19 business premises accounted for 22% of rateable values in the City. There was also a question mark around whether safety net payments would still apply when Councils were granted 100% Business Rates retention (which would only apply to growth above a baseline not the full Business Rates take).

The Panel questioned whether there was a strong case for borrowing more in order to invest and heard that this would be kept under review. The Council was taking a lead already in many respects compared to benchmarked authorities and going even further would depend on the Council's appetite for borrowing and risk. The Panel noted that the Council was already investing significantly in new build and commercial property but would encourage new borrowing to fund revenue generating opportunities, including potentially renewable energy schemes, where there was a robust business case for doing so.

The Panel concluded by thanking the Head of Financial Services for a very useful report and agreeing to put the following recommendations to the City Executive Board:

1. That the Council looks to partner with local Universities or economic institutions to study the wider impacts of Brexit on the economy of Oxford.
2. That the Council explores whether there are additional opportunities to borrow at historically low interest rates to fund new revenue generating schemes.

## **21. BUDGET MONITORING - QUARTER 1**

The Management Accountancy Manager introduced the report and highlighted the adverse variances in the General Fund and Capital Programme as well as the positive variance on the Housing Revenue Account. She also provided an overview of transfers from reserves and virements.

The Panel expressed concern about the £389k adverse variance in the General Fund, which was largely due to a staff restructure (£126k) and unmet income

targets (£150k) in the Planning and Regulatory Service. The Panel heard that part of the restructure cost was due to consultant support but that there was an ongoing pressure of £70k. The Panel agreed that this service should be subject to further scrutiny during the Budget Review.

The Panel welcomed ring-fenced capital grant funding for Super Connected Cities and Disabled Facilities Grants. The Panel noted that £328k of capital slippage related to a Research and Development Feasibility Fund and questioned what this fund related to. The Panel heard that this was a feasibility fund for new schemes that comprised of a £200k base budget plus carry forwards from previous years. The Panel agreed to revisit this budget during the Budget Review.

## **22. TREASURY MANAGEMENT STRATEGY: ANNUAL REPORT AND PERFORMANCE 2015/16**

The Head of Financial Services introduced the report and said that the 1.1% return on the Council's investments represented a good outcome given that the base rate was only 0.5% during 2015/16.

The Panel considered whether there was a case for holding money in equivalent banks located in other jurisdictions. The Head of Financial Services advised that interest rates were unlikely to be markedly different in other developed countries. The Panel noted that exchange rates tended to even out any possible gains in the longer run, although there may be some merit in holding money abroad terms of diversifying the Council's holdings.

## **23. BUDGET REVIEW 2017/18 - SCOPE**

The Scrutiny Officer introduced the report and said that the proposals were similar to last year but one change was the potential need to take account of the outcomes of comprehensive reviews of selected service budgets.

The Head of Financial Services advised that six reviews were taking place in tandem and while they may not be completed by the time the consultation budget is published, they would not impact service on budgets for year one of the Medium Term Financial Plan. The Panel questioned who was undertaking the reviews, how they were funded and the involvement of Board Members. The Panel heard that some funding had been made available from carry forwards and the Transformation budget to obtain external advice in some specialist areas but in the main they would be conducted by officers with Board Member involvement towards the latter stages. In response to a question, the Panel heard that in total the reviews covered some £8m of Council's net spend.

The Panel noted the Budget Review meeting dates and agreed to invite members of the Housing Panel to the Housing and Regeneration session.

## **24. WORK PLAN**

The Panel agreed:

- To consider gross budgeting at its meeting in December ahead of the Budget Review.
- To consider any available outcomes from the service reviews in January 2017.
- To keep the March 2017 meeting free for now.
- That the Chair would provide a more detailed scope for the Divestment item.

## **25. NOTES OF PREVIOUS MEETING**

Noted.

## **26. FUTURE MEETING DATES**

Noted.

**The meeting started at 6.00 pm and ended at 8.00 pm**

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